



**New Forest**  
DISTRICT COUNCIL

---

# Council Meeting Agenda

---

**16 September 2024**





# SUMMONS

To All Members of the Council

You are hereby summoned to attend a meeting of the District Council to be held in the Council Chamber - Appletree Court, Beaulieu Road, Lyndhurst, SO43 7PA on Monday, 16 September 2024, at 6.30 pm



**Kate Ryan**  
Chief Executive

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

Members of the public are welcome to attend this meeting. The seating capacity of our Council Chamber public gallery is limited under fire regulations to 22.

Members of the public can watch this meeting live, or the subsequent recording, on the [Council's website](#). Live-streaming and recording of meetings is not a statutory requirement and whilst every endeavour will be made to broadcast our meetings, this cannot be guaranteed. Recordings remain available to view for a minimum of 12 months.

Anyone wishing to attend the meeting should contact the name and number shown below.

Enquiries to: Matt Wisdom  
Email: [democratic@nfdc.gov.uk](mailto:democratic@nfdc.gov.uk)  
Tel: 023 8028 5072

---

# AGENDA

## Remembering Cllr Keith Craze

The Council was deeply saddened to learn of the passing of Cllr Keith Craze on Sunday 18 August 2024.

At the Council Meeting, the Chairman will invite Members of the Council to remember Cllr Craze, his service to the Council, and the New Forest District.

## **Apologies**

**1. MINUTES (Pages 5 - 12)**

To confirm the minutes of the meeting held on 8 July 2024 as a correct record.

**2. DECLARATIONS OF INTERESTS**

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

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

**3. CHAIRMAN'S ANNOUNCEMENTS**

**4. LEADER'S ANNOUNCEMENTS**

**5. REPORT OF CABINET - 7 AUGUST 2024 (Pages 13 - 270)**

**6. REPORT OF CABINET - 4 SEPTEMBER 2024 (Pages 271 - 490)**

**7. ALLOCATION OF SEATS AND APPOINTMENTS TO COMMITTEES AND PANELS (Pages 491 - 498)**

**8. QUESTIONS (To Follow)**

To ask questions under Standing Order 22. Questions received will be published ahead of the meeting. (Members are reminded that questions must be submitted to Democratic Services by no later than 12.00 noon, Wednesday 11 September 2024).

**9. MEETING DATES 2025/2026**

To agree the following schedule of Council meetings for the 2025/26 municipal year, all commencing at 6.30 pm:-

**2025**

12 May AGM (already agreed)  
14 July  
15 September  
13 October  
15 December

**2026**

23 February  
13 April  
18 May AGM

**10. ANY OTHER ITEMS WHICH THE CHAIRMAN DECIDES ARE URGENT**

# Agenda Item 1

8 JULY 2024

## NEW FOREST DISTRICT COUNCIL

Minutes of a meeting of the New Forest District Council held on Monday, 8 July 2024

- \* Cllr David Hawkins (Chairman)
- \* Cllr John Sleep (Vice-Chairman)

### Councillors:

- \* Alan Alvey
- \* Peter Armstrong
- \* Geoffrey Blunden
- \* Hilary Brand
- \* Mark Clark
- \* Steve Clarke
- \* Jill Cleary
- \* Keith Craze
- \* Kate Crisell
- \* Sean Cullen
- \* Jack Davies
- \* Steve Davies
- \* Philip Dowd
- \* Barry Dunning
- \* Jacqui England
- \* Allan Glass
- \* David Harrison
- Matthew Hartmann
- \* John Haywood
- Jeremy Heron
- \* Nigel Linford
- Patrick Mballa
- \* Colm McCarthy

### Councillors:

- David Millar
- Neil Millington
- Ian Murray
- \* Stephanie Osborne
- \* Alan O'Sullivan
- Adam Parker
- \* Dave Penny
- \* Neville Penman
- \* Dan Poole
- \* Caroline Rackham
- \* Alvin Reid
- \* Joe Reilly
- \* Janet Richards
- \* Barry Rickman
- \* Steve Rippon-Swaine
- Michael Thierry
- \* Derek Tipp
- Neil Tungate
- \* Alex Wade
- \* Malcolm Wade
- \* Christine Ward
- \* Phil Woods
- \* Richard Young

\*Present

### Officers Attending:

Kate Ryan, Richard Knott, Daniel Reynafarje, James Smith, Karen Wardle and Matt Wisdom

### Apologies

Apologies for absence were received from Cllrs Hartmann, Heron, Mballa, Millar, Millington, Murray, Parker, Thierry and Tungate.

## 12 MINUTES

### RESOLVED:

That the minutes of the Annual meeting held on 13 May 2024, be confirmed.

**13 DECLARATIONS OF INTERESTS**

Cllr Haywood declared, for transparency purposes, in relation agenda item 5, that he was the Chairman of the Ringwood Neighbourhood Steering Group. He concluded that there were no issues under common law that prevented him from remaining in the meeting to speak and vote.

**14 CHAIRMAN'S ANNOUNCEMENTS****Charity Announcement**

The Chairman was very pleased to announce that his chosen charity for the year would be the Hampshire and Isle of Wight Air Ambulance. Through the support of donations, the charity brings exceptional critical care to the people of Hampshire and the Isle of Wight. Since their first life-saving flight in July 2007, they had used several helicopter models, with the current model capable of being anywhere across Hampshire within 15 minutes.

**D Day 80**

The Chairman reported he was honoured to raise the D Day 80 Flag at Appletree Court on 6 June, accompanied by the Leader of the Council, Vice-Chairman, the Armed Forces Champion and political group representatives. Local military representatives and NFDC staff veterans were also in attendance. The occasion gave time to pause and remember that we must never forget the selfless sacrifice and courage of the heroes who fought against all odds to liberate Europe 80 years ago, to secure the freedom we all enjoy today.

With the support of the Vice-Chairman, the Chairman was also able to represent the Council at D Day 80 events in Christchurch, Bransgore, Basingstoke and Exbury. In particular, he attended the unveiling ceremony for a collaborative sculpture in commemoration of the 80th Anniversary of D-Day in Exbury. This was honouring the Women's Royal Navy Service and mothers, daughters and families who were left on the shores bidding 'Hail and Farewell' to their loved ones. This ceremony also included the Royal Navy 'Tossing the Oars' salute and Royal Air Force fly past.

**Armed Forces Day**

The Chairman reported that alongside the Vice-Chairman and Armed Forces Champion, he raised the Armed Forces Day flag on 24 June, in recognition of the men and women who make up the Armed Forces community from the current serving personnel to Service families, veterans and cadets. He gave his thanks to the Vice-Chairman who also attended the Fawley Armed Forces day at Gang Warily Recreation and Community Centre.

**Further Engagements**

The Chairman also attended a range of Annual Mayor Making events across Basingstoke, Winchester, Southampton and Portsmouth in May and June.

He thoroughly enjoyed attending Ashley Junior School on 21 May to receive a presentation from year 6 children on recycling, which was extremely informative and interesting.

Thanks was given to the Armed Forces Champion, Cllr Reid who had laid a wreath on behalf of NFDC at the New Forest Airfields Memorial, Bransgore, recognising US Memorial Day.

The Chairman attended the Duke of Edinburgh Gold award presentations at the Great Hall in Winchester and the Civic Service in Christchurch.

Finally, the Chairman gave his thanks to the Vice-Chairman who had attended the Launch Event for the Solent Mind Strategy on 20 June, which facilitated discussions with volunteers and their men's shed section, and for attending the Annual Review and AGM of the Hampshire Scouts on 30 June.

## **15 LEADER'S ANNOUNCEMENTS**

The Leader made the following announcements:

### **Election**

The Leader gave her sincere and personal thanks to all staff who helped out at the election, this included staff who prepared over 25,000 postal votes, those working in a polling station, working through the night at the count, or providing cover so Council services could continue as usual; thank you to everyone, it was a very professionally run event.

### **Tenant Satisfaction Measures**

The Leader reported that the District Council had just released the tenant satisfaction measure results. These related to perception surveys undertaken in late summer 2023 and January this year, as well as performance data collected over the 2023/24 financial year. She was delighted with how satisfied council tenants felt about the service. Tenants had scored the District Council as a housing landlord with an overall satisfaction rating of 81%. Further and more detailed information would be presented to the Housing and Communities Overview and Scrutiny panel later in the month.

### **New Forest Show**

The Leader highlighted that the New Forest Show would be taking place at the end of July and into August. The District Council's theme this year would showcase the new Corporate Plan and celebrate 50 years of New Forest District Council. The latest awareness campaign to combat littering, involving a sculpture made of our litter, would also be in situ at the show before going on tour of the District, as part of the 'look out for our new forest' campaign.

### **Changing Places**

The Leader reported that the two new changing places toilets were open and fully operational in Brockenhurst and Ringwood, providing much needed facilities for those in the community who require extra space and support when needing to use public convenience facilities.

**St Georges Hall, Calshot**

Finally, the Leader announced that work had commenced on St Georges Hall in Calshot. This work would significantly rejuvenate the facility for the good of Calshot residents, the broader community and users of the Calshot cemetery.

**16 RINGWOOD NEIGHBOURHOOD DEVELOPMENT PLAN - REFERENDUM**

Cllr Tipp introduced the report and moved the recommendations. Cllr S Davies seconded the motion.

Cllr Haywood declared, for transparency purposes, that he was the Chairman of the Ringwood Neighbourhood Plan Steering Group. He concluded that there were no issues under common law that prevented him from remaining in the meeting to speak and vote.

A number of councillors spoke in support of Ringwood Neighbourhood Plan, recognising the hard work which had been put into it, particularly as minimal changes had been recommended by the examiner. It was highlighted that the residents of Ringwood had recognised the benefits of the plan, by voting to supporting it. The high turnout rate in the referendum was also acknowledged.

**RESOLVED:**

- i) That the outcome of the Referendum of 4 July 2024 be noted; and
- ii) That the Ringwood Neighbourhood Plan be 'made' (adopted) as part of the Development Plan for New Forest District (Outside the National Park)

**17 QUESTIONS**

Questions were put and answered under Standing Order 22, as follows:-

- From Cllr J Davies to the Portfolio Holder for Housing and Homelessness, Cllr S Davies, on Right to Buy.
- From Cllr M Wade to the Portfolio Holder for Community, Safety and Wellbeing, Cllr Poole, on Dibden Golf Club.
- From Cllr Clark to the Portfolio Holder for Corporate and Finance, Cllr Heron, on the local government settlement.
- From Cllr A Wade to the Portfolio Holder for Environment and Sustainability, Cllr Blunden, on Tree Works and SLAs with Town/Parishes.
- From Cllr A Wade to the Leader of the Council, Cllr Cleary, on 50 years of NFDC, elections and democracy.

Note: A copy of the full questions and replies are attached to these minutes.

**18 MEMBERSHIP OF COMMITTEES AND PANELS**

There were no changes.

CHAIRMAN



## FULL COUNCIL – 8 JULY 2024 – QUESTIONS UNDER STANDING ORDER 22

### First Questions

#### Question 1

**From Cllr Jack Davies to the Portfolio Holder for Housing and Homelessness, Cllr Steve Davies**

The Liberal Democrat manifesto commitment to allow local authorities to opt out of right to buy was a popular policy with local people. Will the Portfolio Holder write to the new Secretary of State and ask for right to buy to be stopped in the New Forest?

*Answer:*

*As my fellow members will know this administration wholeheartedly supports creating a variety of opportunities for those of our residents who aspire to own their own homes, but need a small helping hand to do so.*

*Our housing development programme has so far delivered 7 homes for Shared Ownership, with 8 more in the pipeline, whilst up to 30 First Homes are in the approved development pipeline across our Strategic Sites. The Right to Buy has supported 69 New Forest residents in the last 3 and a half years, whilst the capital receipts from these sales, plus grant funding, has been re-invested by the Council to 62 social housing properties of the size, and in the areas, our applicants need them most.*

*This year we also plan to invest up to £18 million in delivering additional affordable housing and the last Corporate Plan 2024-28 continues this administration's significant commitment to developing more affordable housing, in all its forms across the district.*

*In my opinion, if a tenant can take on the commitment to own their own their own home. It is a fundamental belief they should be able to succeed. Therefore, the simple answer, is no.*

*Note – in response to a supplementary question regarding the loss of housing stock in the district through Right to Buy, and the current number of homes owned by the District Council, the Portfolio Holder reported that there were just over 5,200 with development continuing over the next three years. He reported that he would find out the exact number and pass this information on.*

#### Question 2

**From Cllr Malcolm Wade to the Portfolio Holder for Community, Safety and Wellbeing, Cllr Dan Poole**

Dibden Golf Club is celebrating its 50-year anniversary this year. Why is New Forest District Council not celebrating the opening of this facility, which it provided nor working with the club and members to help them celebrate this event?

*Answer:*

*As Cllr Wade is aware, the District Council in its entirety is celebrating its 50<sup>th</sup> Birthday this year, and this will be central to our theme for the upcoming New Forest Show. Whilst it is impossible for us to hold an individual recognition event for every asset or facility in the celebrations, I am very pleased to let the councillor know I am attending the golf centre on Friday morning this week to visit and try out the new golf simulator facility very recently*

*installed, and opened as a result of the successful partnership we have with MyTime Active. I would of course welcome the opportunity to attend a further celebration if invited by the club.*

*Note – in response to a supplementary question suggesting the Portfolio Holder engage with club members to help them celebrate, the Portfolio Holder reported that he would be happy to have a conversation with the golf club when he attended on Friday, about any celebrations they might wish to have.*

### **Question 3**

#### **From Cllr Mark Clark to the Portfolio Holder for Finance and Corporate, Cllr Jeremy Heron**

With the new Government firmly in place, can the Portfolio Holder indicate whether work has been undertaken by officers to provide enough material to maximise the local government settlement with this authority given the manifesto commitments?

*Answer:*

*The new government has been firmly in place for nearly half a week, so I guess it is a very reasonable question to ask.*

*The Leader very recently sent a letter to Michael Gove, the then Minister for the Department of Levelling Up, Housing and Communities outlining a request for a multi-year settlement, as well as highlighting our concerns at the size and severity of savings being required by the County Council. It was confirmed in the reply, and I quote;*

*‘Your letter raises the importance of multi-year certainty, which this Government recognises. Spending decisions beyond 2024/25 are a matter for the next spending review. It is the Government’s intention to return to multi-year settlements in the next parliament when circumstances allow’.*

*Regardless of whether this comes into effect from next year or not, this administration will then do what it always does. We will prioritise our spend according to the needs of our residents, and take the bold decisions needed to protect our vital frontline services, and protect the long-term financial health of this authority.*

*Note – in the absence of Cllr Heron, this question was dealt with in writing.*

### **Question 4**

#### **From Cllr Alex Wade to the Portfolio Holder for Environment and Sustainability, Cllr Geoffrey Blunden**

Is it not unreasonable for Parish and Town Councils to suddenly have to find an extra approx. £30k for tree works provision, because NFDC deems it reasonable to raise its tree contracting prices significantly, especially following councils setting their budget for FY24/25 in January at the explicit request of NFDC?

*Answer:*

*Thank you for your question. We have been engaging with Parish and Town Councils since July last year on the fact that we were retendering our tree works contract, alongside Test*

*Valley District Council. It was clear from all of those who engaged positively in that discussion, that inflationary pressures would likely mean an increase in cost of this work.*

*The District Council has incurred the same inflationary pressure and is having to manage its budgets and priorities accordingly. Town and Parish Councils are not obliged to use the contractors we have procured, it is merely an option that is available to them to help them benefit from the economies of scale. Equally there was the option, to procure their own alternative contracted solution.*

*The suggestion that it is somehow the District Council that has directly passed on cost to Towns and Parishes is factually incorrect, and I would be happy for our senior officer team to bring Cllr Wade up to date on the facts, on the same basis upon which they have already been shared with the Chair and Clerk of the Parish Council to which I suspect he refers.*

*Note – in response to a supplementary question regarding encouraging partnership working between the District Council and Towns and Parishes and seeking assurance that the contract was not to the benefit of the District Council only, the Portfolio Holder felt there had been a clear demonstration of joint working with the Town and Parish Councils in relation to the contract, where the District Council had been able to offer the lowest price possible, due to economies of scale.*

## **Second Questions**

### **Question 5**

#### **From Cllr Alex Wade to the Leader of the Council, Cllr Cleary**

As NFDC celebrates its 50th year, and we are off the back of a General election where there seemed to be a lot of apathy and frustration, what efforts are being made to engage New Forest's Residents, to learn about what NFDC Does and become involved in the democratic process? And do you agree, that despite it not being unique to the New Forest, the voter turnout for local elections suggests there is more we can do?

*Answer:*

*Members will be aware that as part of this Council's 50 year milestone, we have brought together 50 facts, using each of the numbers one to fifty, to illustrate the breadth of activity we are involved in. A really creative and informative piece of work to engage and inform our residents in what this Council does. On the NFDC website, many of the facts within the list are accompanied by a link to find out more, and signpost residents to services and support.*

*A 50 years of NFDC video, alongside an audio clip narrated by me, as Leader, gives a snapshot of some of those important aspects of local life we are involved in, and which could be of real benefit to our residents. The 50 list will also feature at our stand at this year's New Forest Show.*

*Members may also be aware that to mark our 50 years, a local sculptor is carving a commemorative design into the cedar tree stump at Appletree Court, a tree which was felled in 2023 due to safety concerns with the root structure. The design will be a visual representation of our work to support our district, both over the last 50 years and into the future. The remaining logs are also being carved into decorative seating for staff and visitors.*

*Becoming involved in the democratic process and encouraging local people to vote is something we can all play our part in promoting. The Council does promote campaigns such as the “become a councillor” and “be a councillor” campaigns run by the National Association of Local Councils, and the Local Government Association, respectively. Our key communications channels, including social media, our residents emails, and work with local media outlets, also play an important part in encouraging people to vote with informative and engaging content throughout the period leading up to an election.*

*Note - in response to a supplementary question regarding engagement with local schools and colleges to encourage involvement in the democratic process, the Leader reported she would look into this and get back to Cllr Wade directly.*

**Council – 16 September 2024**

**Report of Cabinet – [7 August 2024](#)**

## **Part I – Items Resolved by Cabinet**

### **1. CCTV – Proposed Expansion across the District**

**Portfolio** – Community, Safety and Wellbeing.

#### **Cabinet Resolution:**

That Cabinet approve the following:

1. That the proposed recommendations for the expansion of the public space CCTV camera network, adding 21 cameras across the district referred to as 'phase one' be agreed; and
2. That following completion of phase one, the existing 29 analogue cameras on the public space network are upgraded to digital capability be approved, thus enabling the analogue transmission to end, creating opportunities to reduce the annual network costs associated with transmission of footage from the cameras to the control room.

#### **Cabinet Discussion:**

The Portfolio Holder for Community, Safety and Wellbeing introduced the report and explained that the matter had been considered by the Housing and Communities Overview & Scrutiny Panel and that the recommendations within the report were supported in full by the Panel. The Portfolio Holder endorsed the expanded CCTV coverage proposed within the report and the resultant installation of 21 new cameras across the District as part of 'Phase One'.

The Strategic Director of Housing and Communities explained that extensive work had been undertaken to identify the locations for the additional CCTV cameras across the District. There were strict criteria set by the down by the Information Commissioner's Office and the steering group assessed all the proposed locations alongside this set of rules. Some of the sites were dismissed during this process and Cabinet were reassured that each location has passed the necessary test. The 21 proposed CCTV cameras would be sited across a combination of rural and urban locations. Some of the rural location installations would be supported by additional funding from the 'Save

the Streets' campaign. Remaining funding would be provided by the capital scheme. Not all of the allocated funding was required for Phase One and therefore a second phase of work would take place whereby the existing 56 cameras would be replaced, moving to digital cameras with a long-term positive impact on annual costs.

The Portfolio Holder for Finance and Corporate Services praised the clear and precise methodology in establishing the number and placement of the proposed cameras. A member of the Council asked a question on the data that was captured by the existing cameras and whether police requested to view the footage relating to recorded incidents. The Strategic Director of Housing and Communities confirmed he would investigate this request and come back to the member with a response after the meeting.

## **2. Review of the Revenue and Capital Community Grants Scheme**

**Portfolio** – Community, Safety and Wellbeing.

### **Cabinet Resolution:**

That Cabinet approve the following:

1. The adoption of the eligibility criteria for the Revenue Grant scheme, as detailed in section. 6.1;
2. That the delivery model for the Revenue Grants scheme, as detailed in section 7, be adopted;
3. That the Community Grants Task and Finish Group explore and consider a Community lottery funded scheme to run alongside the Community Grants programme, as detailed in section 7.7;
4. The process and eligibility criteria for the Capital Grant scheme, detailed in section 8, be adopted; and
5. That the changes to the Community Grants scheme be adopted for the application window in 2024, with grants awarded from 1 April 2025.

### **Cabinet Discussion:**

The Portfolio Holder for Community, Safety and Wellbeing introduced the report. In the summary, the Portfolio Holder explained that the Housing and Communities Overview and Scrutiny Panel had given their unanimous support to the report and its recommendations. The review was important given the record number of applicants during last year's

process and the desire to maintain strong member engagement on the matter.

The Revenues, Benefits and Customer Services Service Manager provided an overview of the report and explained that this was a review of the community grant programme which was formed by two separate strands, these being the Revenue Grant scheme and Capital Grants scheme.

The review was recommended to Cabinet in February 2024 to follow the new corporate plan. The eligibility criteria had also been reviewed for the revenue grants scheme. Several options were considered for this, the preferred option contained a matrix model that would separate applicants into an ABC banding system, with up to a 3-year course of funding to enable successful organisations to be funded to support working toward our priorities.

A community lottery scheme would also be considered by the Task and Finish Group, to explore additional and further funding opportunities for organisations. The capital grants scheme delivery model had also been reviewed to streamline the process and reduce administration. A review of the webpage would take place with more information on funding opportunities for local organisations.

This way, the Council can better direct prospective applicants to the full and correct information. A member of the Council highlighted that Option 2 was the Panel's preferred choice. Reference was made to the CIL grant scheme which utilised a similar matrix system and how this cut down on staff and member time as well as resources, highlighting the potential efficiencies that could be made from implementing Option 2 going forward. Another member raised a question on paragraph 8.2 of the report, noting point '(f)' that for Capital Grants states Town and Parish Councils will be ineligible to apply' and that a further review would take place at a later date to align both the Capital Grants scheme and the Community Infrastructure Levy (CIL) scheme.

The Strategic Director of Corporate Resources and Transformation explained that the Council would imminently be considering the CIL scheme with a report coming to Cabinet in October 2024 for their consideration. Any potential amendments required for this scheme would be able to come back to Cabinet at a future date. A Council member expressed that they would like more CIL money to be provided to Town and Parish Councils. The Strategic Director of Place, Operations and Sustainability explained that with CIL, Town and Parish Councils already received 15% of the money collected (and up to 25% if they had a Neighbourhood Plan). The last figures on standard CIL allocation showed that £800,000 had been provided to Town and

Parish Councils but there was recognition of the need for a strategic use of CIL in the future.

### **3. Appointments To Outside Bodies**

**Portfolio** – Leader

#### **Cabinet Resolution:**

That Cabinet approve the following:

1. That appointments to the New Forest National Park Authority be agreed as follows, for the remainder of the four year term ending May 2027:-

<b>Conservative (2)</b>	<b>Liberal Democrats (1)</b>	<b>Independents (1)</b>
Cllr Barry Dunning	Cllr Caroline Rackham	Cllr Joe Reilly
Cllr Derek Tipp		

2. That appointments to the Associated British Ports (ABP) Southampton Port Consultative Committee, be agreed, as follows, for the remainder of the four year term ending May 2027:-

(2 members):

Portfolio Holder for Planning and Economy (Cllr Derek Tipp)

Local Ward Councillor (Cllr Richard Young).

#### **Cabinet Discussion:**

None.



## **Part II – Recommendations to Council**

### **4. Annual Performance and Provisional Budget Outturn 2023/2024**

**Portfolio** – Leader / All

#### **Cabinet Resolution:**

Cabinet noted the following:

1. the Annual Performance Report for 2023/24;
2. the provisional outturn of the General Fund revenue and capital budgets for 2023/24;
3. the provisional outturn of the Housing Revenue Account and capital budgets for 2023/24; and
4. the year-end rephasing's, as included within the provisional outturn figures.

#### **Recommended:**

5. That Council approve the establishment of a new Corporate Priorities Reserves, with an initial contribution of £1.5 million in 2023/24 and note the transfer of £262,000 in 2023/24 to enhance the Treasury Management Reserve.

#### **Cabinet Discussion:**

The Leader introduced the report and explained that there had been significant challenges over the period of the last corporate plan 2020-2024. The report reflected the Council's many achievements despite the challenges and responds to the commitment of the last corporate plan (spanning 2020-2024).

The Leader referred to the portfolio highlights contained within the report to demonstrate the Council's achievements delivered in the final year of the previous corporate plan and the first year of the current administration.

The Portfolio Holder for Finance and Corporate Services explained that the service budget at Portfolio Holder level had come in tightly on budget, with a few variations outside of Portfolio service budgets. These variations included additional interest earnings of £2.132million,

a one-off VAT refund of £668,000 and a business rates additional income of £701,000.

The Council had increased the revenue budget contribution to capital programme financing by £1.1million, the corporate priority reserve had been established with a transfer of £1.5million, the treasury management reserve had been topped up of £262,000 and the capital programme reserve, which funded projects like the Hardley Depot project, had seen a further allocation of £767,000.

The Portfolio Holder explained that there had been some rephasing to the budgets due to circumstances beyond the Council's control, such as delays to projects, but that this was not to be unexpected due to the ambitious nature of the Council.

The Performance and Insight Manager outlined the report. It was explained that the report provided an overview of the Council's performance over the last financial year, April 2023-2024, against the former corporate plan (2020-2024). The report set out the provisional outturn results for both the revenue and capital budgets. The general fund budget outturn for the year confirmed the occurrence of three main variations sitting outside of the service budget portfolios, which included project and grant income, with some rephasing from the 2023-2024 financial year into the current year. The outturn spend of the Capital Programme delivery, within the housing revenue account, stood at 96% of the £27.6million original budget. The report had been considered by the Resources and Transformation Overview & Scrutiny Panel in July where members were able to pass comment and ask questions.

A member of the Council asked whether the proposed Hampshire County Council (HCC) cuts to services would impact NFDC budgets. The Strategic Director of Corporate Resources and Transformation explained that the Council responded to HCC's consultation and that their budget position would be considered and accounted for by the Council as part of its own budget setting and medium-term planning. Detailed budget preparations had not yet commenced for 2025/26 but the Council was very conscious of HCC's position and would have to be very cautious of taking on any additional budgetary liability.

**Attachments – Appendix 1 - [Background Report to Cabinet](#)**

## **5. Transformation Business Case – Customer & Digital Services (Including Organisational Design) and Appletree Court**

**Portfolio** – Leader / Finance and Corporate / All

### **Cabinet Resolution:**

That Cabinet approve the following:

1. Approved the Customer & Digital Services (including Organisational Design) business case at Appendix A and adoption of the preferred future organisational design option Bv2;
2. Supported the intention to let out the south wing of Appletree Court (ATC) to third party tenants as set out in Appendix B;
3. Noted the opportunity to further enhance ATC through works to the ground floor north wing, but these to be progressed subject to further approval (at additional cost), dependant on the success of the letting activity; and
4. Delegated responsibility to oversee delivery of these recommendations to the Transformation Programme Board.

### **Recommended:**

That Cabinet recommend to Council approval to:

5. Allocate £2.709m on an invest-to-save basis to deliver the necessary technology and organisational changes to deliver the preferred future organisational design option; and
6. Allocate up to £1.75m for improvements to the East wing of ATC on an invest-to-save basis, to facilitate the third party letting of the south wing and the generation of c£300,000 per annum in income.

### **Cabinet Discussion:**

The Leader introduced the report and explained that the item responds to the objectives that are at the centre of what the Council does, namely the serving of residents. The Leader explained that NFDC wants residents and service users to interact with the Council in a modern, efficient and effective way that best suits their needs. The use of the Council's assets was highlighted as an important element of the overall transformation programme and the changes to customer and digital services alongside a change in the use of accommodation

could make a positive contribution to the Council's financial sustainability.

The Portfolio Holder for Finance and Corporate Services highlighted how the Covid pandemic and the developments in technology had irrevocably changed the way that organisations work. Technology now supported hybrid working and remote working, and therefore the Council would need to reevaluate the use of its offices as it adapts to these developments. Therefore, the proposed change in use of the Council's accommodation at Appletree Court could have both a financially and sustainably positive impact.

The Assistant Director of Transformation provided an overview of the report. The report presented two invest-to-save business cases in support of the transformation programme and its 4 key themes of: Customer and Digital Services, people and capabilities, assets and accommodation and finance and delivery. The first business case at Appendix A enables the implementation of the transformation programme around the Customer and Digital Services. It sets out a clear future organisational design for the Council to leverage new technology, process redesign and structures to improve the customer experience and the efficiency and effectiveness of the organisation.

The second business case at Appendix B considers options to exploit the commercial opportunities of ATC and make better use of currently underutilised office accommodation. This marks the first element of a wider transformational work on assets and accommodation. The implementation of organisational design and the Appletree Court works would provide opportunities to release net financial benefits whilst supporting the wider transformation objectives. The Medium-Term Financial Plan (MTFP) identified a targeted saving of £1.75 million from the transformation programme and the business case contained proposals to help contribute towards the delivery of this saving in line with the wider objectives of the transformation programme.

A total funding requirement of £4.459 million against an estimated annual net benefit of £1.54million would be realised with the anticipated payback period being 5-6 years. It is expected that the financial benefits would be delivered through a combination of mechanisms. These included Full-Time Equivalent (FTE) staff reductions, improved technology and rental income through use of Appletree Court.

**Attachments – Appendix 2 – [Background Report to Cabinet](#)**

## **6. Introduction of a Performance Management Framework / Consideration of a Related Motion Referred by Council**

**Portfolio** – Leader / All

### **Cabinet Resolution:**

That Cabinet approve the Performance Management Framework.

### **Recommended:**

That Cabinet agree the response to the related motion, detailed in section 8 of the report, and recommends this to Council, as set out in full below:-

*'This Council notes that:-*

- 1. The Leader's foreword to the Corporate Plan states that 'As a well-established community leader, the Council has long recognised the strong heritage and a world-class environment we operate within, and work to protect and enhance. Tackling climate and environmental challenges is key to ensure that the special nature of the New Forest can be enjoyed by future generations.'*
- 2. Two of the four values of this Council are Ambition (We will be ambitious for our people and our place, embracing innovation and best practice) and Fairness (We will act fairly, honestly, and openly in all that we do).*
- 3. The first priority of this Council's Future New Forest transformation programme is "Putting our customers at the heart of what we do".*
- 4. This Council voted in October 2021 to declare a 'Climate Change and Nature Emergency'.*
- 5. This Council's Corporate Plan 2024 – 2028 does not include measurable targets and a mechanism to report progress against such targets to our residents.*
- 6. High performing organisations relish being measured as it allows them to demonstrate their outstanding performance.*
- 7. That in the draft consultation version of the Corporate Plan, a measurement of "Overall emissions from council activity (Kg of CO2)" was included.*

*This Council resolves that:-*

- 1. In delivering our Corporate Plan 2024-2028, this Council stated that the plan would be underpinned by a suitable and proportionate Performance Management Framework that details the reporting regime for progress monitoring. This is now developed alongside a formal published set of KPIs, with targets (Appendix 2, 2024-2028 List of KPIs). Clear KPI definitions have been agreed with accountable officers (Appendix 3, NFDC handbook of definitions).*
- 2. The mechanisms for reporting against the targets, and publishing progress on a minimum of an annual basis, is set out in the Performance Management Framework and accompanying list of KPIs.*
- 3. With respect to Place Priority 2 "Protecting our climate, coast, and natural world", and the consideration of the measure, "Overall emissions from council activity (Kg ofCO2)", this motion is not supported.*
  - (a) The overall emissions resulting from council activity will continue to be reported through the Climate Change and Nature Emergency (CC&NE) Annual Report. This report details the implementation and governance of activities resulting from the CC&NE Strategy and Action Plan and outlines the scope of emissions targets, performance measures and monitoring arrangements.*
  - (b) The resourcing implications of any additional targets and measures are not currently known or allocated.*
  - (c) Cabinet recognise the value in more fully understanding this area and proposed to establish a Task and Finish group for 12 months, to consider this measure within the context of the Council's Climate Change and Nature Emergency Strategy and Action Plans. This will include consideration of adopted targets measures, scope, resource implications and prioritisation.*
  - (d) Should the CC&NE Task and Finish group make recommendations for additional Climate Change and a Nature Emergency targets or measures to be adopted, these should reside within the CC&NE Action Plan as opposed to the Corporate Plan list of KPIs.*

### **Cabinet Discussion:**

The Leader introduced the report and explained that the framework sets out how the Council will deliver on its commitments, ensuring that the delivery of the corporate plan is on track. The Leader acknowledged the proposed Council motion response included within the report and confirmed that the proposal had her full support.

The Performance and Insight Manager explained that the corporate plan would be underpinned by the suitable management framework which would monitor the progress of the Council's commitments. This would be done by use of Key Performance Indicators (KPIs) whilst a NFDC Handbook KPI definitions would remove ambiguity around definitions and terms whilst providing clear accountability for all measures. A member of the Council welcomed the improvements to the new set of proposed KPIs and acknowledged that they would enable the monitoring of the new Corporate Plan's effectiveness.

**Attachments – Appendix 3 – [Background Report to Cabinet](#)**

This page is intentionally left blank



## **ANNUAL PERFORMANCE AND PROVISIONAL BUDGET OUTTURN 2023/24**

### **1. RECOMMENDATIONS**

- 1.1 It is recommended that the Cabinet note:
- a) the Annual Performance Report for 2023/24;
  - b) the provisional outturn of the General Fund revenue and capital budgets for 2023/24;
  - c) the provisional outturn of the Housing Revenue Account and capital budgets for 2023/24; and
  - d) the year-end rephasings, as included within the provisional outturn figures.
- 1.2 It is recommended that the Cabinet request Council approval of;
- e) the establishment of a new Corporate Priorities Reserves, with an initial contribution of £1.5 million in 2023/24 and note the transfer of £262,000 in 2023/24 to enhance the Treasury Management Reserve.

### **2. PURPOSE OF THE REPORT**

- 2.1 This report provides an overview of performance over the last year (April 2023 to March 2024) against our Corporate Plan 2020-2024 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 A new Corporate Plan was introduced in April 2024 and is in place covering the years 2024-2028.
- 3.2 The annual report for April 2023-March 2024 therefore represents the last year of reporting against our previous Corporate Plan, Community Matters 2020-2024.
- 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 September 2023, November 2023 and February 2024. The February reported position for the General Fund, Capital Programme and Housing Revenue Account budgets were as follows:

	Original Budget Set Feb '23	Latest Budget Feb '24 Cabinet	Reported Variations up to Feb '24 Cabinet
	£'m	£'m	£'m
<b>General Fund - Net Budget Requirement</b>	22.468	22.468	0
<b>General Fund - Business Rate Retention</b>	(3.185)	(3.185)	0
<b>General Fund - Capital Programme</b>	15.031	13.881	(1.150)
<b>Housing Revenue Account - Income</b>	(32.553)	(32.696)	(0.143)
<b>Housing Revenue Account - Expenditure</b>	19.979	20.543	0.564
<b>Housing Revenue Account - Capital Programme</b>	27.610	28.021	0.411

- 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 2023/24 highlighting each Portfolio's performance against the priorities set.
- 4.2 The annual report is a reflection on the previous year and recognises the achievements organised by their new portfolios. The Key Performance Indicators (KPIs) too, are backwards looking and will not represent the newly agreed set of KPIs that accompanied the new corporate plan 2024-2028. These new KPIs are being presented separately as part of our Performance Management Framework.

#### 5. BUDGET OUTTURN

- 5.1 The General Fund Net Budget Requirement (Revenue) provisional outturn position confirms a spend of £20.649m against an original budget of £22.468m. Within those figures, the net spend at Service Portfolio level is just £20,000 over the original budgeted sum for the year (£20.765m spend as against £20.745m original budget). The outturn variation that has reduced the net budget requirement has occurred outside of the service Portfolios and is due principally to additional interest earnings of £2.132m above the originally budgeted sum, a VAT refund of £668,000 and additional business rates income of £701,000. These positive variations mean that the General Fund has been able to support 2023/24 Capital Programme financing of £1.807m (the originally budgeted contribution was £700,000), enhance the Treasury Management

Reserve by £262,000, create a new Corporate Priorities Reserve, with a contribution of £1.5m and transfer £767,000 to the Capital Programme Reserve.

5.2 Rephasings to future years included in the outturn total £2.502m and include:

• ICT Work Programme	£450,000
• Homes for Ukraine Support	£715,000
• CCTV	£260,000
• Corporate Plan Priorities budget	£188,000
• Totton Commercial Investment	£140,000
• Digital Planning Grant	£100,000
• UK shared Prosperity Fund	£112,000
• Appletree Court East Wing	£93,000
• Other	£444,000

5.3 The Financial Monitoring reports presented through Cabinet during the year included the reasoning for the in year 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**.

5.4 The original General Fund Capital Programme budget was set at £15.031m. This was reduced to £13.881m via financial monitoring through the year to take into account the scheme rephasings from 2022/23 and updated for new in year requirements. The outturn position confirms a spend for the year of £8.160m. Outturn rephasings to future years total £4.692m and project savings were £1.029m. This results in a year-end variation in comparison to the revised budget of -£5.721m.

5.5 The Housing Revenue Account provisional position confirms income for the year of £32.911 (an increase of £358,000 from the original budget) and revenue spend for the year of £20.216m (an increase of £237,000 from the original budget). After taking these variations into account, and after allowing for net transfers from earmarked reserves of £49,000 and contributions to capital of £13.222m, this results in an overall deficit for the year of £478,000, with this sum being transferred from the Acquisition and Development reserve. Excluding increased Contribution to Capital (Depreciation) charges of £492,000, included within capital financing costs, the HRA operational position for the year shows a surplus of £14,000.

5.6 The original Housing Revenue Account Capital Programme budget was set at £27.610m. This was increased via financial monitoring through the year to £28.021m. The outturn position confirms a spend for the year of £26.382m. Outturn project underspends, largely on the Development Programme were £1.639m, with no project rephasings to future years.

- 5.7 The following table summarises the positions as explained above (although all stated positions are still subject to change during the course of External Audit):

	<b>Original Budget Set Feb '23</b>	<b>Provisional Outturn Position</b>	<b>Total Variation</b>
	<b>£'m</b>	<b>£'m</b>	<b>£'m</b>
<b>General Fund - Net Budget Requirement</b>	22.468	20.649	(1.819)
<b>General Fund - Business Rate Retention</b>	(3.185)	(3.886)	(0.701)
<b>General Fund - Capital Programme</b>	15.031	8.160	(6.871)
<b>Housing Revenue Account - Income</b>	(32.553)	(32.911)	(0.358)
<b>Housing Revenue Account - Expenditure</b>	19.979	20.216	0.237
<b>Housing Revenue Account - Capital Programme</b>	27.610	26.382	(1.228)

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

- 6.1 There are none arising directly from this report.

## **7. OVERVIEW AND SCRUTINY PANEL COMMENTS**

- 7.1 The Annual Performance Report and Provisional Budget Outturn was presented to the Resources and Transformation Overview and Scrutiny Panel on 25 July 2024 with all members having been asked to input through this panel. Members thanked officers for the very comprehensive information provided, noted the report, and supported the recommendation for the establishment of a new Corporate Priorities Reserve.
- 7.2 The panel recommendations were agreed.

## **8. PORTFOLIO HOLDER COMMENTS**

- 8.1 This is a report that reflects back on the last year of our corporate plan 2020-2024. I am proud of all that has been achieved over the last year including the development of our new corporate plan 2024-28, which was adopted in April 2024. The new plan, coupled with our Performance Management Framework sets the approach for driving performance right the way through our organisation. The new plan outlines how we will conduct ourselves and new ways of working, it also introduces a new set of core values for the organisation.
- 8.2 We are realistic about the challenges ahead for the organisation, including advancing technology, potential significant future budget gaps, attracting and retaining staff as well as climate and environmental considerations. In response, an ambitious Transformation Programme, named 'Future New Forest' has been developed and was approved in December 2023, providing a framework to respond to these challenges and setting out how we will transform the council so we can meet customer needs, protect finances, and embed sustainability as we move forward.

**Further Information:**

Alan Bethune  
Strategic Director Corporate Resource &  
Transformation (S. 151 Officer)  
Tel: 023 8028 5001  
Email: [alan.bethune@nfdc.gov.uk](mailto:alan.bethune@nfdc.gov.uk)

Kevin Green  
Finance Service Manager  
Tel: 023 8028 5067  
Email: [kevin.green@nfdc.gov.uk](mailto:kevin.green@nfdc.gov.uk)

Saqib Yasin  
Performance and Insight Manager  
Performance  
Tel: 023 8028 5495  
E Mail: [saqib.yasin@nfdc.gov.uk](mailto:saqib.yasin@nfdc.gov.uk)

**Background Papers**

Appendix 1: Annual Performance  
Report 2023-2024

Appendix 2 and 3: Financial  
Monitoring Report

Cabinet September 2023  
Cabinet November 2023  
Cabinet 7<sup>th</sup> February 2024



# ANNUAL PERFORMANCE REPORT 2023-2024



# A letter from the Leader

This report is the final update on the key priorities set out in the Corporate Plan 2020-24. When it was published no one could have predicted what was to come for us all, adapting and overcoming the challenges brought about by the covid-19 pandemic, Brexit, the cost of living and energy crises, and climate change, the last four years have undoubtedly been a difficult time for the council. I am proud of the proactive approach we have taken to the challenges which came our way and the foundations we have laid to build upon over the next four years.

We saw the successful delivery of the 2023 District and Parish Elections, with 48 district councillors and 108 parish councillors elected for a four-year term. The political makeup of the council has changed after these elections, with a reduction in members after the finalisation of the electoral review, and our members representing a broader number of political parties. As Leader I chose the members of my cabinet, assigned their portfolios, and realigned the priorities as committed to in the Corporate Plan 2020-24. A period of induction was welcomed by members both new and returning which culminated in the Service Showcase, an event which provided an opportunity for staff and councillors to meet each other and learn more about what our diverse range of services do.

The cost-of-living crisis, brought about by the national rise in the price of food, utilities, fuel, inflation, and other economic factors, affected our residents this year. Many households found themselves struggling to pay their bills or going without heating or food. We recognise our responsibility to support our residents and provide accessible services to all, including those most in need. A group of officers came together to create an action plan, sharing resources and knowledge to coordinate our approach, activities, and initiatives we are undertaking, to support our residents who are most affected.

Following the government approval of the Solent Freeport in 2022, the programme moved into the delivery phase, a new Chief Executive of the freeport was appointed and priorities were agreed to support economic growth with focus on transport and wider infrastructure, employment



and skills, prosperous communities, environmental sustainability, and the development of a local delivery plan. I am excited for the potential benefits this may bring to the district including a share of a forecasted 7,000 new jobs, significant retained business rates and 303 hectares of developable land.

Looking to the future, a large amount of work has been put in to developing our new Corporate Plan 2024-28, which was adopted in April 2024. The plan outlines how we will conduct ourselves and new ways of working. It also introduces a new set of core values for the organisation. Our elected members, residents, partners, and staff all contributed to its development, which for the first-time included strategy days, staff engagement, gaining feedback from over 130 colleagues and member engagement sessions to inform our priorities. The plan then went through a period of public consultation which received 162 individual responses.

We are realistic about the challenges ahead for the organisation, including advancing technology, potential significant future budget gaps, attracting and retaining staff as well as climate and environmental considerations. In response, an ambitious Transformation Programme, named 'Future New Forest' has been developed and was approved in December 2023, providing a framework to respond to these challenges and setting out how we will transform the council so we can meet customer needs, protect finances, and embed sustainability as we move forward.

As we look to the coming year, we will be celebrating 50 years since New Forest District Council was formed in 1974. This milestone gives us the opportunity to look forward, embrace new ways of working and continue to provide the services our residents value over the next 50 years.

## Cllr Jill Cleary

Leader of New Forest District Council

# Portfolio highlights

2023-24

## Leaders

An additional +£216k Rural England Prosperity Fund secured

90.7% website accessibility score

17,000+ subscribers to resident e-newsletter

70+ staff members contributing to a LGA Peer Review of HR department

KPIs on or above target raised to +84%

## Environment and Sustainability

30,000 kilowatt hours of electric vehicle charging per month in our carparks

16 wildflower meadows planted

2 Public Space Protection Orders in force to protect the local landscape and animals

Launched new Garden Waste service

75% of new customers signed up using new online service

Over 20,000 wheeled bins delivered to garden waste residents

## Community, Safety and Wellbeing

4534 attendees to Active Lifestyle classes

100% of high-risk food inspections undertaken

+£277k in community capital, revenue and transport grants awarded

Responded to 2453 fly tipping incidents

98.3% of New Forest residents surveyed were satisfied or very satisfied with where they live

80 attendees to the first Community Forum

## Planning and Economy

995 planning decisions issued

£945k spent on recreational mitigation projects

50 businesses engaged with New Forest Apprenticeship and Skills Hub

140 businesses and residents benefitted from start-up business support

£100k in funding secured to improve digital planning processes

## Housing and Homelessness Services

More than 71% of rough sleepers entered housing pathway

Answered +59000 tenants' calls, emails and webchats

54 additional affordable council homes delivered

Retrofitted 67 properties with energy efficiency measures including 30 Air Source Heat Pumps and 30 sets of Photo-Voltaic Panels

Overall tenant satisfaction score of 81%

Increased the energy performance rating of 353 properties

Carried out 18,649 repairs on tenants' properties

## Finance and Corporate Services

Distributed £550,400 of energy rebate support to 1626 households

£7.8m of funding allocated to develop an operational services depot at Hardley Industrial Estate

+6200 responses to customer research informing Transformation Programme

Lowest paid staff paid £11.70 per hour, higher than the national living wage

+£111k distributed through the Household Support Fund to 252 households and issued food vouchers totalling +£455k

£208,018 distributed in Council Tax Support Fund





# 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. An additional +£216,000 of grant awards was secured this year from the Rural England Prosperity Fund investment plan to support community investment improvement projects within the district, with all to be completed by March 2025.

Financed by the UK Shared Prosperity Fund allocation secured last year, work began to design and commence projects including electric vehicle charging infrastructure, shared transport improvements and green skills development.

Activity continued to increase the number of residents signed up to receive updates via the resident email newsletter, including regular promotion on social media, promotion at events such as the new forest show, inclusion in other council correspondence such as the annual electoral canvass or council tax letters and banners installed at information offices. 9.7% (+17,000 subscribers) of residents are now signed up to this service and 25 email bulletins were sent this year, with subjects ranging from the launch of the new Corporate Plan, and incident responses during this years' winter storms.

An online survey to gather feedback on the existing digital experience showed that 84% of respondents agreed it was easy to find the service or information they were looking for. Customers who made contact via the telephone were asked 'what made you call today instead of using an online service' and 47% of respondents (1,300 people) stated that they could not find or do what they needed to online.

In a reflection of the wider local government picture, recruitment and retention remained a challenge for the organisation. The percentage of vacancies filled first time fell to 74% and a number of proactive steps are now being taken to improve this area. This included improvements to our application processes, a new application form, the ability for applicants to upload a CV and covering letter, and a new informative candidate pack with relevant council information in one engaging format. An increased focus

### Priorities 2020-2024

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.

Putting residents at the centre of what we do and how we do it.

Modernising customer services and responding to changing needs.

on the promotion of available roles was also adopted, including an increased use of LinkedIn and other social media platforms, the use of new branding, social media imagery and videos, as well as the attendance by our staff to eight recruitment events throughout the year at schools, colleges, and job centres.

The first annual get together to celebrate long service milestones for colleagues who have been employed for 20/30/40 years was held in December 2023 and gave an opportunity for the Leader, Chairman, Chief Executive, and members of the leadership team to thank our longest serving team members.

A LGA peer review was commissioned to independently appraise our HR service and provide recommendations for improvement. Over 70 employees took part in individual, or group interviews and proposals will be considered as part of the development of the councils' wider people strategy.

Staff engagement continued with Chief Executive staff briefings, 'Monthly Meet' sessions and social events such as the Christmas quiz. The monthly wellbeing walks, introduced in 2022, continued to be well attended and gave an opportunity for staff to meet colleagues from other service areas.

Key performance indicators	Unit	Target	2022/23	2023/24	RAG
Portfolio indicators above or on target	%	Monitor	79.25%	84.06%	
Vacancies filled first time	%	85%	83%	74%	
Subscribers to residents' email	% of residents	14%	8.82%	9.7%	
Average customer rating of residents' email (usefulness, ease of understanding, relevant information)	Score out of 10	9	9.33	9.2	
Level of customer satisfaction with council services	%	60%	78%	-*	
Website optimisations resulting in an improved customer experience	Num	4	5	6	
Website accessibility (target is government set benchmark)	%	87%	89%	91%	

\*Expected in the next resident survey



## Planning and Economy

Encouraging development that meets local needs and enhances the special qualities

A CIL framework was adopted to allow funds targeted towards specific infrastructure needs. Officers provided ongoing support to Town and Parish Councils to understand their responsibilities and how to spend their CIL allocations. +£1.4m in CIL was collected this year and +£155,000 was passed to the Town and Parish Councils for them to spend directly on infrastructure that they identify.

+£945,000 was spent on recreational mitigation projects, which included 11 capital projects around the district, and work began towards another 11 for implementation in 2024 / 25. These projects are funded through developer contributions and provide alternative recreational green spaces for existing and future residents of the district.

The Totton Regeneration Partnership was formed, with the aim of realising benefit for the town centre as part of the wider Solent Freeport legacy. Totton town centre will also benefit from £136,000 funding allocated from the UKSPF, towards a number of projects benefitting the town which have a deadline for delivery by Spring 2025.

£100,000 in funding from the government was secured to improve digital planning processes. The funding will help to improve the tools that are used to digitally map data across the district.

Planning Committee members resolved to grant permission, subject to the completion of a legal agreement, on six areas of land within allocated strategic sites across the district, totalling 559 new dwellings. Full permission was granted on four areas of land within the strategic sites.

Approval was granted to commence a formal review of the New Forest Local Plan to align with current legislation and housing requirements. This major piece of work will see benefits across the district, enabling more control of where development can happen and potentially resist inappropriate development on non-allocated sites. The full review will include the preparation of a full evidence base, which will include a housing needs assessment, employment needs assessment, district wide design codes, statement of community involvement and a cross-party working group will be formed to oversee and scrutinise the preparation of the plan.

A new supplementary planning document, 'Planning for Climate Change' was adopted in March 2024. The key objective of the document is to encourage the development industry to maximise renewable uses and minimise expected carbon emissions when designing new buildings, aligning with the council's climate emergency commitments. The document supports the current Local Plan and will provide a basis for more detailed climate policies within the new Local Plan review process.

Work continued towards the adoption of a neighbourhood plan in Ringwood, which sets out local planning policies for the area, with the finalisation of a series of consultation periods. The plan has been independently examined and the

### Priorities 2020-2024

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

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

recommendation is that the plan should proceed to local referendum in July 2024. In addition both Fawley and Sande Heath were designated as a neighbourhood area and will begin toward the development of their neighbourhood plans.

The council sponsored the 'Best New Forest Micro Business' award at the New Forest Brilliance in Business Awards in December 2023, an annual award ceremony which acknowledge the achievements of New Forest businesses.

Support was offered to local businesses across the district in the form of mystery shopping as part of the 'Shop Doctor' programme where 32 businesses signed up to participate and receive a visit this year. Officers also offered free business advice for new businesses, potential business start-ups and those thinking of becoming self-employed and 140 businesses benefitted from this support this year.

## Planning and Economy (continued)

This year saw the council work in partnership with Solent Business & Skills Solutions to launch the New Forest Apprenticeship and Skills Hub, which provides businesses in the district with free advice about apprenticeships and skills training. Launching in February 2024 the scheme had a positive start with 50 businesses signing up.

Key performance indicators	Unit	Target	2022/23	2023/24	RAG
Number of houses completed each year (as set out in the Annual Authority Monitoring Report)	Num	400	193	-*	
Number of green infrastructure projects delivered each year	Num	3	5	3	
Number of Biodiversity Net Gain projects delivered each year	Num	-	15	-**	
Additional employment floorspace created within the district	m <sup>2</sup>	-	3,491m <sup>2</sup> (net)	-*	
New Forest District Council building control market share	%	55%	58%	56%	
Determination of planning applications within the nationally prescribed time frames	%	Major 60%, Minor 70%, Other 85%	Major 100%, Minor 81%, Other 86%	Major 86%, Minor 94%, Other 97%	
Number of projects that New Forest District Council are involved in to deliver sustainable transport options	Num	-	13	13	
Business engaged in the business engagement programme	Num	100	357	159	
Film:New Forest - Value of filming in the district	£	£75,000	£245,300	£63,000	
Subscribers to 'Helping local businesses grow' e-newsletter	Num	3,000	3,566	3,508	
New Forest locations available to film and TV productions via Film:New Forest location database	Num	80	107	112	

\*Expected July 2024

\*\*Not available. Position reviewed for 24/25 based on national guidance



## Housing and Homelessness Services

Creating balanced communities and housing options that

The housing teams continue to work towards the strategic objectives set in the Housing Strategy 2018, as well as the Homeless and Rough Sleeping Strategy 2019, Private Sector Housing Strategy 2020 - 24, and the Greener Housing Strategy 2022.

At the end of March 2024 there were 45 households living in emergency accommodation which is a significant reduction from the peak of over 90 households in June 2022. The key reasons for evictions and homelessness were due to rent increases and affordability, as well as an increase in the end of private sector housing tenancies due to properties being sold.

Reducing rough sleeping continues to be a key area of focus for the housing teams and 37 rough sleepers were identified and supported into accommodation throughout the year. Ex-Rough sleepers who now are in accommodation benefit from ongoing support from specialist teams set up over the corporate plan period, which includes, onsite support workers, dedicated outreach workers and a specialist mental health worker, leading national best practice as a result.

An ongoing grant funded project to house ex-offenders set a target to accommodate 24 individuals in 2 years. Since the project started in October 2023 nine clients have been successfully housed and now live independently. A proactive approach is used to seek private rented accommodation and provide ongoing support to clients to open bank accounts and deal with referrals to specialist services as appropriate to support tenancy sustainment.

Penman House in Totton was completed on the site of the former Testwood Social Club. This development has 12 flats which meet the government's proposed Future Homes Standard, funded in part by a £684,000 Homes England grant.

Plans have been furthered on the former Hythe Medical Centre site. Demolition and clearance have begun to make way for 22 houses and flats. This stage has been fully funded by HM Government through the Brownfield Land Release Fund, following the successful award of £324,000 under the One Public Estate programme earlier this summer.

The purchase of 16 homes was completed in Fordingbridge, which are to be used for rent or shared ownership. The shared ownership properties proved highly sought after and five sold quickly on a first come first served basis.

Significant improvement works to two properties in East Boldre were completed. Significant improvement works to 2 properties in East Boldre were completed. These were 2 structurally unsound three-bedroom properties which have been reconfigured to maximise space and install Air Source Heat Pumps (ASHP). Further housing developments are under construction in New Milton, and Totton.

### Priorities 2020-2024

Enabling the best use of housing to meet the needs of people, including support for a high quality, strong private rented sector

Improving the housing circumstances of those most in need

Increasing the supply of high-quality affordable homes.

Meeting local housing needs and promoting sustainable growth

30 Air Source Heat Pumps (ASHP) and multiple energy efficiency measures were installed this year towards the target of retrofitting 70 homes by 31 March 2025, funded by £500,000 from the Social Housing Decarbonisation Fund (SHDF). A resident survey of the properties with ASHPs newly installed under the previous wave of grant funding was conducted this year. Respondents said they would recommend the take-up of this type of heating and were happy with their installation and follow up service. Most said they understood how to use their heat pump and that it was easy to heat their home and was not too noisy.

We have committed to all council homes having an EPC rating of C, or better by 2030. 353 homes received work which improved their energy performance. These day-to-day repairs and maintenance activities are contributing to the council's target, with a further 100 homes receiving complex energy upgrades in the next year (2024 / 25).

A free to use online tool was launched, 'Cosy Homes New Forest' for private homeowners and landlords to find out how to improve the energy efficiency of their homes and create a refurbishment plan to make homes warmer, reduce carbon footprint, and cut energy bills.

Supporting around 5,200 tenants or leaseholders, a new Tenant Engagement Strategy was approved after consultation, setting clear priorities of listening to our tenants, putting tenants first, knowing our tenants and supporting engagement and how we communicate with tenants.

A £1.8 million Government grant was received to provide 12 resettlement homes for Ukrainian and Afghan families, which were delivered alongside the purchase of 14 ex-council homes as part of the council's development programme.

Housing landlord teams developed an innovative software partnership to design and develop a bespoke housing management software system, integrating with all other housing software modules to allow housing register applicants one journey through the service's software to become a social housing tenant. The solution will go to market in the coming year.

The onset of the Social Housing Regulation Act 2023 and enhanced powers granted to the Regulator for

## Housing and Homelessness Services (continued)

Social Housing and the Housing Ombudsman saw the housing team fully prepare the service for the start of new consumer standards, tenant satisfaction measures and new regulations from April 2024.

Key performance indicators	Unit	Target	2022/23	2023/24	RAG
Additional council homes delivered by 2026 (cumulative figures)	Num	600	50 (285)	54 (339)	
Additional affordable homes delivered by others	Num	60	51	79	
Prevention duty cases successfully prevented	%	50%	56%	51%	
Private sector property inspections resulting in Category 1 hazards	%	<40%	24%	27%	
Rough sleepers entering accommodation pathway	%	32%	70.25%	71%	
Households in external emergency B&B accommodation	Num	<70	49	45	



## Finance and Corporate Services

Enabling service provision and ensuring value for money for the council taxpayer

A balanced budget for 2024 / 25 was set in February 2024 with a Council Tax increase of 2.99%, in line with government parameters before the threshold is met to trigger a referendum. The council's Medium Term Financial Plan was updated as a part of that budget setting report, and actions are underway to address the forecast deficit.

The general fund budget outturn saw a saving of 8.1% for year, which includes a £668,000 one off VAT refund and an additional £2 million being generated through treasury management investments.

A Transformation Programme - 'Future New Forest' was approved this year, investing in the council's people and services, protecting the financial position, and embedding sustainability throughout. Development of the strategy was informed by customer research which included 73 public surveys, 14 attendees at focus groups held in three locations, 118 website surveys, 4,000 telephone and walk in surveys and 2,000 emails analysed. Subject to the approval of an invest-to-save business case, circa £1.75m in cost efficiency savings are forecast to be released by programme activities over the next three financial years. Key priorities and performance indicators of the programme underpin the new Corporate Plan and will reshape the way the organisation operates. Recruitment of a team of officers to support the programme has begun, creating six new jobs for the organisation.

A review of council accommodation began, with an initial budget approved of £100,000, to look at how and where we work to ensure we are accessible to residents across the district, as well as using our assets in the most sustainable way.

Both residential and commercial property investment projects have been paused this year, save for exceptional opportunities. Since April 2023 there have been no further offers or purchases because of increased interest rates and the lack of suitable properties in the market.

£7.8 million of funding was allocated to develop an operational services depot at Hardley Industrial Estate. The scheme will serve as an operational centre for the east of the district and will comprise of storage, fuelling, fleet washing facilities, maintenance workshop and office units.

A review of the council's approach to risk management was carried out, supported by the Audit Committee. Each identified risk was reviewed and evaluated on its potential impact on the council. A new Strategic Risk Register was approved in September 2023. This working document records challenges and risks faced by the council and helps plan the direction taken in mitigating those risks.

A new business rate relief policy was approved in November 2023 to support local businesses and organisations, which outlines factors which will be considered as part of an application for rate relief for National Non-Domestic Rates (Business Rates). This policy

### Priorities 2020-2024

Protecting front line services through sound financial planning, including the collection of taxation with appropriate support for individuals and businesses

Using investments to support financial resilience and the local economy

Modernisation and innovative use of ICT to enhance operational efficiencies across all services

Providing support to residents with benefits and welfare reforms and supporting businesses to access financial reliefs and grants

carefully balances the potential benefit to the community, with the cost to council taxpayers by ensuring that funds are allocated and used in the most effective and economic way.

The Digital Strategy 2022-2025 continued, putting 'Customer first, digital by design' through delivery of the ICT project work programme and operation of our server and software platforms.

Significant work has taken place this year including the use of Microsoft 365 functionality across all services, the migration of our servers to Microsoft Azure, reporting and dashboards using Power BI, development of the Newforest.gov website and new SharePoint intranet (New Forestnet), a modern audio / visual suite in our council chamber, the launch of a new learning management system and phase 1 of the waste operations system to deliver digital garden waste services.

A decision was taken to support the five leisure centres within the district with exceptional and unforeseen utility costs. The Council and its Leisure Service Operator continue to work on reducing consumption through schemes designed to promote energy efficiency, including for example the replacement of the end-of-life boilers at New Milton Health and Leisure being replaced this year with more energy efficient air-source heat pumps. £277,000 funding from Sport England was secured through the Swimming Pool Support Fund for Revenue and Capital Investments to further mitigate increasing energy costs, as a result, solar panels and shower restrictors will be installed at Applemore Health and Leisure during 2024 / 25.

Capital investment by Freedom Leisure for completed and forthcoming projects stood at +£3.8 million with all five centres benefitting from investment and upgrade.

A national pay award was agreed this year adding an additional £1,925 to all spinal column points (SCP) up to no.47, with those SCPs above 47 having a pay increase of 3.88%, whilst chief executive and chief officer pay was raised by 3.5%. This brought our lowest paid staff to £11.70 per hour, higher than the national living wage.

## Finance and Corporate Services (continued)

Key performance indicators	Unit	Target	2022/23	2023/24	RAG
Achieved a balanced budget with reasonable council tax increases	% / £	Greater of 2% or £5	2.99% / £5.63 (23/24 budget)	2.99% / £5.80 (24/25 budget)	Green
General Fund budget variations	%	+/-3%	-2.74%	-8.1%	Yellow
HRA Fund budget variations	%	+/-3%	-3.89%	-0.04%	Green
Value of Original Capital programme delivered	%	80%	84%	81%	Green
Increase in the value of residential investment	£m	£8m	£5.1m	-**	Grey
Increase in the value of commercial investment	£m	£30m	£29.3m*	-**	Grey
Maintain high level of Council Tax collected	%	98.50%	98.56%	98.56%	Green
Maintain high level of NNDR collected	%	98.50%	98.83%	98.96%	Green
ICT incidents resolved with SLA	%	95%	96.8%	98.8%	Green
Level of investment in the leisure centres by Freedom Leisure (cumulative)	£	£3.554m	£2.095m	£3.86 million	Green

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

\*\* Projects on pause.



## Community, Safety and Wellbeing

Engaging with our communities, improving health and wellbeing, and maintaining the quality of the place in which they live

Community grants were awarded this year to 29 local groups, comprising of £130,000 in revenue grants and £96,040 in capital grants, as well as community transport grants totalling £51,100. The grant funding totalling over £277k will go to a wide range of organisations from across the district who support the most vulnerable residents and communities. £190,542 funding was also provided to Citizens Advice New Forest who provide free advice and information to our residents.

Support continued for nine weekly food larders and five community hubs across the district with officer attendance to provide advice and information. Working with partners the council continues to chair a bi-monthly New Forest Partnership meeting and attend the Local Childrens Partnership. A directory of support organisations contact details was compiled and widely distributed.

East Boldre Baptist Church has been transformed into new community store which opened in February 2024, supported by a grant of £17,000 from the council. The community store provides residents with a local facility for food shopping, postal and banking services, employment and volunteering opportunities, and a space for communal activities. The store is operated as a not-for-profit, with reinvestment back into the business or used for community causes.

£300,000 capital funding, and a further £54,000 funded by the Home Office Safer Streets Fund, has been earmarked for the expansion of the current CCTV system to provide enhanced crime prevention measures with a particular focus on rural communities. In February 2024 a trial took place of new camera technology in Fordingbridge with a view to roll-out across the district over the next two years as part of continued efforts to maintain security for residents, businesses, and visitors.

A new 'Supporting our Residents' Action Plan was agreed in March 2024 outlining plans and initiatives for the next two years. Key themes include supporting people on low incomes, strengthening families and communities, promoting employment opportunities, addressing the high cost of housing, and improving the health and wellbeing for people on low incomes.

A team from the Safer New Forest Partnership carried out community engagement events across the district throughout the spring and summer and completed 412 surveys across 12 events. 98.3% of the 405 New Forest residents surveyed were satisfied or very satisfied with where they live. This year's Safer New Forest Partnership strategic assessment showed a 27% decrease in antisocial behaviour.

Throughout the year work continued to install two new changing places toilets in Ringwood and Brockenhurst, with both expected to be fully operational early in 2024. Both installations have been funded by the Department

### Priorities 2020-2024

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

Engaging with partners and the community to inform and contribute towards wider outcomes

Supporting the arts and cultural heritage of the New Forest

for Levelling Up, Housing, and Communities to improve access to suitable facilities for disabled people who are living in or visiting the district. These new sites join the four existing facilities across the district.

The public convenience replacement programme continued and the newly installed 'beach hut' style public toilets at Barton on Sea were opened this year. These bright coloured facilities were chosen to provide a contrast for those with visual impairments and are specially coated to offer resilience against coastal conditions. In addition, external lighting is powered with integrated solar tiles.

The food safety team completed its post covid recovery plan to inspect all high and medium risk food businesses. Support has been offered to new food businesses and a new programme of inspections began, prioritising poorly performing establishments, and 636 inspections, 34 re-inspections and 248 registrations of new businesses were carried out during the year.

The Air Quality Management Area in Lyndhurst was revoked last summer following air quality objectives being met for Nitrogen Oxide. Work is progressing on developing an Air Quality Strategy for the whole district, which by working with Stakeholders, will identify actions to continue to improve air quality.

An upgrade to Appletree Careline was completed, moving to a new digital platform, offering an enhanced future proof service to customers. The number of Appletree Careline services provided to customers at the end of March 2024 was 3,443. These services aim to allow customers to maintain their independence and offer peace of mind for both them and their relatives.

As of March 2024, there were 435 members on the Active Lifestyles referral scheme across the five health and leisure



## Community, Safety and Wellbeing (continued)

centres (operated by Freedom Leisure), this number has increased consistently month on month since January 2023 when the figure stood at 279 members. Provision has been increased at a number of sites by around 30 hours per week to support demand and reduce waiting times.

Fitness memberships across the five health and leisure centres rose by 26% from 5,966 (March 2023) to 7,498 (March 2024) and around 78% of swim school places were utilised by local residents. Overall participation increased from around 110,000 visits to the centres in March 2023 to over 140,000 in March 2024.

The Health and Wellbeing action plan was updated to include new projects which included work with town councils and Hampshire County Council's public health team to develop two sensory walks in the district, launched as part of mental health week.

Although the data, as reported by Sport England as part of the annual Active Lives survey suggests a 4.2% rise in inactivity levels, this is not significant from base line trend figures. 2022 / 23 reported figures represented an increase, and it is likely that this was due to higher levels of activity in the years following the Covid pandemic. 2023 / 24 data shows 67% of residents are active, which is in line with neighbouring Hampshire authorities.

£250,000 funding was allocated towards a new 3G artificial sports pitch in Fordingbridge, benefitting local schools, local football and rugby clubs as well as being open for

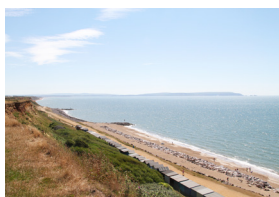
community events. This has been funded through housing developers in the town, who are required to contribute, per each new house built, towards new playing pitch provisions and associated facilities.

Work began towards improvement works in Calshot at St Georges Hall. Recognising the isolated location of this community and the need for improved facilities, funding of £375,000 was secured to carry out this project which will commence in May 2024.

The first community forum saw 80 attendees in October 2023 and welcomed partners, charity and faith groups and town and parish councils to come together to tackle the impacts of the cost-of-living crisis and share information. A second forum was held in March 2024 with the theme of community resilience to assist communities in preparing, responding and recovering from adverse incidents.

10 arts and culture projects were commissioned or co-commissioned this year using funding from the UK Shared Prosperity Fund, these projects worked with local creatives and communities and reached over 25,000 people. In addition, support for Folio continued, which provides networking opportunities, training, advice and signposting to 16 cultural organisations, over 200 freelancers and community group throughout the district.

Key performance indicators	Unit	Target	2022/23	2023/24	RAG
Participation in Community Safety engagement events and completion of annual crime and disorder survey	Num	400	529	412	Green
Residents' satisfaction on the low level of reported crime and anti-social behaviour within the district	%	95%	96%	98%	Green
Inactivity levels	%	Monitor	18.4%	22.6%	Red
Support Communities through programmes to improve the mental wellbeing of residents (cumulative)	Num	3	5	4	Green
Increase the engagement with lower socio-economic communities (cumulative)	Num	3	6	4	Green
Sedentary adults with recognised medical conditions enrolled in the Freedom Leisure Active Lifestyles referral programme	Num	100	347	435	Green
Inspections of higher risk and non-compliant food businesses to improve public safety	%	98%	100%	100%	Green



## Environment and Sustainability

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

Two Public Space Protection Orders (PSPOs) came in to force in July 2023. These orders ban the lighting of fires and BBQs and protect New Forest animals by banning feeding and petting or touching. The council has worked with the New Forest National Park Authority, Forestry England and the Verderers to enforce and educate the public around the new orders and how they can help protect the New Forest while they spend time here.

Work continued towards the delivery of the commitments of the Waste Strategy, which was approved in 2022 and aims to increase recycling rates and reduce waste and carbon emissions. A waste collection policy was approved in preparation for the rollout of the new service, planned for 2025. Procurement of goods and services continued, and the government provided £1.8m of capital funding for food waste vehicles and containers to support delivery. .

Over 20,000 wheeled bins, made with 95% recycled polymer, were delivered to properties across the district as part of the new garden waste service. Following phase one of the roll out of a new digital waste operational service this year, customers could sign up online to receive garden waste collections and 75% of customers chose this method.

The i-Tree tool was purchased this year which monitors the measurement and holistic value of the district's tree stock, including impacts on ecosystem and carbon reduction. Currently the ambitious 2:1 ratio of trees planted for every tree removed from council-maintained land is not being met. All available land is being considered for planting along with environmental benefits and a 'right tree, right place' approach has been adopted. A new Lyndhurst site opened in November 2023, for the storage and maintenance of young trees prior to their planting within the district, which reduces carbon emissions from long journeys to and from nursery sites.

A trial participation in the national 'No Mow May' campaign saw areas across the district left to grow throughout the spring. A total of 1.2km<sup>2</sup> across a 300mile<sup>2</sup> area was left to encourage vegetation growth, food for pollinators and a reduction in the council's carbon footprint. Learnings from this trial will inform the 2024 / 25 spring approach including wider promotion of the benefits of the campaign. Open Spaces teams also planted 16 wildflower meadows to support the biodiversity of the district.

Work continued between Street Scene and Enforcement colleagues to follow up on any evidence found when dealing with incidents of fly tipping. Swift action and an investigation by the Enviro Crime team led to Fixed Penalty Notices totalling £2,000 being issued, with a £400 fine handed to each of the five individuals identified from evidence found at a large fly tip of mixed waste on Park Lane, Holbury in late February 2024.

### Priorities 2020-2024

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

Ensuring our open space is clean, accessible, and well maintained, and contributes to the sustainable and natural environment of the New Forest

A Behavioural Insights trial was commenced this year funded by the UK Shared Prosperity Fund to reduce littering on the A35 between Lymington and Christchurch. The campaign aims to discourage people from throwing litter from their vehicles and help maintain a high 'litter score'.

Response to the climate emergency, led by the climate and nature emergency action plan, continued and associated risks have been added to the corporate strategic risk register. Work to improve the efficiency of council services has also been an area of focus, for example, retro fit improvements of housing stock, zero carbon gloves for operational staff and improvements to the energy efficiency of our corporate buildings. New Forest District Council was ranked the second highest of the Hampshire authorities in the Climate Action Scorecards where all authorities were surveyed by Climate Emergency UK to assess actions taken. We also supported the creation of the New Forest Community Energy Partnership, which aims to improve energy capacity and resilience across the district.

Almost half of fast electric vehicle chargers installed in council run car parks have been upgraded to rapid chargers to help motorists charge their electric vehicles quicker and to increase availability of the charging points. Work began this year on a project to install electric vehicle hubs at two car parks in Ringwood and Lymington, which will install 20 rapid chargers across the two sites in early 2024 / 25. Almost 30,000 kilowatt hours of electric vehicle charging is undertaken in council run car parks every month.

## Environment and Sustainability (continued)

Winning second place for best large trade stand, 'Caring for the Climate' was the theme of this year's New Forest Show presentation in July 2023, showing the impacts of climate change on our coastline. Visitors took part in climate themed games and activities, as well as making pledges for the environment. Sustainability was carefully considered through all aspects of the planning for the show, reusing and repurposing items and using items made from sustainable materials.

Key performance indicators	Unit	Target	2022/23	2023/24	RAG
Trees removed from NFDC land	Num	-	314	549	
Trees planted on NFDC land	Num	-	296*	150	
Total fly tipping incidents responded to	Num	-	2552	2453	
Specialist fly tipping incidents responded to**	Num	-	26	25	
Household waste sent for reuse, recycling, and composting	%	55%	33.4%	34%	
Number of electric charging points	Num	10	12	8	
Total CO <sup>2</sup> emissions saved through electric charging points	kg	9,250kg	18,000kg	***	

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

\*\*\*Data unavailable

## FINANCIAL MONITORING 2023/24

## GENERAL FUND OUTTURN 2023/24

	Feb-23	Feb'24	Outturn 2023/24			
	2023/24 £'000's Original Budget	2023/24 £'000's Updated Budget	2023/24 £'000's New Variations Expend.	2023/24 £'000's New Variations Income	2023/24 £'000's New Variations Rephasings	2023/24 £'000's Outturn Position
<b>PORTFOLIO REQUIREMENTS</b>						
Community, Safety and Wellbeing	3,595	3,346	51	-159	-146	3,092
Environment and Sustainability	8,083	8,344	-1	11	-225	8,129
Finance and Corporate	3,450	3,319	-19	-52	-204	3,044
Housing and Homelessness	3,136	2,377	1	-11	-217	2,150
Leader	1,173	1,247	-102	-14	-126	1,005
Planning and Economy	3,414	3,815	-27	40	-255	3,573
Multi Portfolio adjustments - To be allocated	0	307	-198	0	-109	0
	<b>22,851</b>	<b>22,755</b>	<b>-295</b>	<b>-185</b>	<b>-1,282</b>	<b>20,993</b>
Reversal of Depreciation	-1,823	-1,773	212			-1,561
Contribution (from) / to Earmarked Revenue Reserves	-283	6	0	45	1,282	1,333
<b>NET PORTFOLIO REQUIREMENTS</b>	<b>20,745</b>	<b>20,988</b>	<b>-83</b>	<b>-140</b>	<b>0</b>	<b>20,765</b>
Minimum Revenue Provision	1,876	1,826	-96			1,730
Contribution to Capital Programme Financing (RCCO)	700	2,675	-868			1,807
Interest Earnings (Net)	-837	-2,337		-632		-2,969
VAT Refund		-668				-668
New Homes Bonus	-16	-16				-16
<b>GENERAL FUND NET BUDGET REQUIREMENTS</b>	<b>22,468</b>	<b>22,468</b>	<b>-1,047</b>	<b>-772</b>	<b>0</b>	<b>20,649</b>
<b>COUNCIL TAX CALCULATION</b>						
Budget Requirement	22,468	22,468	-1,047	-772	0	20,649
Less: Settlement Funding Assessment						
Transparency Code New Burdens				-9		-9
Services Grant	-155	-155		-7		-162
Guarantee Grant (MHCLG)	-699	-699		7		-692
Business Rates Baseline	-4,147	-4,147		0		-4,147
	<b>-5,001</b>	<b>-5,001</b>	<b>0</b>	<b>-9</b>	<b>0</b>	<b>-5,010</b>
Locally Retained Business Rates	-3,575	-3,575		58		-3,517
Estimated Collection Fund (Surplus)/Deficit Business Rates	390	390		-759		-369
Estimated Collection Fund (Surplus)/Deficit Council Tax	-262	-262				-262
Contribution to Corporate Priorities Reserve				1,500		1,500
Contribution to Treasury Management Reserve				262		262
Contribution to / from (-) Capital Programme Reserve	0	0	1,047	-280		767
<b>COUNCIL TAX</b>	<b>14,020</b>	<b>14,020</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14,020</b>
<b>TAX BASE NUMBER OF PROPERTIES</b>	<b>72,271.70</b>	<b>72,271.70</b>				<b>72,271.70</b>
<b>COUNCIL TAX PER BAND D PROPERTY</b>	<b>193.99</b>	<b>193.99</b>				<b>193.99</b>
<b>GENERAL FUND BALANCE 31 MARCH</b>	<b>3,000</b>	<b>3,000</b>				<b>3,000</b>

FINANCIAL MONITORING 2023/24  
 VARIATION ANALYSIS GENERAL FUND 2023/24

PORTFOLIO ADJUSTMENTS

Community, Safety and Wellbeing

	Outturn			
	2023/24 £'000's New Variations Expend.	2023/24 £'000's New Variations Income	2023/24 £'000's New Variations Rephasings	2023/24 £'000's New Variations Total
Health & Leisure Centres - Maintenance Programme	-92			
Health & Leisure Centres - Contract including Energy Painshare Contribution	178			
Health & Leisure Centres - Solar Panel Income		-12		
Grants - Rephasings -£25k underspends -£20k	-20		-25	
CCTV - Rephasings			-24	
Community alarms - Rephasing equipment budget			-35	
Sports & Comm Development - Arts Council grant		-17		
Emergency Planning - underspends	-15			
New Burdens Grant		-130		
Net Other - Mainly ICT corporate allocations rephased			-62	
	51	-159	-146	-254

Environment and Sustainability

Climate & Nature Action - Revenue spend incurred, Capital budget not used	69			
Public Lighting - Electricity underspend	-73			
Car Parks - Employees +£23k, Maintenance +£25k, Transport +£11k & net other +£11k	70			
Car Parks - Clocks (+£75k) & PCN's (+£72k) partially offset by Meter (-£60k) / Other (-£40k)		47		
Cemeteries - Maintenance budget vired from Contingency. Rephased into 24/25	25		-29	
Coastal Business Unit - Income received, expenditure to be incurred in future years			-87	
Foreshores - Income received in previous years, expenditure yet to be incurred		-50		
Keyhaven River - Employees/Maintenance spend +£19k & Mooring Fees income shortfall	19	8		
Refuse Collection - Fleet +£14k, fuel +£46k (see Recycling) & ICT allocation -£23k	35	2		
Recycling - Mainly Fuel -£46k (see Refuse), Sacks -£25k, ICT allocation -£23k & Fleet -£35k	-118			
Recycling - Mainly Transition Funding +£214k, Glass recycling -£77k, Garden & Trade Waste -£100k		20		
Street Scene - Mainly Fleet recharges -£15k, ICT allocation -£23k & additional income -£16k	-55	-16		
Corporate Allocations re ICT rephasings			-109	
Net Other	27			
	-1	11	-225	-215

Finance and Corporate

Corporate Management (Increased audit fees)	47			
Housing Benefits & Council Tax (Salary underspends)	-46			
Commercial Inv. Property - Queensway (vacant property - business rates)	34			
Commercial Inv. Property - Platinum Jubilee Business Park (business rates/letting fees)	79			
Commercial Inv. Property - 1b Junction Rd (vacant property - business rates)	7			
Commercial Inv. Property - Hythe Marina (additional income)		-28		
Commercial Inv. Property - 29-35 Salisbury Rd (additional income)		-14		
Commercial Inv. Property (net other)	-9	-10		
Salisbury Road (Totton scheme rephasing)			-140	
Budget vired from Contingency (Cemeteries Maintenance Scheme)	-25			
Contingency	-99			
Corporate Allocations re ICT rephasings			-64	
Other	-7			
	-19	-52	-204	-275

FINANCIAL MONITORING 2023/24  
 VARIATION ANALYSIS GENERAL FUND 2023/24

**PORTFOLIO ADJUSTMENTS**

**Housing and Homelessness**

Homes for Ukraine				-153
Homelessness (net costs)	41			
Staffing - Homelessness	-33			
Private Sector Leasing Rent Income		40		
Private Sector Staffing (mainly caseworker income)	8	-41		
Stillwater Park Premises Costs	-15			
Corporate Allocations re ICT rephasings				-64
Other		-10		

	Outturn			
	2023/24 £'000's New Variations Expend.	2023/24 £'000's New Variations Income	2023/24 £'000's New Variations Rephasings	2023/24 £'000's New Variations Total
	1	-11	-217	-227
<b>Leader</b>				
UK Shared Prosperity Fund (Rephasing)				-112
Transformation (Salary underspends)	-107			
Elections additional grant		-14		
Corporate Allocations re ICT rephasings				-14
Other	5			
	-102	-14	-126	-242
<b>Planning and Economy</b>				
Development Control - Income		101		
Digital Planning Grant				-100
Planning Policy - BNG Grant		-27		
S106 Monitoring Income		-65		
Economic Development Initiatives - Rephasing				-34
Corporate Allocations re ICT rephasings				-121
Building Control income shortfall		31		
Other	-27			
	-27	40	-255	-242
<b>Portfolio adjustments - Non Direct</b>				
Net reallocated to Services	-198			-109
	-198	0	-109	-307
<b>TOTAL PORTFOLIO ADJUSTMENTS</b>	<b>-295</b>	<b>-185</b>	<b>-1282</b>	<b>-1762</b>
<b>NON-PORTFOLIO ADJUSTMENTS</b>				
Reversal of Depreciation	212			212
Contribution to/from(-) Earmarked Reserves	0	45	1282	1327
<b>TOTAL NON-PORTFOLIO ADJUSTMENTS</b>	<b>212</b>	<b>45</b>	<b>1282</b>	<b>1539</b>
<b>GRAND TOTAL ADJUSTMENTS (Credited to (-) / Debited from (+) Budget Reserves)</b>	<b>-83</b>	<b>-140</b>	<b>0</b>	<b>-223</b>

## FINANCIAL MONITORING 2023/24

## HOUSING REVENUE ACCOUNT OUTTURN 2023/24

	Feb-23	Feb-24	Outturn 2023/24	
	2023/24	2023/24	2023/24	2023/24
	£'000's	£'000's	£'000's	£'000's
	Original Budget	Updated Budget	New Variations	Outturn Position
<b>INCOME</b>				
Dwelling Rents	-30,227	-30,192	-31	-30,223
Non Dwelling Rents	-720	-674	-1	-675
Charges for Services & Facilities	-849	-873	-56	-929
Contributions towards Expenditure	-60	-60	-114	-174
Interest Receivable	-378	-578	-34	-612
Sales Administration Recharge	-33	-33	21	-12
Shared Amenities Contribution	-286	-286		-286
<b>TOTAL INCOME</b>	<b>-32,553</b>	<b>-32,696</b>	<b>-215</b>	<b>-32,911</b>
<b>EXPENDITURE</b>				
<b>Repairs &amp; Maintenance</b>				
Cyclical Maintenance	1,640	1,564	-52	1,512
Reactive Maintenance	4,456	4,783	110	4,893
<b>Supervision &amp; Management</b>				
General Management	7,132	7,151	-360	6,791
Special Services	1,846	1,824	-172	1,652
Homeless Assistance	144	146	32	178
<b>Rents, Rates, Taxes and Other Charges</b>	<b>89</b>	<b>140</b>	<b>77</b>	<b>217</b>
<b>Provision for Bad Debt</b>	<b>150</b>	<b>150</b>	<b>77</b>	<b>227</b>
<b>Capital Financing Costs - Interest/Debt Management</b>	<b>4,522</b>	<b>4,785</b>	<b>-39</b>	<b>4,746</b>
<b>Capital Financing Costs - Internal Borrowing</b>	<b>0</b>	<b>0</b>		<b>0</b>
<b>TOTAL EXPENDITURE</b>	<b>19,979</b>	<b>20,543</b>	<b>-327</b>	<b>20,216</b>
<b>HRA OPERATING SURPLUS(-)</b>	<b>-12,574</b>	<b>-12,153</b>	<b>-542</b>	<b>-12,695</b>
<b>Contribution to Capital - supporting Housing Strategy</b>	<b>9,700</b>	<b>9,700</b>	<b>492</b>	<b>10,192</b>
<b>Capital Financing Costs - Principal</b>	<b>3,024</b>	<b>3,024</b>	<b>6</b>	<b>3,030</b>
<b>HRA Total Annual Surplus(-) / Deficit</b>	<b>150</b>	<b>571</b>	<b>-44</b>	<b>527</b>
<b>Use of HRA Reserve for Major Projects</b>	<b>-150</b>	<b>-150</b>	<b>0</b>	<b>-150</b>
<b>Return to Earmarked Reserves (Committed Schemes)</b>	<b>0</b>	<b>0</b>	<b>101</b>	<b>101</b>
<b>HRA TOTAL ANNUAL SURPLUS(-) / DEFICIT</b>	<b>0</b>	<b>421</b>	<b>57</b>	<b>478</b>

## FINANCIAL MONITORING 2023/24

## CAPITAL PROGRAMME OUTTURN 2023/24

	Portfolio	Feb-23	Feb-24	Outturn 2023/24		
		2023/24 £'000's Original Budget	2023/24 £'000's Updated Budget	2023/24 £'000's New Variations Expend.	2023/24 £'000's New Variations Rephasing	2023/24 £'000's Outturn Position
UK Shared Prosperity Fund	LEADER/ALL	42	56		-22	34
Rural England Prosperity Fund	LEADER/ALL	240	240		-231	9
Disabled Facilities Grants	HSG (GF)	1,300	1,300	41		1,341
Sustainability Fund - Unallocated	ENV & SUSTAIN	250	250	-212		38
South East Regional Coastal Monitoring Prog (18-27)	ENV & SUSTAIN	2,631	2,543	-447	-258	1,838
Milford Promenade Handrail	ENV & SUSTAIN		6			6
Barton Horizontal Directional Drilling Trails	ENV & SUSTAIN	10	60		-53	7
Hurst Spit Beach Shingle Source Study	ENV & SUSTAIN	100		3		3
Milford Beach and Cliff Study	ENV & SUSTAIN	10				
Waste Strategy Container Roll Out	ENV & SUSTAIN	592	592		-63	529
Public Convenience Modernisation Programme	ENV & SUSTAIN	300	24	-10		14
Public Convenience Refurb. Scheme - Barton-on-Sea	ENV & SUSTAIN		258	-31		227
Public Convenience Refurb. Scheme - Beaulieu	ENV & SUSTAIN		15	-5		10
Public Convenience Changing Places	ENV & SUSTAIN	219	245	-7		238
Public Convenience Modernisation Programme - Tech. advisor	ENV & SUSTAIN		132			132
Cemeteries - Calshot Cemetery expansion	ENV & SUSTAIN			7		7
Health & Leisure Centres	COMM S&W		305	-159		146
New Depot Site: Hardley	FIN & CORP	4,875	3,324		-1,602	1,722
Ringwood Depot	FIN & CORP			7		7
V&P; Replacement Programme	FIN & CORP	3,062	2,738		-2,463	275
V&P; Replacement Programme - Waste Strategy	FIN & CORP	150	193			193
Platinum Jubilee Business Park, Ringwood	FIN & CORP	250	250	-135		115
Mitigation Schemes	PLAN & ECON	1,000	1,350	-81		1,269
<b>TOTAL GENERAL FUND CAPITAL PROGRAMME</b>		<b>15,031</b>	<b>13,881</b>	<b>-1,029</b>	<b>-4,692</b>	<b>8,160</b>
HRA - Major Repairs	HRA	6,500	6,276	-133		6,143
HRA - Decarbonisation	HRA	1,260	1,260	-515		745
Major Structural Refurbishments	HRA	1,000	1,000	77		1,077
Fire Risk Assessment Works	HRA	2,000	2,585	209		2,794
Estate Improvements	HRA	200	150	-40		110
Robertshaw House	HRA	500	500			500
Development Strategy	HRA	15,200	15,200	-1,221		13,979
Disabled Facilities Grants	HRA	950	1,050	-16		1,034
<b>TOTAL HRA CAPITAL PROGRAMME</b>		<b>27,610</b>	<b>28,021</b>	<b>-1,639</b>		<b>26,382</b>
<b>GRAND TOTAL CAPITAL PROGRAMME</b>		<b>42,641</b>	<b>41,902</b>	<b>-2,668</b>	<b>-4,692</b>	<b>34,542</b>



CABINET – 7 AUGUST 2024

PORTFOLIO: LEADERS / FINANCE  
AND CORPORATE / ALL

## TRANSFORMATION BUSINESS CASE - CUSTOMER & DIGITAL SERVICES (INCLUDING ORGANISATIONAL DESIGN) AND APPLETREE COURT

### 1. RECOMMENDATIONS

1.1 That Cabinet (subject to the required Council approval to funding):

- I. Approve the Customer & Digital Services (including Organisational Design) business case at appendix A and adoption of the preferred future organisational design option Bv2.
- II. Support the intention to let out the south wing of Appletree Court (ATC) to third party tenants as set out in appendix B.
- III. Note the opportunity to further enhance ATC through works to the ground floor north wing, but these to be progressed subject to further approval (at additional cost), dependant on the success of the letting activity.
- IV. Delegate responsibility to oversee delivery of these recommendations to the Transformation Programme Board.

That Cabinet seek Council approval to:

- V. allocate £2.709m on an invest-to-save basis to deliver the necessary technology and organisational changes to deliver the preferred future organisational design option.
- VI. allocate up to £1.75m for improvements to the East wing of ATC on an invest-to-save basis, to facilitate the third party letting of the south wing and the generation of c£300,000 per annum in income.

### 2. INTRODUCTION AND BACKGROUND

- 2.1 The Customer & Digital Services (including Organisational Design) business case (appendix A) has been developed following the adoption of the transformation strategy, Future New Forest, in December 2023. It enables the implementation of the transformation programme by setting out a clear future organisational design for the council to leverage new technology, service and process redesign as well as looking at how some teams are structured in order to improve customer experience and the efficiency and effectiveness of the organisation. Organisational design is the structures, processes and roles needed to achieve the organisations objectives.
- 2.2 The Appletree Court business case (appendix B) considers options to exploit the commercial opportunities of Appletree Court and make better use of the currently underutilised office accommodation.
- 2.3 Assets and accommodation are 'out of scope' for the Customer & Digital Services (including Organisational Design) business case although they remain a significant aspect of the transformation programme and it is appropriate to consider the organisations accommodation requirements in line with any changes to organisational design.
- 2.4 The business cases appended support delivery of the four approved key objectives of Future New Forest to:

## **Customer & digital services**

Redesign services to improve customer experience, make better use of technology and reduce manual effort. Services should be digital by design, irrespective of how customers contact us.

## **People & capabilities**

Review how we organise and develop our people, making sure roles, structures, behaviours and skills evolve to meet new service designs and needs.

## **Assets & accommodation**

Make better use of assets, improve sustainability and change the way we work. This includes spaces that staff work in and customers visit as well as the stores and depot.

## **Finance & delivery**

Strengthen how we manage finance, strategy and performance. This includes how we manage the delivery of financial and non-financial benefits from transformation and how we develop a data-driven approach to strategy and performance.

### **3. CUSTOMER & DIGITAL SERVICES (INCLUDING ORGANISATIONAL DESIGN) BUSINESS CASE - OPTIONS APPRAISAL**

- 3.1 The Customer & Digital Services (including Organisational Design) business case (appendix A) takes the vision and objectives for transformation and assesses how different options might deliver those objectives, including the costs and benefits of each. It is closely aligned, and provides a delivery vehicle for, the Customer Strategy.
- 3.2 The options have been developed using the data collected and evidence gained over the past year, including opportunities arising out of customer research undertaken, activity analysis and the process design workshops. The preferred model outlined within the business case is specific to NFDC and has been determined by EMT through several organisational design workshops.
- 3.3 A number of options for the future organisation design have been considered from the continuation of a service led approach where services adopt their own technology and processes, largely in isolation, to a more cross cutting enterprise approach where all services adopt the same or similar technology and processes to maximise efficiencies. This is best illustrated in the transformation continuum diagram at Figure 1.



- Customer contact more likely to be handled in service
- Customer service standards may differ across the organisation
- Digital services will look and feel different without very strong standards
- Less need to tackle complex technology and data silos but duplicated investment
- Driven by service-specific technology
- Scope for savings constrained by service boundaries
- Less structural change required
- Harder to build resilience
- Can be easier to gain manager/ staff buy-in (less cultural change)

- Customer contact more likely to be centralised
- Consistent approach and standards for customer service
- Digital services use standard capabilities and same look and feel
- Higher complexity of resolving legacy technology and data silos
- Driven by fewer enterprise tools with common capabilities
- Greater scope for savings
- Greater need for structural changes
- More opportunities to build resilience
- Bigger 'sell' to the organisation

Figure 1: The transformation continuum

3.4 The current vertical service led model means that there is an inconsistency in customer experience and technology depending on which service is being used. Phone and email are the main channels used with multiple published email addresses and phone numbers available to customers. Figure 2 is a high-level illustration of the current model.

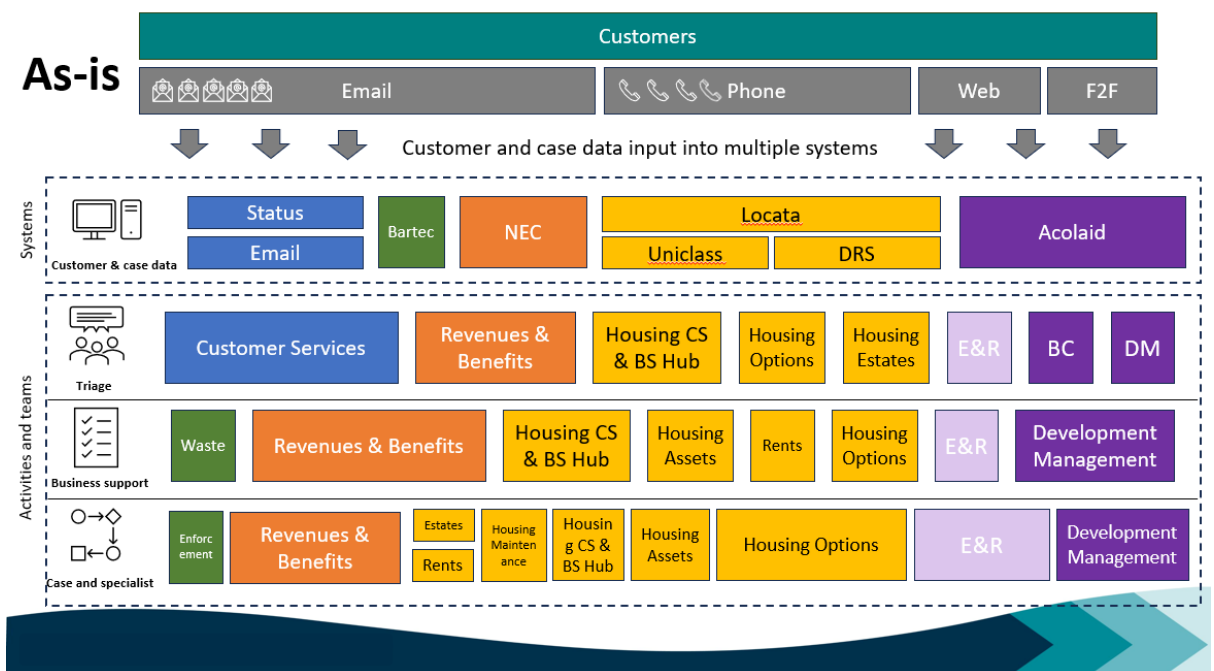


Figure 2: As-is organisational design model

3.5 EMT has collectively agreed that the approach should be somewhere in the middle of the continuum, where efficiencies can be gained from deploying the same technology and processes to improve the customer experience with some structural changes in support. This option as illustrated in Figure 3 is ambitious in support of the strategic

outcomes for transformation and allows for further future opportunities to do things differently whilst maintaining a level of stability by managing the pace of change.

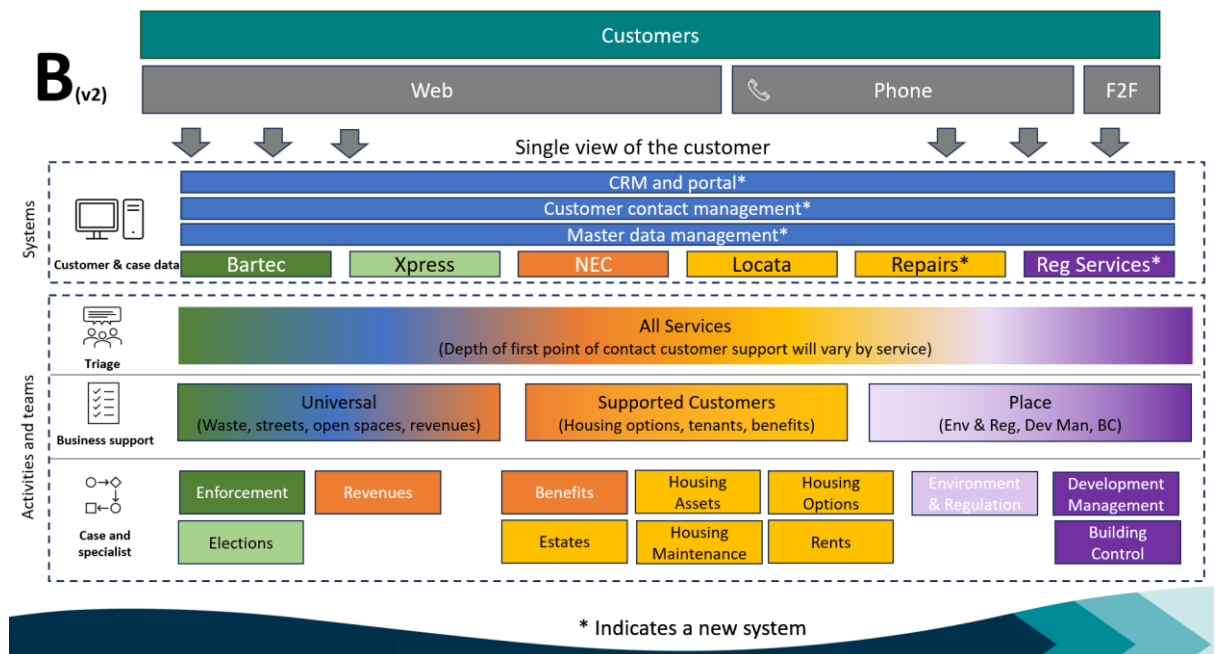


Figure 3: Target organisational design model

3.6 In brief the preferred option B(v2) for the target future organisational design includes:

- Enterprise technology capabilities applied to all services i.e. a single view of the customer through one CRM (Customer Relationship Management) and customer portal, customer contact management and master data management.
- A single customers services team, dealing with most enquiries for some services and smaller subsets for others.
- Aggregated business support functions into three teams aligned to universal, supported and place services.
- Leaving case management and specialist activities largely unchanged.

3.7 This modernised approach and use of technology is consistent with many other organisations, public and private. Page 17/18 of business case at appendix A details the technology assessment undertaken.

3.8 The business case itself has been drafted by Ignite Consulting Ltd. in conjunction with NFDC and brings together the extensive work undertaken over the past 18 months into a clear, evidence-based proposal. It provides the justification to invest in new technology and organisational changes to deliver a future operating model. It does not define the detailed delivery of the programme but enables the organisation to mobilise the programme with the necessary resources secured to start implementing changes.

3.9 Some of the technology investment identified within the business case is required irrespective of the transformation programme as legacy systems in housing maintenance, regulatory services and the existing CRM approach the end of life and require replacement. Bringing all these systems under the umbrella of transformation enables their procurement and implementation to be considered in line with the transformation objectives and exploits any cross-cutting opportunities and integration that exists.

3.10 A detailed assessment of the options, their costs and benefits is detailed in the business case at Appendix A.

#### **4. APPLETREE COURT BUSINESS CASE – OPTIONS APPRAISAL**

4.1 The accommodation review of Appletree Court is the first element of a wider piece of work to consider the strategic use of our assets and accommodation. It is an important aspect of meeting our future working aspirations in terms of service, staff and cultural needs in line with Future New Forest. This scheme will also support revenue generation towards the MTFP, through rental income, in line with the commercial mindset objective of the transformation strategy.

4.2 Appletree Court remains a suitable location within the district from which to deliver services and provide back-office support. It provides an attractive and pleasant working environment for staff and Members. However, due to the change in working patterns since the pandemic the building is underutilised, reaching a peak occupancy of 40%. This has now reached a stable level and has not significantly increased in the last two years.

4.3 In September 2023 Cabinet approved a budget of up to £100,000 to carry out a feasibility study to identify how the office accommodation at Appletree Court could be adapted to best suit the hybrid method of working now adopted by the majority of staff, explore the opportunities to utilise the entire building and inform the wider development of the Council's accommodation requirements as part of its transformation agenda.

4.4 Subject to refurbishment and the continued adoption of hybrid working, whereby one desk per member of staff is no longer a requirement, there is sufficient capacity within the East Wing (and latterly, potentially the North Wing) from which to provide Council services, freeing the South Wing for revenue generating external lettings.

4.5 Working with consultants Peter Marsh Consulting (PMC) the original feasibility brief required a report detailing the suitability and works required for selected areas to create open plan office space, for approximately 200 members of staff at any one time. The brief required a similar standard to that of the offices in the south wing of the building, containing both standing and seated desking, break out & meeting space, office storage and staff welfare facilities. Costings received, together with an updated marketing appraisal of the South Wing, did not offer an agreeable payback period on which to offset the investment.

4.6 PMC were asked to apply some value engineering and de-risking approaches, to produce a scaled back option that would still meet the desired look and feel, with less significant structural and MEP interventions. This exercise resulted in 2 further options.

4.7 Following an officer steering group workshop, PMC returned with additional options, tabled as 5 and 5a, of which 5a is the recommended approach. The costs were reduced in these areas by excluding from the scope offices, breakout spaces and meeting rooms that were already refurbished, in whole or part, as part of the South Wing refurbishment project that took place prior to the Covid pandemic. This was developed with a critical view of the common parts and underused spaces, to introduce a higher number of breakout, touch down, and collaboration zones. In addition, the consultant proposed areas along each longitudinal corridor in the East Wing where sections of wall would be replaced with full-height glass partitions, to create a more open plan aesthetic with additional natural light.

4.8 Assuming that good progress is made with securing a tenant for the South Wing (in whole or part), a Phase 2 scheme may see additional investment made in the Ground

Floor, North Wing. Preliminary designs and costings have outlined that for an investment of c£500k, the existing space can be opened up to make a large, flexible collaboration zone. Staff feedback has indicated the preference for additional medium and large meeting rooms, training suites, refurbished interview rooms, and departmental ‘hubs’ where external visitors can be brought for meetings and appointments. This model also has potential to be used as a letting stream, by allowing local organisations and partners to lease meeting space.

## 5. CONSULTATION UNDERTAKEN

- 5.1 EMT, the Transformation Programme Board and the Member Steering Board have been consulted on the options within the business case and briefings have been held with the wider leadership team, staff and all members in respect of both business cases.
- 5.2 The options considered have been informed by the extensive customer research undertaken during 2023.
- 5.3 Teams and individuals will be further engaged and consulted ahead of any changes.

## 6. FINANCIAL ASSESSMENT

- 6.1 The Medium Term Financial Plan identifies a savings target of £1.75m arising from the transformation programme. The business cases appended propose options to support delivery against this target and the wider transformation objectives as detailed.
- 6.2 The Customer & Digital Services (including Organisational Design) business case details the costs and benefits of each option considered, summarised below:

Option	Est. one-off costs	Est. benefit	Net recurring costs	Net benefit	GAP to MTFP
Option A	£1,959,000	£900,000	£376,000	£524,000	-£1,226,000
Option B	£2,034,000	£1,610,000	£406,000	£1,204,000	-£546,000
Option B(v2)*	£2,109,000	£1,260,000	£406,000	£854,000	-£896,000
Option C	£2,109,000	£1,890,000	£406,000	£1,484,000	-£266,000

\*preferred option

- 6.3 Option B(v2) requires one off funding of £2.109m and is estimated to contribute a net £854,000 annually to the identified MTFP gap. The estimated one-off costs are identical for options B(v2) and option C as the technology investment is the same for both options. Making this initial investment allows the implementation of B(v2) as a phase 1 approach with an option to move closer to option C and release further savings in the future as required.
- 6.4 It is expected that the financial benefits will be delivered through a combination of mechanisms, including FTE staff reductions where improved technology and processes release capacity. This is covered in greater detail at 3.3.5 of Appendix A at page 31.
- 6.5 The costs presented exclude provision for contingency and it is proposed that a contingency sum of £600,000 is set aside to cover additional funding, including third party support, outplacement costs and any unplanned programme costs to boost capacity.

6.6 The financial outturn position for 2023/24 enabled the establishment of a Corporate Plan Priorities reserve, and it is proposed that this reserve be used to contribute £1.5m to the funding requirement.

6.7 The ICT work programme (£625,000 annual revenue budget) already makes provision for some of the technology replacement and infrastructure identified in the business case and it is proposed that this existing revenue budget be used to contribute £1m to the funding requirement.

6.8 The Appletree Court works require invest to save funding as follows:

Option	Primary project cost (A)	Cost per sq ft	Fees and additional works (B)	Total (A+B)	+ / - 10% cost range	Payback (years)
<b>Option 5a* 181 desk spaces</b>	<b>£1,581,916</b>	<b>£154</b>	<b>£170,000</b>	<b>£1,751,916</b>	<b>£1.4m to £1.8m</b>	<b>6-7</b>

\*preferred option

6.9 A breakdown of all options is contained within appendix B. The fees and costs column above allows for professional fees for further design work up to tender stage and circa £80,000 of estimated costs for sub-division works associated with the south wing.

6.10 The predicted revenue for South Wing as a lettable model is as follows:

Floor	Area sq.ft	Rent per annum (furnished)	Est. Business Rates liability per annum (£90p/sqm)	Total per annum based on furnished
Ground	3,003	£55,558	£25,110	£80,668
First	3,358	£62,130	£28,080	£90,210
Second	3,305	£61,134	£27,630	£88,764
<b>TOTAL</b>	<b>9,666</b>	<b>£178,822</b>	<b>£80,820</b>	<b>£259,642</b>

6.11 Option 5a requires one-off funding of up to £1.75m and contributes up to £300,000 annually (including recoverable Service Changes) to the identified MTFP gap via rental income of the South Wing. Making this initial investment allows the implementation of 5a as a phase 1 approach with an option to invest in improvements to the North Wing Ground Floor, at an estimated cost of £500,000, at a later date. All options are inclusive of contingency at 9%. The recommended option is subject to variance at tender stage.

6.12 The overall total one-off funding requirement is £4,459,000 and the resultant estimated net annual financial benefit (saving) is £1,154,000.

Option	Est. one-off costs	Est. benefit	Net recurring costs	Net benefit	Payback (years)
Customer & Digital Services (including Organisational Design) business case					
Option B(v2)	£2,109,000	£1,260,000	£406,000	£854,000	Year 5/6
Contingency	£600,000				

ATC business case					
Option 5a	£1,750,000	£300,000	-	£300,000	Year 5/6
Total funding requirement					
	<b>£4,459,000</b>	<b>£1,560,000</b>	<b>£406,000</b>	<b>£1,154,000</b>	<b>Year 5/6</b>

6.13 If approved this will be funded from:

Funding stream	
Corporate plan priorities (earmarked reserves)	£1,500,000
ICT Digital Work Programme Funding (revenue)	£1,000,000
Supplementary budget (reserves)	£1,959,000
	<b>£4,459,000</b>

6.14 The latest MTFP allows for annual funding of £250,000 (covering 2023/24 – 2025/26) towards core transformation team resources. Less has been spent in year 1, and to align resources with the delivery of the programme the annual budget is required up to and including the 2027/28 financial year.

## 7. CONCLUSIONS

- 7.1 The proposed organisational design model (Bv2) supports the strategic outcome of putting our customers at the heart of what we do. The investment in technology, improved processes and structural changes will ensure customers are kept informed on progress and instil confidence in service delivery with better and more timely feedback. Investing in data tools and skills will help us better understand the needs of our customers and communities and design our services accordingly, and increasing the number of services available online, whilst maintain telephone and face-to face contact for those who need it most will provide customers with the option to access services at the time which suits them best.
- 7.2 Implementation of the organisational design and ATC accommodation works proposed in the respective business cases will also provide the opportunity to identify and release net financial benefits. Notwithstanding the financial return both business cases also support the wider transformation objectives including significant improvements to the customer experience, using our assets to support the efficient and effective delivery of our future service provision and enhancing their financial contribution through commercial opportunities.
- 7.3 There are significant risks of not transforming including a continued service-by-service approach resulting in re-work, duplicated investment and fragmented customer experience, not achieving the £1.75m MTFP target and improvements being piecemeal and superficial. Staff would also continue to need to deal with high demand, capacity and a lack of cultural change.

## 8. RISK CONSIDERATIONS

- 8.1 Both business cases involve complex change projects which will alter ways of working and the organisation's culture. Appendix A includes the risks associated with not transforming and a change impact assessment which considers the significance and management of the proposed changes. Other risks include:



<b>Risk</b>	<b>Mitigation</b>
Failure to deliver digital projects	Technical and project resources identified and included in the business case.  All projects to be run through the discipline of the transformation programme management office and reported on through the governance arrangements in place.
Payback period not met	Regular monitoring and reporting will identify slippage at an early stage and steps taken to mitigate impact.
Financial benefits not realised	Detailed benefit tracking will be established to monitor the achievement of all transformation objectives.  Regular monitoring and reporting will identify slippage at an early stage and steps taken to mitigate impact.
Lack of buy in to support changes	Organisation development and change management expertise will ensure regular staff communication and engagement.
Letting opportunities for ATC not realised	Works to be undertaken on a phased basis.

## **9. FINANCIAL IMPLICATIONS**

- 9.1 The financial implications are set out in the body of the report, explicitly within section 6. The business cases propose invest-to-save projects totalling £4,459,000, aimed to positively contribute to the Council's MTFP with an estimated net ongoing annual benefit of £1.154m.

## **10. ENVIRONMENTAL IMPLICATIONS**

- 10.1 Climate and sustainability is one of the four key drivers of transformation and meeting national and local targets to reduce emissions and support nature will require changes to the way we use resources and deliver services. The business cases will ensure a clear strategic focus on future environmental sustainability of the council by enabling customers to contact us differently, staff to work in different ways and making better use of our assets.

## **11. EQUALITY AND DIVERSITY IMPLICATIONS**

- 11.1 A change impact assessment is included in Appendix A and a detailed equality and diversity impact assessment will be undertaken as plans emerge to understand and mitigate any adverse impacts to customers and staff of service delivery changes.

## **12. DATA PROTECTION IMPLICATIONS**

- 12.1 None arising directly from this report. Changes impacting the collection and use of personal data will be appropriately assessed and taken under advisement of the Council's Information Governance team.

## **13. EMPLOYEE SIDE COMMENTS**

- 13.1 None received.

## **14. RESOURCES AND TRANSFORMATION OVERVIEW AND SCRUTINY PANEL COMMENTS**

- 14.1 The Resources and Transformation Overview & Scrutiny panel provided feedback on the report which included comments on the importance of an asset strategy and better utilisation of Appletree Court, retaining our workforce talent through retraining and redeployment of staff and support for improved customer technology providing residents with a more consistent experience. Consideration was given to the change in Government and the need to keep the impact of emerging policies under review. The panel supported the recommendations and the role of the panel in monitoring delivery of the transformation programme was recognised.

## **15. PORTFOLIO HOLDER COMMENTS**

- 15.1 **Leader:** This report and the two business cases brings together extensive work over the past year to set out an exciting and clear direction for the council and I am pleased to see this ambitious but proportionate response to a future way of working that has been specifically focussed around our customers and designed to suit the needs of this council.
- 15.2 The proposals put our customers are at the heart of our transformation programme making it as easy as possible for our residents to interact with us in an efficient and effective way and in a method that suits their needs. The investment in technology and the redesign of processes will also make it easier for our staff to undertake their roles in a modern and joined up way. Making better use of our assets and accommodation is a key theme of our transformation objectives and the proposals for responding to the underutilised accommodation at Appletree Court provides a commercial opportunity for revenue generation.
- 15.3 The invest to save basis of these proposals shows our commitment to transforming the way we do things with an emphasis on financial responsibility to ensure the sustainability of the council, prioritising our customers and residents, recruiting and retaining great people by being an employer of choice and making the best use of our assets and accommodation.
- 15.4 As Portfolio Holder and Leader of the Council I am happy to support this report.
- 15.5 **Portfolio Holder – Finance and Corporate:** As Portfolio Holder for Finance and Corporate I am happy to support this report and the two proposed business cases.

**For further information contact:**

Alan Bethune  
Strategic Director – Corporate Resources  
and Transformation  
023 8028 5001  
[Alan.Bethune@nfdc.gov.uk](mailto:Alan.Bethune@nfdc.gov.uk)

Rebecca Drummond  
Assistant Director - Transformation  
023 8028 5080  
[Rebecca.drummond@nfdc.gov.uk](mailto:Rebecca.drummond@nfdc.gov.uk)

Andrew Mills  
Estates and Valuation Service Manager  
023 8028 5560  
[Andrew.mills@nfdc.gov.uk](mailto:Andrew.mills@nfdc.gov.uk)

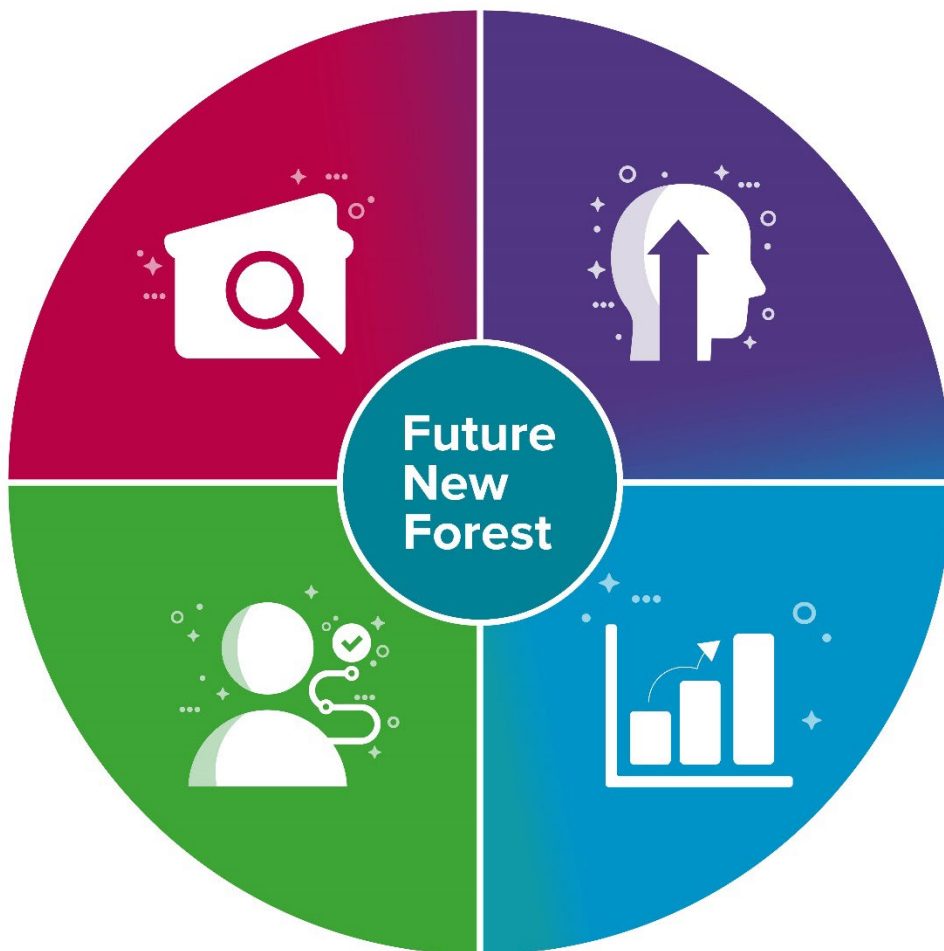
**Background Papers:**

Cabinet 6 December 2023 -  
Transformation Strategy

Cabinet 6 September 2023 – Feasibility  
Study to deliver Long Term Value from  
Appletree Court, Lyndhurst

# Future New Forest

## Customer & Digital Services (including Organisational Design) Business Case



# Contents

1.	Introduction.....	3
1.1.	Purpose.....	3
1.2.	Executive summary .....	3
2.	Context.....	4
2.1.	Strategic context.....	4
2.2.	Existing arrangements .....	5
2.3.	Scope .....	9
2.4.	Objectives.....	11
2.5.	Risks of not transforming .....	11
3.	Options analysis .....	12
3.1.	The transformation continuum .....	12
3.2.	Development of options .....	14
3.3.	Options, costs and benefits.....	20
4.	Financial assessment .....	35
4.1.	Cost benefit analysis by option .....	35
4.2.	Funding .....	36
5.	Implementation.....	37
5.1.	Leadership, culture and change.....	37
5.2.	Delivery .....	41
6.	Appendices.....	49
6.1.	Appendix 1: Summary of customer research .....	49
6.2.	Appendix 2: Examples of e-forms driven by different technologies .....	51
6.3.	Appendix 3: Future New Forest scope.....	52
6.4.	Appendix 4: Transformation strategy objectives.....	54
6.5.	Appendix 5: Activity analysis template .....	56
6.6.	Appendix 6: Activity types glossary.....	57
6.7.	Appendix 7: As-is activity summary .....	60
6.8.	Appendix 8: Benefits extrapolation methodology .....	61
6.9.	Appendix 9: Draft change impact assessment for Option B(v2) .....	66

# 1. Introduction

## 1.1. Purpose

This business case has been developed following New Forest District Council's (NFDC or 'the council') adoption of a new transformation strategy at the Council meeting on 6 December 2023. The business case inherits the vision and objectives of the transformation strategy and assesses how different options for transformation might deliver those objectives.

The goal of the business case is to collect, analyse and present enough data and insight to enable the council to select a preferred option, with sufficient confidence in the costs and benefits to approve the necessary funding. It is a sample-based exercise, built on our extensive work with you over the last 15 months, to develop evidence and test justification for a course of action.

The business case will shape the Future New Forest programme structure and plan, but it does not define, or seek to quantify in detail, every workstream and task involved in delivery. Once approved, the business case enables the organisation to mobilise the programme and get into action.

This business case has been drafted by Ignite Consulting Ltd and reviewed and approved by NFDC in line with the [version control table](#). References to 'we', 'us' or 'our' in the document means Ignite rather than NFDC.

## 1.2. Executive summary

This business case is part of a strong golden thread from the council's Corporate Plan and the transformation strategy that supports it (see section 2.1). It is based on a very strong evidence base, covering a comprehensive range of datasets, developed with NFDC in a series of work packages over the last 18 months (section 2.2).

The purpose of the business case is to assess whether there is justification for investing in significant transformation across the council, including the extent to which it contributes to the requirements of the MTFP and the financial target for the transformation strategy.

While any business case has an overt financial focus, this one also assesses the extent to which the proposed transformation programme could address the customer and staff outcomes expressed in the transformation strategy (section 3.3.6).

Following significant engagement with staff across the organisation, in both this phase of work (section 3.2) and the preceding engagements, a series of options for the future organisational design of the council were developed based on the evidence base and strategic outcomes sought (section 3.3).

The Executive Management Team (EMT) assessed the financial and organisational consequences of these options over a series of four co-design sessions in March and April 2024.

This process resulted in the development of a future organisational design for the council (section 3.3.4) that seeks to balance all the considerations that are important to NFDC – financial, cultural, technological and customer feedback.

This future organisational design will leverage new technology, service and process redesign as well as changing the way the council's teams and roles are structured in order to improve the efficiency and effectiveness of the organisation.

The successful implementation of this design will provide the opportunity to identify and release annual net financial benefits in the region of £0.9m (section 3.3.5) in return for an estimated delivery cost of £2.1m (section 3.3.7), of which £0.8m is considered by EMT to be required irrespective of transformation in order to replace outdated systems and maintain service delivery. This represents a payback period of just over four years, or three years if the £0.8m of essential investment is excluded (section 4.1).

Notwithstanding this financial return on investment, the preferred option of EMT does not fully meet the target set for the transformation strategy within the context of the MTFP. There will be a need to identify additional strategies to support the delivery of the required savings.

To support the identification of additional savings, we refreshed the spend analysis we first conducted in October 2022 using the council's latest revenue outturn data. This enables us to benchmark NFDC's spend with its comparator group of councils (section 3.2.4). We used this analysis, along with your contract register and budget data, to assess the potential for spending reductions.

This analysis has identified some areas where further consideration should be given but they are likely to be challenging to deliver. As a result, they are considered more likely to be medium- to long-term savings opportunities and potentially outside the horizon of the current MTFP.

The delivery of the preferred design option, as part of the wider transformation strategy, will be challenging for the council. It will require strong leadership support (section 5.1) and an integrated and effective governance architecture (section 5.2), both of which will need to maintain a clear and consistent focus on the strategy, its target outcomes and the programme delivering them.

## 2. Context

### 2.1. Strategic context

In December 2023 the council's Cabinet considered the new draft Corporate Plan 2024 to 2028 and the transformation strategy covering the same period.

The Corporate Plan is the single most important strategy that shapes the way the council works and defines its ambitions. In doing so it brings together strategic and service objectives, helping the organisation to work towards the same vision, values and priorities.

The three priority themes of the Corporate Plan 2024 to 2028 (People, Place, Prosperity) are all underpinned by the transformation strategy and the Future New Forest transformation programme that will be developed in response to the strategy.

The vision for Future New Forest is: "Investing in our people and services to meet customer needs, protecting the council's financial position, and embedding sustainability through our Future New Forest transformation programme."

Future New Forest also plays a key role in the delivery of the Medium-Term Financial Plan 2023 to 2027 (MTFP), which established cumulative savings targets of £1.25 million for the general fund and £500k for the housing revenue account arising from the transformation programme.

This business case sets out options for the delivery of the financial benefits but also supports delivery of all four Future New Forest strategic outcomes, as shown in Figure 1 below:

Strategic outcome	How will the investment outlined in the business case support delivery of this outcome?
Putting our customers at the heart of what we do	<ul style="list-style-type: none"> <li>✓ By investing in technology such as customer relationship management we will be able to keep customers informed on progress and instil confidence in service delivery.</li> <li>✓ By investing in our data tools and skills we will be able to understand our customers better and meet the needs of our diverse communities.</li> <li>✓ By increasing the number of services available online, whilst maintaining telephone and face-to-face contact for those who need it most, we provide customers options to access services at the time which best suits them.</li> </ul>
Being an employer of choice	<ul style="list-style-type: none"> <li>✓ By redesigning inefficient processes and investing in technologies to automate steps where appropriate, we will create capacity to respond to rising demand without overburdening staff.</li> <li>✓ Investing in new tools and technologies will also mean investing in skills development and training to use them.</li> </ul>
Being financially responsible	<ul style="list-style-type: none"> <li>✓ By redesigning inefficient processes and investing in technologies to automate steps where appropriate, we will create opportunities to reduce costs.</li> <li>✓ By remodelling parts of the organisation, we will create opportunities to reduce costs and build resilience.</li> </ul>
Designing modern and innovative services	<ul style="list-style-type: none"> <li>✓ By replacing outdated, poorly performing systems we will enable the design of modern, digital services.</li> <li>✓ By standardising and applying common design patterns and digital capabilities across the council we will design more consistent and usable services.</li> </ul>

Figure 1: Strategic alignment of the business case

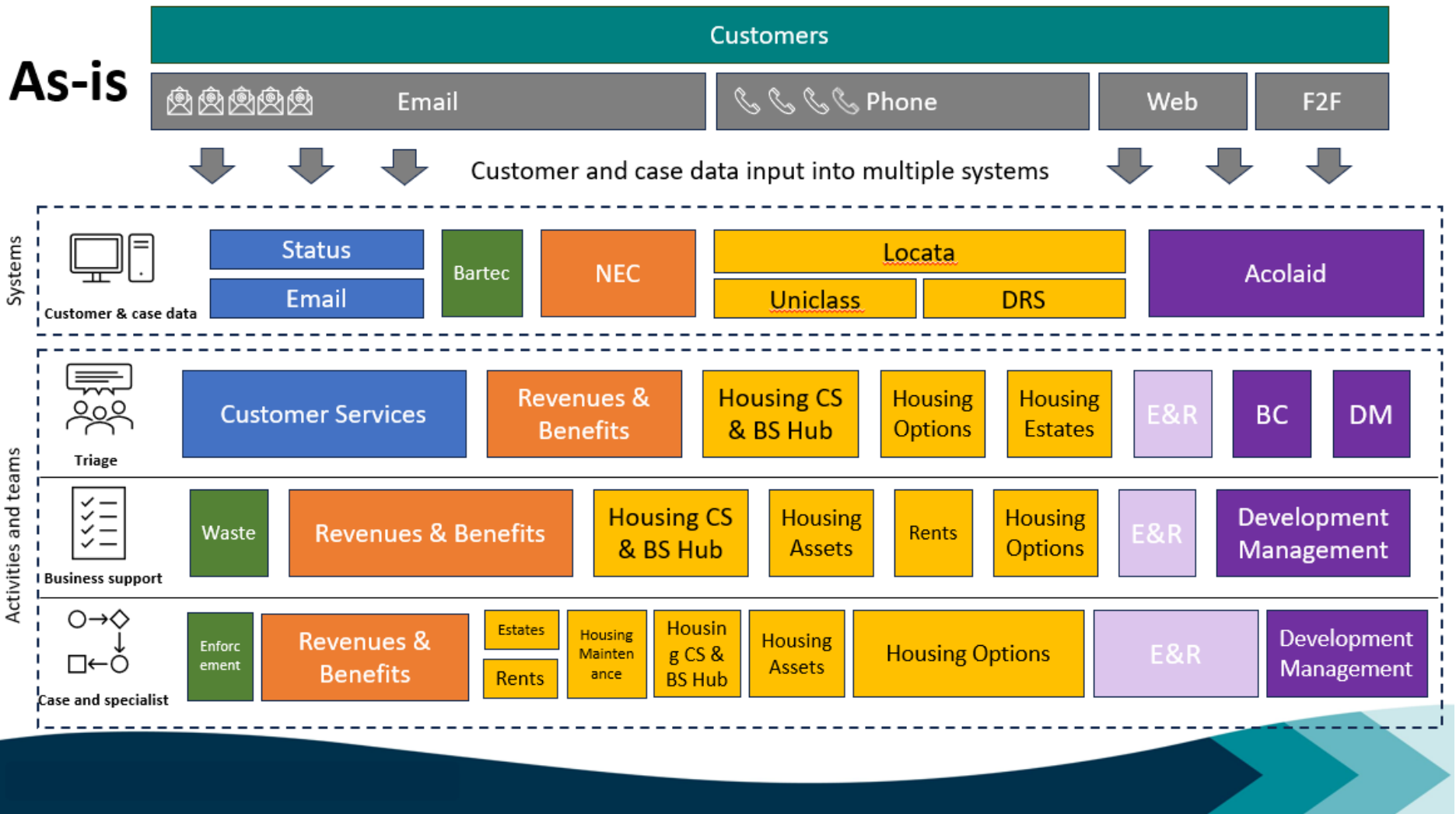
## 2.2. Existing arrangements

The preparation for this business case has involved extensive engagement with staff and customers to understand NFDC's current ways of working. We have:

- analysed customer demand across the range of services and channels currently available (phone, face-to-face, email, web)
- conducted more than 4000 customer surveys as well as a series of focus groups, see Appendix 1: Summary of customer research
- held 10 workshops with staff looking at a cross section of council services.

This in-depth research and analysis provided a clear picture of how NFDC works today, and this is illustrated in Figure 2 and summarised below.





65

Figure 2: Diagram illustrating current NFDC structures and ways of working

### **Phone and email are main channels**

Phone and email are the main channels used by customers currently.

There are multiple published email addresses and phone numbers for customers to use. This sometimes results in misdirected calls and emails because customers are confused or reluctant to spend time finding the right route in.

### **E-forms create emails not cases**

Most e-forms generate emails rather than creating cases in line of business systems. This means that data provided by customers in e-forms is usually manually re-keyed by staff into other systems. This is wasted effort and increases the risk of data errors.

There is a very basic Customer Relationship Management (CRM) system, Status, that is used to log a range of service requests via e-forms or by customer services staff. Cases are not managed through this system, they are sent to service teams via email and Word documents. The Word documents created by Status use an outdated Word format that is not supported by some council devices, resulting in manual effort to convert and open them. Status is not fit for purpose because it benefits from little, if any, product development and is increasingly unlikely to meet modern standards regarding system maintenance, design and security.

Some e-forms are built in Status whilst others are built using Verj.io (formerly ebase). These forms are generally better designed and have richer functionality but, again, most simply generate emails. The biggest user of Verj.io forms is the revenues and benefits service. This team has managed to integrate one Verj.io form with the NEC revenues and benefits system, to remove the need for rekeying, but the effort and time this took was significant, and external technical consultancy was required.

There are also e-forms developed using other technologies such as Microsoft Forms, eg for damp and mould reports.

### **Case management via email**

Email is currently central to the management of case work across most NFDC services. This causes the following problems:

- Customers can email most services direct, rather than using a form and this means they choose what information to include and often miss important details. This results in additional emails back and forth to fill in gaps.
- Once emails arrive, they are commonly forwarded to multiple NFDC individual and group mailboxes. Staff do not know who is owning the enquiry, so it is common for staff to reply-to-all. This results in a proliferation of emails and it is not unusual for staff mailboxes to fill up so no more emails can be received.
- There is no easy way to know the status of a case which is being managed via email. Managers cannot 'see' the case via reports or dashboards and therefore performance issues and bottlenecks are often invisible until customers chase or complain. Customers have no visibility of their case and no means of tracking progress, resulting in more calls and emails.

### **Silo-ed teams, systems and data**

Phone calls are managed by multiple teams using the Enghouse Interactive TouchPoint contact centre management software.

Customer Services handle calls for waste and a mixture of other services but calls for revenues and benefits, housing and much of environment and regulation and planning and building control are directed to hubs or mini contact centres hosted in those services. In total there are 8 separate contact centres for external customers, plus the ICT service desk.

Most contact centre teams will create cases directly in line of business systems and/or email details to colleagues. Some of those line of business systems are old, perform poorly or are not meeting business needs, eg Uniclass and DRS which are used to log and schedule housing repairs.

Business support teams are likewise located with the service they support. Having multiple customer and business support teams aligned to each service gives service managers a high degree of control over their resources but you are less able to benefit from economies of scale.

The vertical, service-based approach causes the following problems:

- Inconsistent service levels for customers of different services, eg tenants can call to report a housing repair from Monday to Friday but the housing options line is only open on three days, and not for the full working day.
- Smaller teams lack resilience and the loss or long-term absence of 1 or 2 important individuals can have a disproportionate impact on service levels.
- It is difficult to analyse demand across channels and services because data is recorded differently or not at all. This is a barrier to effective channel shift initiatives.
- Customer data is stored in a fragmented fashion in multiple systems and customers get frustrated when they must repeat information they have already provided. Further, staff handling customer calls do not have a fully rounded picture of the customers' history, needs or circumstances.

### **Legacy ICT challenges**

Historically systems have been chosen based on individual service needs without regard to strategic factors such as interoperability, common data standards or digital design principles. At times services have felt compelled to go their own way due to a lack of ICT resources at the centre to provide enterprise architecture, business analysis and project management support.

Steps are being taken to shift to a more strategic approach but the legacy of the service-driven approach is a set of ICT challenges including:

- Patchy digital services with fully digital services in some areas (eg housing applications) and gaps in others (eg rent accounts).
- Duplicated spend on the same digital capability, eg multiple e-forms platforms.
- Inconsistent customer experience across services as shown in Appendix 2: Examples of e-forms driven by different technologies.
- Different solutions to similar problems, eg some services have a dedicated customer portal just for that service while others are waiting for a corporate solution.
- Outdated systems such as Status, Acolaid and Uniclass that cause operational difficulties and/or are not being developed by the supplier, with limited resources to support implementation of replacements.
- Some systems have the capability to integrate and share data in real time (eg Bartec) whereas others are more limited and rely largely on transferring flat files due to the need for multiple integrations (eg Locata).

## 2.3. Scope

The transformation strategy covers four strategic themes:

- Customer and digital services
- People and capabilities
- Assets and accommodation
- Finances and delivery

For full details of what each of these areas of scope include see Appendix 3: Future New Forest scope.

In developing this business case, we were asked to treat assets and accommodation as out of scope due to work already underway to develop an asset strategy. For the other three themes, some of the strategic objectives were more of a focus than others when developing the business case. Figure 3 below lists all 12 transformation strategy objectives and shows whether they were:

- **Directly in scope** – the options explored in the business case will impact the delivery of these objectives and we have considered this when assessing options. For example, in relation to objective F1, different options will be more or less likely to deliver the MTFP targeted savings.
- **Indirectly in scope** – the options explored in the business case will impact the delivery of these objectives, but we have not gathered data or formally assessed this. For example, in relation to objective P2, different options will require different levels and types of skills development and training, but we have not considered this in detail.
- **Out of scope** – none of the options relate to or address these objectives. This applies to all three assets and accommodation objectives.

As discussed in section 1.1, the business case is a sample-based exercise and the council agreed the scope of council processes to review (see section 3.2.2) to gather data to inform the potential efficiency savings available. We provided a list of candidate processes from which the council selected the sample.

transformation strategy Objective	Directly in scope	Indirectly in scope	Out of scope
<b>Objective C1</b> Our customers will be at the heart of our digital-by-design approach	✓		
<b>Objective C2</b> We will use data and insight to plan services, manage performance and direct our focus for transformation	✓		
<b>Objective C3</b> We will have the right systems, processes and devices to ensure work can be done in the right place, right time and the most efficient way	✓		
<b>Objective P1</b> We will ensure our values, behaviours and culture are aligned and support the future organisation		✓	
<b>Objective P2</b> We will invest in our people to ensure we have the skills, experience and equipment that we need		✓	
<b>Objective P3</b> We will ensure the work is done in the right way in the right place, reviewing roles and structures as necessary	✓		
<b>Objective A1</b> Our assets will support efficient and effective delivery of our future service provision			✓
<b>Objective A2</b> We will continue to challenge our asset portfolio to reduce environmental impact and enhance their financial contribution			✓
<b>Objective A3</b> Our accommodation will meet the needs of our staff, customers, culture and ways of working			✓
<b>Objective F1</b> Through transformation, we will deliver agreed levels of savings in line with MTFP targets and council priorities	✓		
<b>Objective F2</b> We will adopt a more commercial mindset, open to innovative service models and guided by strategic priorities		✓	
<b>Objective F3</b> We will shift to a more empowered and accountable, less top-down, management culture		✓	

Figure 3: Scope of business case in relation to transformation strategy objectives

## 2.4. Objectives

Any spending decisions must be backed up with SMART (specific, measurable, achievable, relevant, time-bound) investment objectives, and the selected option should be the one most likely to deliver those objectives. The council has a range of measures already defined which are relevant to this business case; these are listed below with their source and notes on how they might be made SMART-er.

### Customer and digital services

We will achieve a resident survey average satisfaction score of 3.5 or higher (out of 5) for the question 'How do you rate the quality of digital services at the council?'

Source: Corporate Plan 2024-28

Note: This objective could be improved by specifying the timeframe for achieving the score. The council could also consider capturing this data via real-time feedback from users of digital services rather than periodically via the resident survey.

### People and capabilities

Percentage staff turnover.

Source: Corporate Plan 2024-28

Note: This objective could be improved by specifying the target percentage (either as a number or in terms of a reduction over time). The timeframe is also relevant since transformation can result in an initial increase in staff turnover whilst changes are made before stabilising. However, because staff turnover is affected by many factors this may not be the best measure of the success of the chosen transformation option. An alternative would be to consider a specific measure around the development of new skills eg digital and change skills.

### Finances and delivery

£1.25m annually recurring savings from the general fund and £500k annually recurring savings from the housing revenue account delivered by April 2027.

Source: Medium Term Financial Plan, Cabinet 21 February 2024

## 2.5. Risks of not transforming

The risks associated with implementation are discussed later in this document. This section discusses the risks of not pursuing any of the options in the business case.

The council identified a need for transformation via a report to Cabinet on 5 October 2022 and this was reinforced through the adoption of the transformation strategy in December 2023. The transformation strategy explains the drivers for change and the risks of not getting into action are detailed in Figure 4, linked to each driver.

Driver for transformation	Risk of doing nothing
<b>Modernising Services</b>	NFDC could continue with a service-centric approach to developing new and improved digital services to meet current and future customer needs. The risks of this approach are: <ul style="list-style-type: none"> <li>• more re-work, as similar problems are solved in isolation, service-by-service.</li> </ul>

	<ul style="list-style-type: none"> <li>• duplicated investment, as each service seeks its own vertical solution resulting in multiple customer portals, multiple e-forms platforms, multiple data analytics platforms.</li> <li>• fragmented customer experience, as customers have to register with multiple portals and use digital services that all look and feel different.</li> </ul>
<b>Financial Constraints</b>	The transformation programme has a £1.75m target to achieve within three years. If none of the options in the business case are chosen there will be a delay while other approaches to closing the budget gap are sought, risking failure to achieve the savings in the target timeframe.
<b>Capacity and Capability</b>	<p>If demand is not better managed and efficiencies are not found, there is a risk that staff in areas of high demand may leave the organisation.</p> <p>The evidence gathered to support the business case shows that there is a lack of empowerment and a risk aversion in NFDC's culture that frustrates some staff and slows progress. There are recruitment challenges and skills gaps. If the council cannot agree on a transformation option there is a risk that there will be little cultural change and limited opportunities to invest in new skills. This could make the council less attractive to future, younger workers as the current workforce ages and retires.</p>
<b>Climate and Sustainability</b>	Sustainability cuts through the whole organisation and must be 'designed in'. Without transformation, there is a risk that changes are piecemeal and superficial.

Figure 4: Risks of not transforming aligned to transformation drivers

## 3. Options analysis

### 3.1. The transformation continuum

Any organisation considering fundamental transformation will be faced by choices. There is always more than one response to the drivers for change. Councils consist of a wide range of service teams and need to consider whether they want change to be led at a service level or an enterprise, or whole-council, level. This is not a binary choice but a continuum, and the council needs to decide where it wants to aim on this continuum.

Figure 5 illustrates the idea of the transformation continuum and outlines some of the possible implications of positioning the organisation towards the service-led end or the enterprise end of the continuum.

There is no right or wrong answer to where the council wishes to place itself, but the choices it makes will impact the investment required, the benefits that can be achieved and the challenges faced during implementation.

We used the transformation continuum as a framework for developing and discussing design options for NFDC with the Executive Management Team (EMT) in four co-design workshops held in March and April 2024.



- Customer contact more likely to be handled in service
- Customer service standards may differ across the organisation
- Digital services will look and feel different without very strong standards
- Less need to tackle complex technology and data silos but duplicated investment
- Driven by service-specific technology
- Scope for savings constrained by service boundaries
- Less structural change required
- Harder to build resilience
- Can be easier to gain manager/ staff buy-in (less cultural change)

- Customer contact more likely to be centralised
- Consistent approach and standards for customer service
- Digital services use standard capabilities and same look and feel
- Higher complexity of resolving legacy technology and data silos
- Driven by fewer enterprise tools with common capabilities
- Greater scope for savings
- Greater need for structural changes
- More opportunities to build resilience
- Bigger 'sell' to the organisation

*Figure 5: The transformation continuum*



## 3.2. Development of options

### 3.2.1. Activity analysis

The purpose of the activity analysis was to:

- understand the time spent on different activities across the whole council.
- understand how different roles are involved with similar activities or processes.
- categorise the different types of activities to inform conversations about organisation design options.

Activity analysis provides a council-wide evidence base **built by NFDC staff** showing how time is spent on key activities, processes and customer journeys.

Representatives from all NFDC teams were provided with templates to complete, shown at Appendix 5: Activity analysis template. These templates were pre-populated with activities relevant to their service and they had the option of adding additional activities where required. Every activity was mapped to one of 17 activity types, which form the basis of the analysis, explained in Appendix 6: Activity types glossary. The rest of this section uses these activity types throughout so it is advisable to review the glossary to understand what each involves.

A summary of the activity analysis is provided in Appendix 7: As-is activity summary. At a very high level, we made the following observations based on the data gathered:

- Leadership and management is lower than average – normally 7-8%
- Triage is higher than average – normally 10-11%
- Mobile business support is lower than average – normally 6-7%
- Business support and case management together are higher than average – normally 18-19%
- Specialist is higher than average – normally 15-20%

These and other insights and analysis were used during four co-design sessions with EMT to identify and discuss a range of future organisation design options, described in section 3.3.

### 3.2.2. Process analysis

The purpose of the process analysis was to demonstrate, using a sample cross-section of council processes, that there are genuine opportunities to deliver transformation outcomes through the redesign of council processes. This evidence base was then used, in conjunction with the activity analysis dataset, to inform benefits estimations associated with the design options explored in section 3.3.

In November 2022 we carried out a demand review and a range of customer journey assessments. This exercise highlighted council teams with high demand processes that may benefit from a review of effectiveness and efficiency.

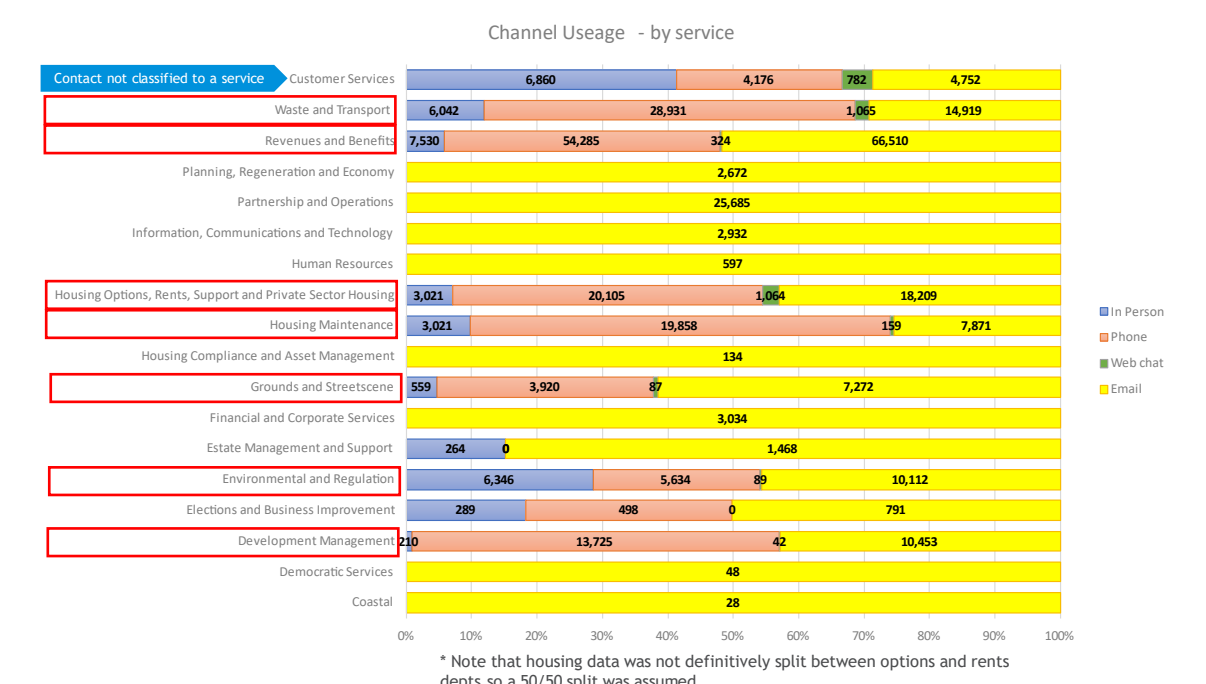


Figure 5: Demand review summary: channel usage by service

We used this data to propose a list of potential processes for review from which NFDC selected ten high demand services for process analysis:

- Report a missed domestic bin
- Report a Council Tax change of address
- Enquire about Council Tax
- Enquire about and pay rent
- Apply for the housing register
- Report a housing repair
- Report a fly-tip
- Apply for a taxi driver licence
- Apply for planning permission
- Apply for a job (recruitment end-to-end process)

We assigned a design pattern to each process that was used as a basis to review the main stages of service delivery and identify staff and customer pain points across all the process stages.

The application of design patterns also enabled the identification of common pain points across the range of services and a means to infer that the issue existed more widely across the organisation.

Subject matter experts for each process completed a pre-workshop survey and attended a workshop to discuss the survey outcomes as well as providing detail for the process stages. Pain points were identified and captured. Where a solution to a pain point had already been identified, this was also captured.

154 improvement opportunities were identified and assigned benefit categories. Some opportunities were linked to more than one benefit category. Opportunities by council department and their benefit category are shown in Figure 7 below:

Service	Cashable benefit potential		Non-cashable benefits		
	Staff capacity release	Non-staff budget saving	Improved customer experience	Improved service effectiveness	Shift activity
Business Support & Customer Services (Housing)	15	1	16	3	0
Development management	13	1	1	2	3
Finance	2	0	0	0	0
Grounds & Street Scene	9	0	3	7	1
Housing Register	10	0	10	3	1
Housing Rents and Support	2	0	1	1	0
Human Resources	12	0	21	5	2
Licensing	10	0	9	2	1
Revenue and benefits	16	1	11	3	1
Waste operations and administration	6	0	8	3	0
<b>Grand Total</b>	<b>95</b>	<b>3</b>	<b>80</b>	<b>29</b>	<b>9</b>

Figure 6: Summary of opportunities uncovered in process workshops, by category and team

Where an opportunity was categorised as potentially cashable, we met with staff who were involved in the delivery of the business process to capture metrics that would allow us to calculate the potential time and cost saving.

For staff capacity release opportunities metrics were captured for:

- Transactional volumes of service requests or enquiries, as appropriate.
- The potential estimated time saving for the step or stage of the process that realisation of the opportunity would impact.
- The type of activity being undertaken, aligned with the activity types captured in the activity analysis exercise.
- The extent to which the opportunity could be delivered in the first 12 months of operation.

For non-staff budget savings metric were captured for:

- The unit being saved. For example, printing, mileage.
- The number of estimated units that could be saved if the opportunity benefit could be realised.

Non-staff cost savings were found in three service areas totalling an estimated **£15,000pa**.

Staff capacity release savings equating to ~**5.6FTE** of effort at a nominal value of **£203,000** were identified and estimated.

The chart below shows the size of staff capacity and non-staff budget savings estimated:

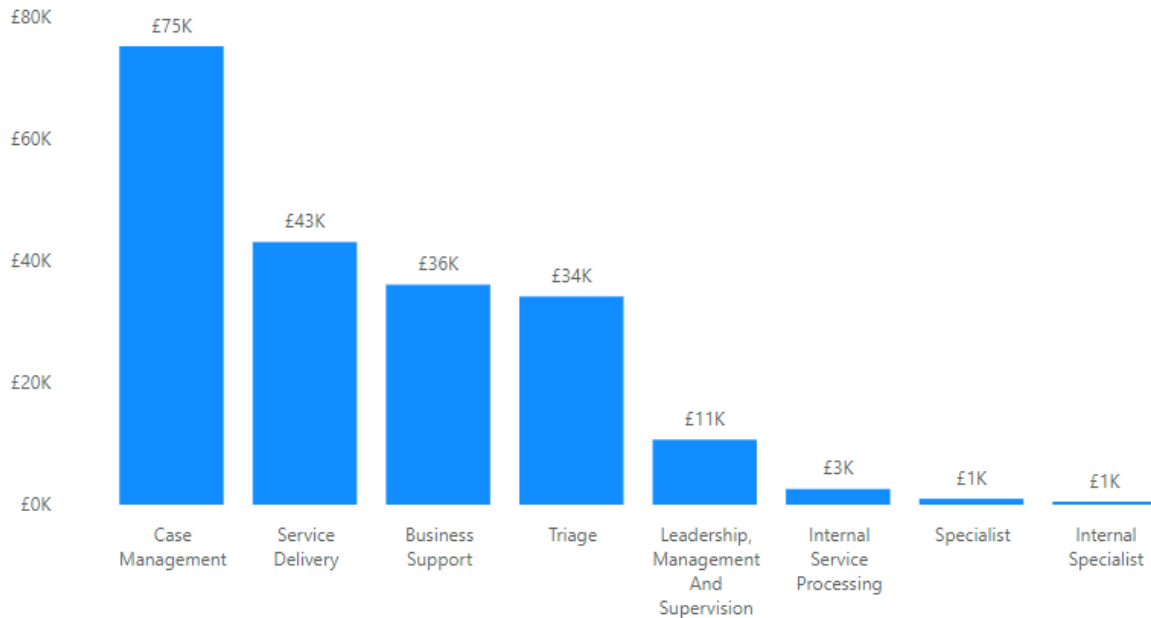


Figure 7: Breakdown of benefit by activity type

### 3.2.3. Technology assessment

As outlined in section 2.2, the council's past technology choices have been service-led without a strong strategic framework, leading to inconsistent decision-making. **If the council wants to move away from being at the service-led end of the transformation continuum, it will need to invest in enterprise digital capabilities.** By enterprise capabilities we mean digital solutions that can be applied across a range of services to create standardised digital services and processes and joined up views of data.

Through the process analysis workshops, combined with meetings with the council's data, development and delivery manager, we developed a view of the council's current technology transformation capabilities. Figure 9 and Figure 10 below summarise and explain this view.

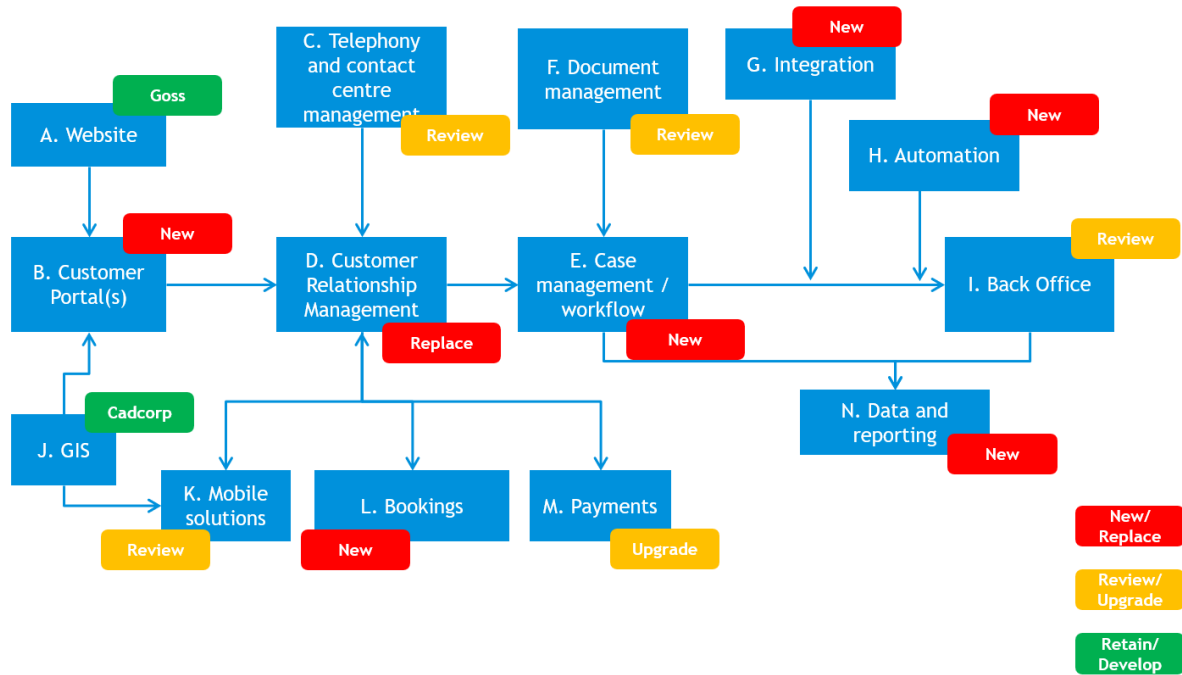


Figure 8: High level digital transformation capabilities map

Capability	Recommendation	Rationale
A. Website	Retain Goss CMS	The GOSS content management system (CMS) is used to manage the council's website. It is a widely used platform in local government and we saw no evidence that it needs to be replaced. A caveat to that recommendation is that there are suppliers of customer relationship management (CRM) solutions that include a closely integrated CMS, and if the council were to choose such a solution it may be worth considering a change.
B. Customer portal	Invest in new corporate solution	The council has some service-specific customer portals, eg the Locata platform provides a portal for people to apply to join the housing register and bid for properties. However, there is no overarching customer account and portal to provide customers with a view of their accounts and cases in one place. This is a key gap.
C. Contact centre management	Review current Enghouse solution	The council's current solution from Enghouse is adequate but there are more powerful solutions available which would provide additional capabilities to manage demand across channels and encourage adoption of digital channels.
D. Customer relationship management	Replace Status with modern solution	Status is not fit for purpose and it is essential that it is replaced. Modern CRM platforms will provide significantly greater capabilities and a much better customer experience.
E. Case management	Invest in new corporate solution	Various line of business applications hold case data currently but few have a concept of workflow guiding the case management process, few cases can be tracked by the customer online and many requests are managed via email. A corporate case management solution would enable a far higher proportion of case types to be managed digitally from end-to-end and tracked online.

Capability	Recommendation	Rationale
F. Document management	Review document management solutions	Every service has its own approach to managing documents and it will be difficult to shift to a single solution across the council. A pragmatic approach is to review document management needs as processes are redesigned and seek to apply a standard set of principles, using different technologies.
G. Integration	Invest in new integration capabilities	One of the most common causes of inefficiency and silo-ed working is the lack of integration between different systems. The council will need to enhance its integration capabilities, although this may be possible with tools and capabilities introduced through D and N rather than investing in a dedicated integration platform.
H. Automation	Invest in new automation capabilities	Automation will be another key driver of efficiency. The council has some existing automation capabilities through its Microsoft 365 E5 licence, ie the Power Platform. However, these capabilities are limited and to automate processes driven by line of business applications will require investment in new automation modules from existing suppliers.
I. Back Office	Review selected back-office systems	The council has already identified a number of systems for replacement eg the regulatory services and housing repairs systems. In replacing these, careful consideration should be given to how new systems will interact with the enterprise digital tools and capabilities.
J. GIS	Retain Cadcorp	Whilst there may be a need for additional GIS skills, we saw no evidence that Cardcorp needs to be replaced.
K. Mobile solutions	Review current capabilities	There are some limited mobile working tools currently in use and it is likely that enhanced mobile working capabilities will be introduced as a result of other investments, eg a new housing repairs system and an enterprise case management solution. A pragmatic approach is to review mobile working needs as processes are redesigned and seek to apply a standard set of principles, using a mix of service-specific and enterprise capabilities.
L. Bookings	Invest in new booking solution	The council has no corporate booking solution currently. This is a key gap.
M. Payments	Upgrade existing solutions	The council has recently upgraded the online payments solution but there are older elements of the overall payments architecture which need to be upgraded.
N. Data and reporting	Invest in new enterprise data solution	The council has no data warehousing solution to enable data from multiple sources to be loaded, cleansed, transformed and matched. This is a key gap assuming the council wants to create a more joined up data architecture to support a master data management (MDM) approach to underpin data-led decision making. MDM involves creating a single master record for each person, place, or thing in a business.

Figure 9: Explanation of technology capability recommendations

The capabilities described in Figure 9 and Figure 10 are not the same as individual systems or solutions. For example, B, D, E, F, G, H, K and L might all be delivered, wholly or in part, by a modern digital platform such as Microsoft Dynamics, Netcall Liberty Create or Jadu Connect.

In addition to investing in new capabilities to enable transformation, **it is likely that the council will need to invest in key enabling and digital skills** such as:

- Project management
- Business analysis
- Data analysis and engineering
- Data integration

The current ICT team has some capacity and capability in these areas but more will be required to deliver a programme of technology-driven process improvement.

### 3.2.4. Spend analysis

Redesigning business processes can save time and release capacity, creating choices about how much of that capacity to release as cashable benefits, ie by reducing the size of the staff establishment. However, that is only one approach to delivering financial savings. If the transformation programme is to achieve the MTFP target savings, all potential approaches need to be considered. One of these is through challenging the asset portfolio to enhance its financial contribution (transformation strategy objective A2), however this work was outside of our scope. Another approach is by examining budgets across the council to seek opportunities to reduce spend or increase income.

As part of our work we carried out an updated benchmarking review of NFDC spend against its CIPFA nearest neighbour councils, using the latest published revenue outturn data. We also identified and quantified both statutory and discretionary spend against the council's priorities and KPIs as detailed in the Corporate Plan 2024 to 2028.

The detailed results of this work have been provided to NFDC as a separate report, but in the context of this business case it is worth noting that **NFDC's net annual expenditure of £19.6m is significantly lower than the net comparator average of £28.6m**. This difference appears to be due to a combination of genuinely lower spend than similar councils and lower levels of income from fees and charges.

Our report outlines a number of potential areas where the council could consider reducing spend and/or increasing income. Increasing income through fees and charges to bring NFDC closer to its nearest neighbours would require Member approval but does not entail significant organisational transformation. Reducing spend where there is not currently a strong alignment between the council's Corporate Strategy and/or Key Performance Indicators is likely to be more challenging without significant engagement with Members and community stakeholders. **This means that efficiency savings combined with increased revenue from assets and fees and charges are the most likely ways of achieving the MTFP targets in the short to medium term.**

## 3.3. Options, costs and benefits

Using the evidence base developed from the activity analysis and process analysis, we ran three co-design sessions with EMT on 5 March, 26 March and 16 April 2024. We used the data gathered in two main ways.

### Estimating potential benefit

There was strong qualitative and anecdotal evidence that there were significant opportunities to redesign processes to deliver efficiencies. The process redesign workshops provided us with specific quantifiable examples. We used this sample dataset and combined it with the activity analysis data, which covered the whole organisation, to extrapolate the potential

benefit from process efficiency alone. Our approach is described in Appendix 8: Benefits extrapolation methodology.

The strength of this approach is that it establishes a benefit baseline that is derived from real opportunities identified and quantified by NFDC staff. However, it is acknowledged that there is no exact science to efficiency calculations in a business case context and there are still assumptions and variables in the data. For example, while some staff were confident to estimate the time that could be saved by a specific opportunity (and had data to support this), others had to take a best guess approach.

### **Developing options for future organisational design**

The activity analysis provides a mechanism to explore design options through the lens of activity types, rather than starting with existing team structures. We can look at how activity of the same type is distributed across the organisation, at different levels, as different proportions of different roles. We can then suggest different ways of grouping similar activities and explore the implications of each. Options A to C below were the original options presented to EMT. These options can be seen as moving from left to right on the transformation continuum, with option A at the service-led end of the scale and option C at the enterprise end of the scale.

#### **3.3.1. Option A**

Option A (Figure 11) involves changes to channels, processes and systems but **no significant structural change**. This option would involve investing in a new, modern CRM to replace Status and using it to manage enquiries as cases, rather than emailing them around the organisation. Along with improving efficiency within current structures, this would create greater visibility, enable customer to track enquiries and cases that are not resolved on first contact and provide better management information.

The council could also consider investing in an enhanced contact centre management system to provide enhanced functionality to shift customers to online channels. This could enable removal of email addresses from the website and drive customers to use structured online forms instead. **Option A delivers benefits by increasing the range of online services and then strongly encouraging channel shift to ensure customers use them.**

**Under option A, the council would continue to manage triage and business support activity via separate teams aligned with each service.** As such, it is unlikely that investing in technology to combine customer data across services would offer much value. For this reason, this option does not include investment in master data management (MDM). It is important to acknowledge that some benefits identified in the process design workshops would be difficult to deliver in this case.

Option A would enable the council to deliver **incremental benefits with relatively low organisational disruption**, maintaining service stability whilst modernising services and delivering efficiencies. However, the lack of significant structural changes means that **there would be fewer opportunities to enhance the resilience of services or to realise the financial benefits associated with remodelling staff and management structures**. If the efficiency gains consist of many small opportunities spread across multiple roles and teams which changing structurally it is harder to release them as cashable savings. The most likely approach would be to use staff turnover as the benefit release mechanism, which gives the council less control.



**A**

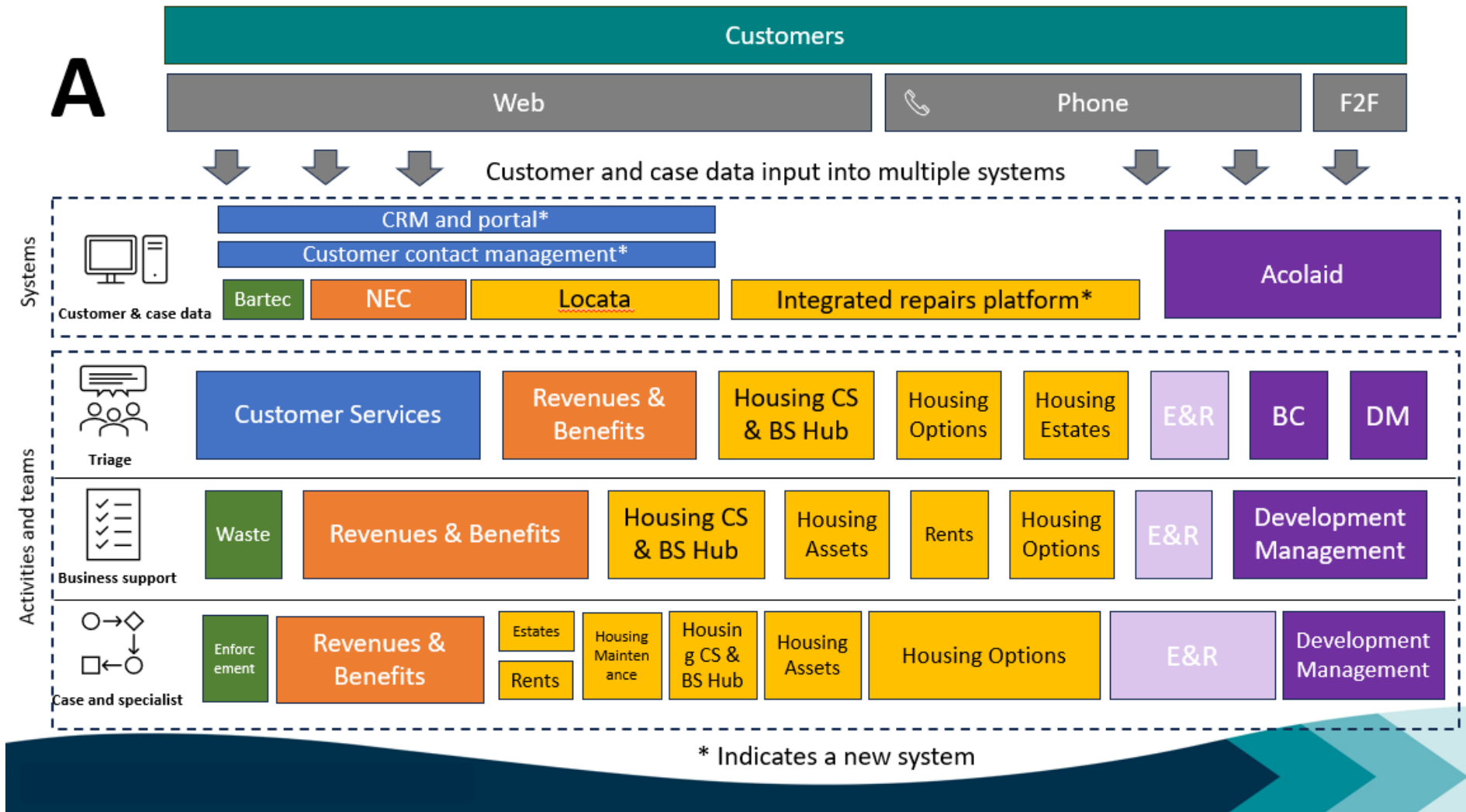


Figure 10: Design option A

### 3.3.2. Option B

Option B (Figure 12) involves **similar process, channel and technology changes as option A but introduces a degree of structural change as well.**

This option involves two main customer service teams handling the majority of triage activity. One team manages demand for universal services – waste, street scene, environmental, council tax - and a second team serves customers requiring a higher level of support as current tenants or customers in housing need. We have called these two teams the 'Universal' customer team and the 'Supported' customer team.

The advantages of this option include the **creation of two larger teams, creating greater resilience and fewer hand-offs.** Housing options customers would be served by the expanded housing hub, meaning they would benefit from the same access to telephone support as other housing customers. The customer demand that is currently handled directly by the housing estates team would also come into this team.

**Under option B we have included investment in master data management, ie aggregating and linking customer data to create more joined up views across services.** For the universal customer services team, this would mean creating a joined-up view in the CRM of customer data such as council tax account information, any relevant benefits and discounts, bin collection dates and events (eg contaminated or missed bins) and a view of open and historical cases.

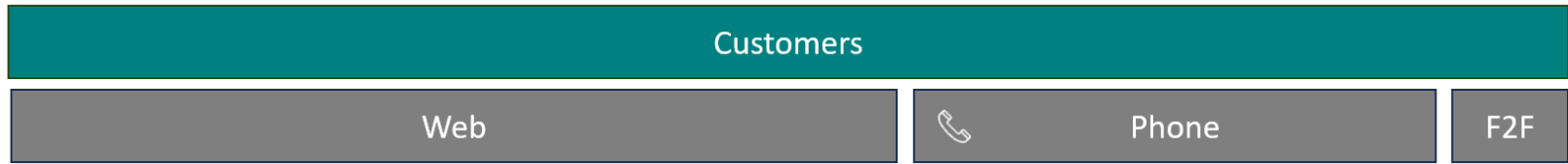
For the supported customer service team, you would seek to create a joined-up view of housing customer data across rents, repairs, planned maintenance, tenancy casework and housing need. This would address the problem housing staff have highlighted that this data is spread across systems and modules, resulting in wasted time spent searching for data and poorer customer service.

**All but the simplest enquiries for place services – environment and regulation (E&R), planning and building control - would continue to be directed to those services,** but the volumes are lower here. There would also be opportunities to incrementally shift more enquiries for these services to the universal customer team over time. However, this option has a limited scope for master data management, excluding data related to place services.

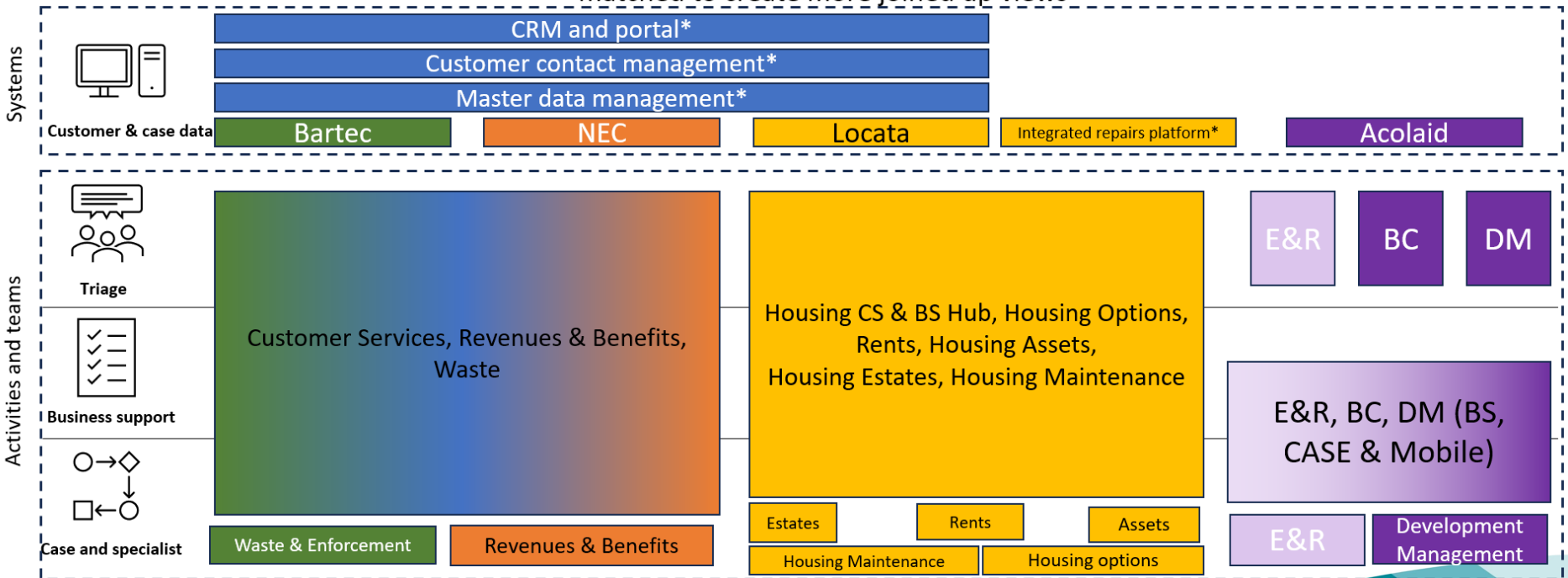
With option B, we have also assumed that the **business support activities are carried out by the universal and supported customer teams.** For example, most council tax processing would be completed in the universal team with only complex cases being handled outside the team. An example for the supported customer team is that it would handle all validation and initial assessment of housing applications.

The advantage of this approach is that you have **two teams dedicated to managing enquiries, setting up cases, validating applications and resolving simple requests for their respective customer groups.** The culture and purpose of these teams is to resolve as much as possible without hand-offs, freeing up capacity for specialists to focus on complex cases, quality assurance and enhancing performance.

**B**



Customer and case data starts to be aggregated and matched to create more joined up views



\* Indicates a new system

Figure 11: Design option B

### 3.3.3. Option C

Option C (Figure 13) **goes further in terms of structural change and technology deployment than option B**, although it could also be seen as a natural evolution of that option.

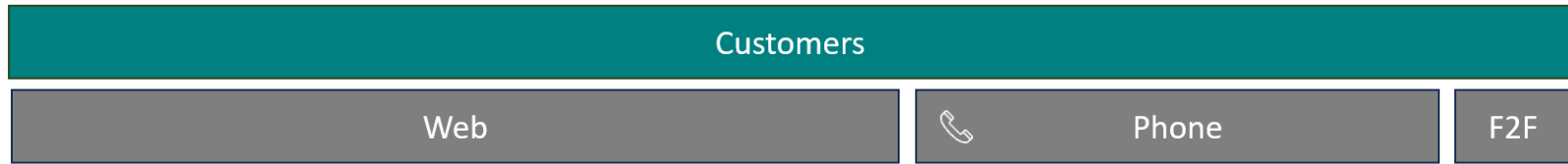
In this option rather than two customer support teams there would be **one single customer service team for maximum economies of scale** and there would be a greater focus on including E&R, planning and building control customer and business support activity.

This option would mean deploying the enterprise capabilities such as CRM, master data management and contact management across the full scope of public-facing services. The scope of the master data management work is wider with a greater onus on joining up data views across most high-volume council services.

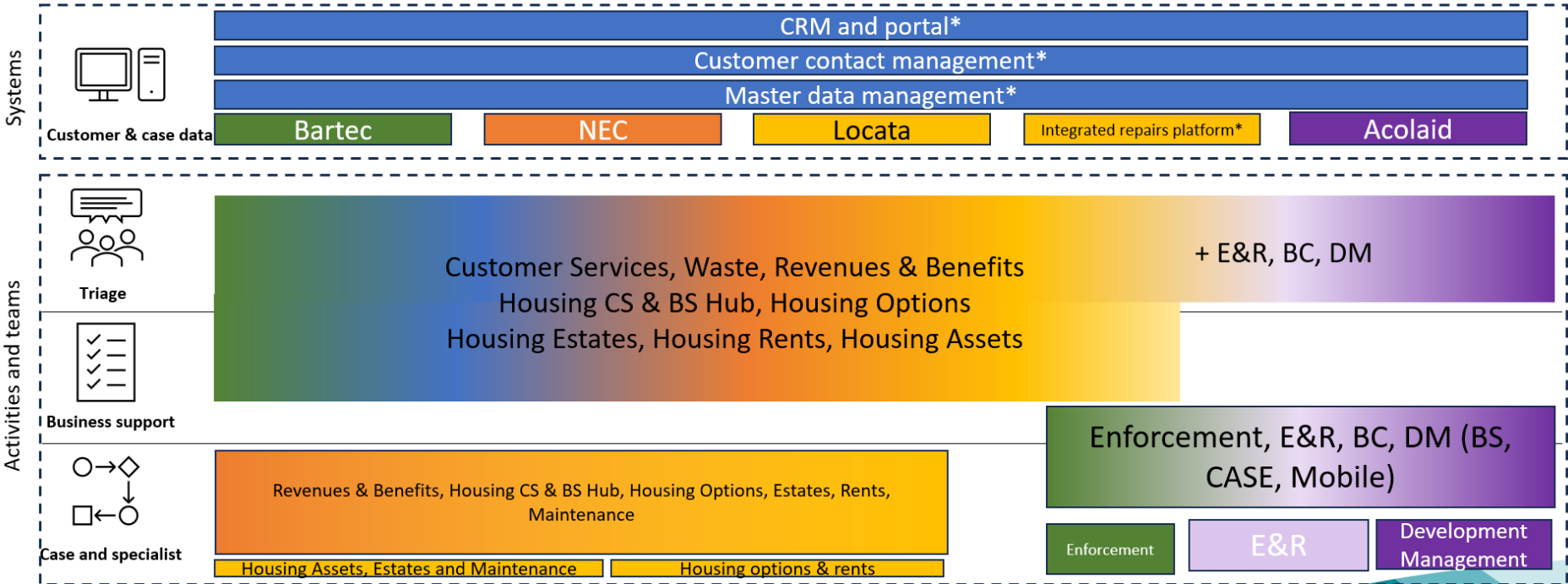
Most requests would be logged via the CRM (whether via self-service or by staff) and there would be a greater need for integration between the CRM and line of business systems. This increases the complexity and cost but offers the greatest scope for joined up customer service.

This option also entails **closer aggregation of case and specialist activities in two main clusters**: a people focused cluster covering revenues, benefits and housing and a place focused cluster covering environmental enforcement, E&R, planning and building control. There is the potential to look across the place functions and create **a multi-functional team based out in the district**, carrying out non-specialist inspections, gathering evidence and monitoring and enforcing environmental standards across the district.

C



Single view of the customer



\* Indicates a new system

85

Figure 12: Design option C

### 3.3.4. EMT feedback and revised option B for NFDC

During the co-design process, EMT provided the following feedback:

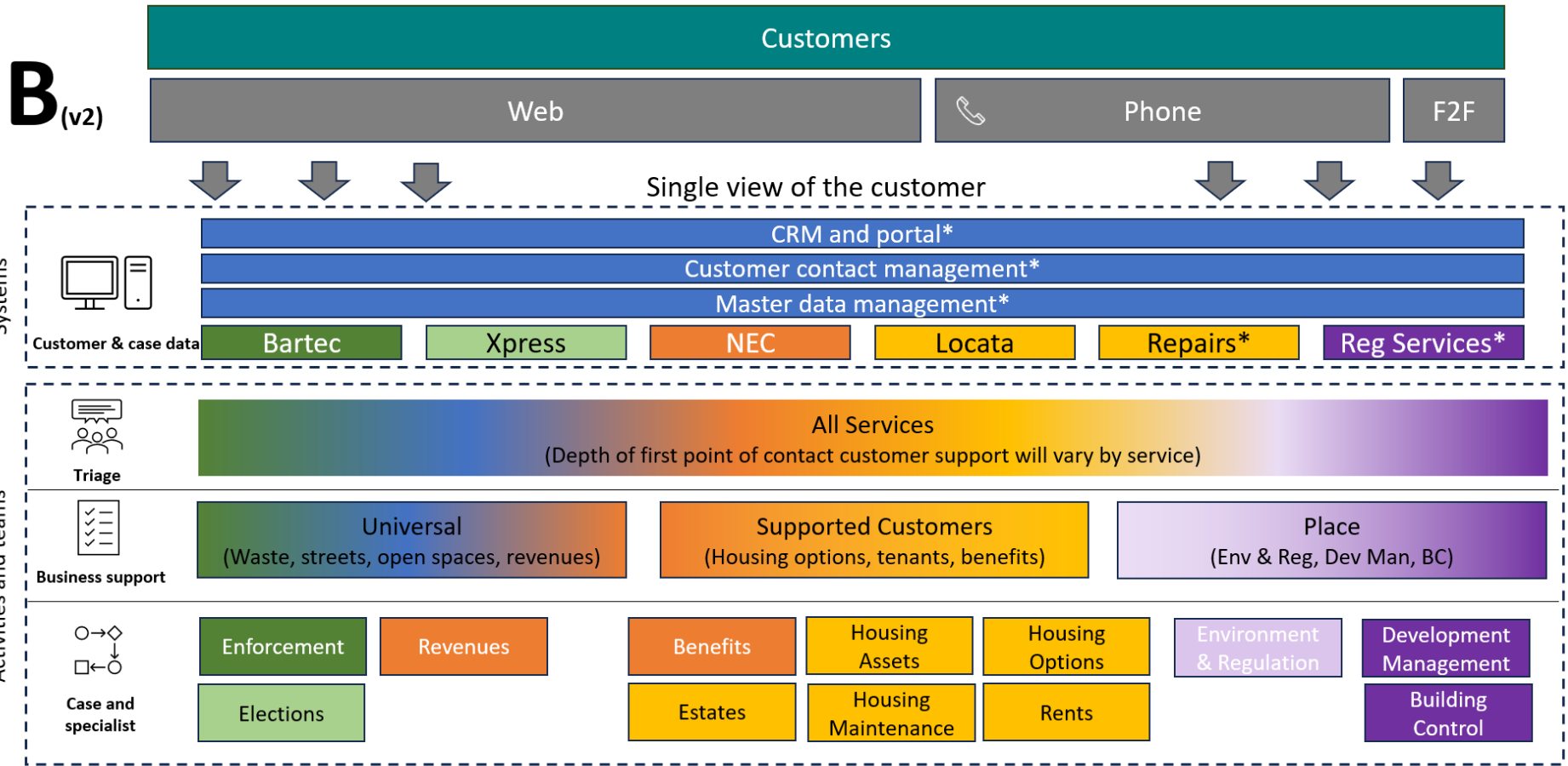
- The target position is somewhere in the middle of the transformation continuum, with some structural change.
- Structural change at the case management and specialist level must be balanced with the need to retain in-depth professional knowledge and experience, especially in the context of a challenging recruitment market.
- Supportive of the universal/supported customer split of Option B.
- Elections activity, eg handling elections triage activity, should be considered in scope of the design.
- Keen to see enterprise capabilities applied to all services, including place services, as shown in Option C.
- Preference for a single customer services team, not aligned with business support.
- The customer service offer is likely to be different for different services. For some, eg waste, is should be a 'deep and wide' offer, managing all waste enquiries without hand-offs. For others, eg planning, it would be narrower and shallower, with simpler enquiries handled by the customer services team but complex enquiries being handed-off and case-specific enquiries going direct to the case officer.
- Business support could be somewhat aggregated, into three teams aligned to universal, supported and place customers/services.

This feedback resulted in a fourth design option which borrowed elements of option A (separation of triage and business support), option B (the universal/supported customer concept) and option C (enterprise capabilities applied to all services). We have called this option B(v2) because it feels like an evolution of option B and is in the middle of the transformation continuum.

Figure 14 illustrates option B(v2) and it is important to understand that this is a high-level view of an operating model, not a future service structure. There are different paths to the final design for different services and there will be design questions which will need further discussion during detailed design and implementation if this option is selected. For example:

- There are a range of strategic and support services not illustrated in Figure 14. How might the design of these teams need to evolve to reflect the wider reorganisation of public-facing services?
- While Figure 14 shows the benefits service aligned with the 'supported customer' group, is it viable or desirable to separate this service from the revenues service?
- Is there an appetite for an enhanced, visible presence in the community via some form of multi-skilled team carrying out non-specialist inspections, gathering evidence and monitoring and enforcing environmental standards across the district (as referred to in option C)?

and Figure 15 provides a comparison with the two versions of option B and draws out some of the key implications of choosing option B(v2).



\* Indicates a new system

Figure 13: Design option B(v2)

Design component	Option B (v1)	Option B (v2)	Implications of Option B(v2)
Data and technology	Application of enterprise capabilities to the universal and supported customer services but not to place services.	Application of enterprise capabilities across all services	All services can benefit from these tools. A combination of MDM and CRM enables a fully connected view of the customer using data from all relevant systems. This will enable a better customer experience but the cost of delivery but will be higher.
Triage	Rationalisation of multiple service-based customer contact operations into two teams, one focused on universal services and one on customers that need extra support. Place services continue to manage customer contact in service.	Creation of a single customer service team managing most enquiries for some services and a smaller subset for others.	<p>The 'depth' of the customer service offer for each service would be established through detailed design work. The potential to realise benefit in this layer is higher due to greater aggregation and more organisational change. It is essential to minimise the number of systems customer services needs to use; the CRM should be the primary system. Enquiries referred to 'back office' teams would be recorded via CRM to enable tracking of progress and continuous improvement.</p> <p>Creating training and cross-skilling plans to take on new services or enquiry types will be critical. The relationships between this team and the back office will need to be strong. The culture/vision for a single customer services team should articulate that they are much more than a switchboard.</p>



Design component	Option B (v1)	Option B (v2)	Implications of Option B(v2)
Business support	Business support activity is also incorporated into the universal / supported customer teams. The goal of these teams is to resolve enquiries and set up clean, valid cases for case workers and specialists to resolve.	Business support is managed separately from triage but is aggregated into three teams aligned with the universal, supported and place services. Revenues work is aligned with universal and benefits with supported.	<p>Multiskilling of business support staff in each team is essential to build resilience and release benefit. If revenues and benefit staff are multiskilled across the two services currently then the impact of separating them will need to be managed carefully.</p> <p>There is less scope for benefit delivered by aggregating triage and business support activity, although there may be future potential to push more case activity into this layer.</p> <p>Where customers currently walk in or attend appointments to provide documents, payments or other business support type information they will be interacting with the single Customer Services team. There is potential for increased handoffs, delays or poorer customer experience (waiting time etc) if the right balance isn't found.</p>
Case and Specialist	This activity is largely managed in similar team structures as now, with the potential to empower the customer teams to take on more simple case work.	This activity is largely managed in similar team structures as now, although benefits activity would be more closely aligned with housing activity.	<p>With the customer services team managing a narrower range of enquiries for some services than others there is a need for careful design of the triage activity handled in the back office. The CRM should be used by back-office teams to manage referred enquiries and cases to enable tracking and visibility.</p> <p>There will be less opportunity to rationalise, standardise and optimise duplicated and similar activity/ processes e.g., change of circumstances, direct debits.</p>

Figure 14: Comparison of design options B and B(v2)

### 3.3.5. Financial benefits

The benefit extrapolation exercise outlined at the beginning of section 3.3 provided us with our baseline benefit estimate for option A. In other words, option A is based purely on process efficiency benefits with no assumptions around benefits derived from wider remodelling of teams or changes to leadership and management structures.

All other options inherit the baseline benefit figure and are then adjusted to reflect the degree of remodelling and leadership and management benefits we believe are achievable, based on our experience of similar programmes with other councils.

Figure 16 provides a summary of the estimated financial benefits for each option. Numbers have been rounded for ease of reference and in each case represent a middle figure in a +/- 10% range.

Option	Estimated annual benefit	Notes
Option A	£900,000	Extrapolated from quantified sample of process efficiency opportunities
Option B	£1,610,000	As Option A plus significant remodelling benefit from reorganising triage, business support and some case management activity.
Option B(v2)	£1,260,000	As Option A plus some remodelling benefit, largely from reorganising triage activity.
Option C	£1,890,000	As Option B plus additional benefit from wider remodelling of leadership and management activity.

Figure 15: Estimated benefit by option

#### Where will financial benefits come from?

Whilst the process analysis did show the potential to realise some small non-staff budget savings, for example through reduced printing and distribution costs, the majority of financial benefits from process efficiencies, remodelling and leadership and management are likely to be realised through workforce reductions.

The average fully-loaded FTE cost for NFDC is ~£44k (excluding service delivery roles such as waste operatives, grounds maintenance roles and housing maintenance roles). Based on this average cost, to realise the entire MTFP target of £1.75m through staff costs would require a reduction of 40 FTE, or approximately 5% of the workforce. However, it is expected that the financial benefits will be delivered through a combination of mechanisms, not all of which involve FTE reductions. Section 4.1 explores other mechanisms to realise some of the savings which would reduce the amount delivered through FTE savings.

#### Where will FTE savings come from?

It is not possible at the business case stage to say exactly where FTE reductions might take place. This will be affected by the option chosen, decisions about releasing capacity back into the organisation or removing cost and the outcomes of process reviews and technology changes such as automation. However, we can describe the key areas or drivers of FTE savings:

- **Cross-council aggregation**

Where new teams are formed that bring together activity from multiple teams into a new, horizontal team, it is expected that this aggregation will result in FTE savings.

- **Aggregation within departments and services**  
Where activity is reorganised and somewhat aggregated within vertical structures, some FTE savings should be expected but the potential is less than with cross-council aggregation.
- **Within case and specialist teams**  
The council has been clear that there is little or no appetite to redesign case and specialist activity. However, if processes are digitised, automated and customers do more online, it is likely that some of this benefit will flow down to case and specialist roles. There may be some opportunity to tactically realise FTE, potentially working with natural turnover of staff.
- **Leadership and management**  
If the council chooses to redesign leadership and management activity to achieve more consistent spans of control and greater empowerment of staff, it is likely that there will be an overall reduction in the number of managers, given the high number of roles with some element of management (134 roles out of ~420 distinct roles / 32%). However it must be recognised that many roles with a 'manager' designation are spending considerable time on non-management activity which will still need to be done, unless other changes release capacity.

### 3.3.6. Non-financial benefits

The nature of the business case is to focus on the costs and financial benefits of the programme due to the fact the programme has a significant financial target to deliver. However, it is important not to lose sight of the other transformation strategy benefits.

The non-financial benefits that closely relate to the design options are:

- Improve customer outcomes
- Release capacity
- Enhance performance culture

In addition to these, the transformation strategy also identifies two other non-financial benefits:

- Staff skills development
- Ensuring sustainability by reducing the impact of services on the climate

For all options, the way the programme is managed and the extent to which leadership focus is given to non-financial benefits will determine the extent to which they are realised. However, the option chosen will have an impact on non-financial benefit delivery, for example:

- **Improve customer outcomes** – we know from the customer research that customers currently feel frustrated about repeating information and sometimes perceive that the council isn't joined-up. Option A largely preserves current structures and, whilst it would deliver enhanced digital services, there is less scope than with other options to join up the customer experience at the front end.
- **Release capacity** – redesigning processes and shifting customers to digital channels can release staff capacity, and all options have the potential to do this. However, redesigning teams to build resilience and enabling some teams to carry out a wider range of duties is another way to do this, and options B and C have the greatest potential in this regard.

### 3.3.7. Costs

We worked closely with the council's Transformation and ICT teams to identify and estimate programme costs. These are summarised for each option in this section.

#### Assumptions

- We have presented costs as 'one-off costs' and 'recurring costs' and made no assumptions about the use of capital funding.
- All costs have been modelled over a two-year period.
- We have assumed the additional permanent staff required to maintain and develop the CRM will be recruited at the start of the programme and play a key role in implementation.
- Where there is investment in new ICT systems, we have assumed that all new systems will be cloud-based and paid on a Software-as-a-Service (SaaS) basis.
- Where current systems are being replaced by new systems, we have assumed that:
  - in year one the council will need to pay dual-running costs for both old and new systems. This may be avoidable.
  - the costs for current systems are saved by year two, and these savings have been netted against the costs of the new system. It may take longer to replace and decommission current systems.

#### Scope

We have included costs for:

- Additional organisational design support to assist with activities such as the development of the people strategy, training plans, job evaluation and transition management.
- Backfill of staff within the organisation to provide existing staff with the capacity to get involved with programme delivery.
- One-off costs associated with the introduction of new technology, usually implementation support from technology providers.
- Recurring costs of new technology, both SaaS costs and, in the case of the CRM, additional permanent resources to further develop the system beyond year two.
- One-off and recurring costs of systems which the council would be likely to replace irrespective of transformation, but which have the potential to contribute to transformation objectives, namely:
  - Digital housing maintenance system to replace the current DRS and Uniclass systems.
  - Planning and regulatory services system(s) to replace the current Idox Acolaid system.

We have excluded costs for:

- Roles already in the base budget which will play a role in programme delivery (eg programme and project management roles, website content design).
- Any additional asset management resources or services to develop and implement the asset management strategy, due to being asked to exclude assets from the business case. To be clear, assets remain in scope of the transformation strategy and are likely to be an important contributor to the savings target.
- Contingency (see below).

## Contingency

The costs presented exclude provision for contingency but there are other items which, depending on the option chosen, may require additional funding. The costs include our view of the minimum level of resources required for the council to potentially deliver the transformation programme without the support of a dedicated transformation partner. However, most local authorities tend to seek a transformation partner to support them through a programme of this scale. The potential services provided by a transformation partner may include:

- Programme planning and mobilisation
- Organisational design
- Financial modelling and benefit tracking
- Culture change and transition planning
- Provision of resources where the council needs additional transitional capacity such as business analysis and service design.

On this final point, the business analyst and service design resource, to design and build new digital processes using the technology enablers (especially CRM), is currently limited and will constrain the pace at which you can work through the organisation. The programme costs assume two new technical business analyst roles plus one FTE released from the ICT team. We recommend the council considers ways to boost the capacity in this area.

There are other variables the contingency will need to cover. Different options presented entail different levels of structural change, which can bring additional costs. Estimated technology costs have been based on market analysis but are also subject to change.

Following discussion with the council's s151 officer, a contingency sum of up to £600k may be considered necessary to cover potential outplacement costs and any unplanned programme costs.

## Costs by option

Figure 17 below shows the estimated one-off and recurring costs for each option, excluding contingency.

The costs are similar across all options with the difference in cost driven by the extent to which the council wishes to adopt MDM to connect and drive value from its datasets.

Cost type	Option A	Option B	Option B(v2)	Option C
One-off costs	£1,959,000	£2,034,000	£2,109,000	£2,109,000
Recurring costs	£376,000	£406,000	£406,000	£406,000

Figure 16: Estimated programme costs by option

The costs shown in Figure 17 comprise programme delivery costs (programme and project managers, backfill, OD support) and the costs of specific technology projects. Of these technology costs, £816k of the one-off investment and £52k of the additional revenue costs included in the business case are for replacement housing, planning and regulatory services systems which will require replacement irrespective of transformation.

The costs for options Option B(v2) and Option C, which include the widest application of MDM, are broken down in Figure 18 below. For options A and B the breakdown is identical except for the digital data platform costs.

Project	Total one off	Net recurring
Contact centre	£24,000	£34,000
CRM	£314,000	£233,000
Digital data platform	£150,000	£30,000
Digital housing maintenance system*	£230,000	£27,000
Locata data warehouse	£5,000	£2,000
Planning and regulatory services system*	£586,000	£25,000
Programme delivery resources	£780,000	
Revenues and benefits	£20,000	£55,000
<b>Grand Total</b>	<b>£2,109,000</b>	<b>£406,000</b>

Figure 17: Programme costs breakdown

\* These two projects will need to be funded irrespective of transformation, due to the current systems approaching end of life.

## 4. Financial assessment

### 4.1. Cost benefit analysis by option

Costs and benefits for each option are presented in Figure 19 below. These are based on current prices and the council may wish to carry out its own net present value (NPV) calculation.

Option	Est. one-off costs	Est. benefit	Net recurring costs	Net benefit	GAP to MTFP
Option A	£1,959,000	£900,000	£376,000	£524,000	-£1,226,000
Option B	£2,034,000	£1,610,000	£406,000	£1,204,000	-£546,000
Option B(v2)	£2,109,000	£1,260,000	£406,000	£854,000	-£896,000
Option C	£2,109,000	£1,890,000	£406,000	£1,484,000	-£266,000

Figure 18: Net benefit by option with MTFP gap

Figure 19 shows that none of the four options fully meets the MTFP target of £1.75m so the council will need to employ additional strategies to meet the financial target for the transformation programme. Potential strategies include:

- Being more ambitious in targeting and realising process and channel efficiencies, for example by pushing harder for automation or closing more expensive customer channels.
- Increasing the revenue received from assets, for example by rationalising the amount of office space used by council teams and renting spare space to tenants.
- Using the spend analysis outlined in section 3.2.4 to guide a conversation with members around strategic reductions of services, aligned with corporate priorities.

It is important to recognise that £816k of one-off investment and £52k of additional revenue costs included in the business case are for replacement housing, planning and regulatory services systems which would be the subject of funding requests even if the council was not considering a transformation programme. On this basis, **there is an argument for excluding them from the payback calculations below but they have been included for transparency and completeness.**

We have assumed that no cashable benefits will be realised until year three and then we have assumed full realisation in year three. This profile may need to be smoothed during detailed planning. Figure 20 shows the payback for each transformation option over a six-year period. In summary:

- Option A is not projected to break even within a six year payback period.
- Option B is projected to break even mid-way through year four.
- Option B(v2) is projected to break even mid-way through year five.
- Option C is projected to break even by the start of year four.

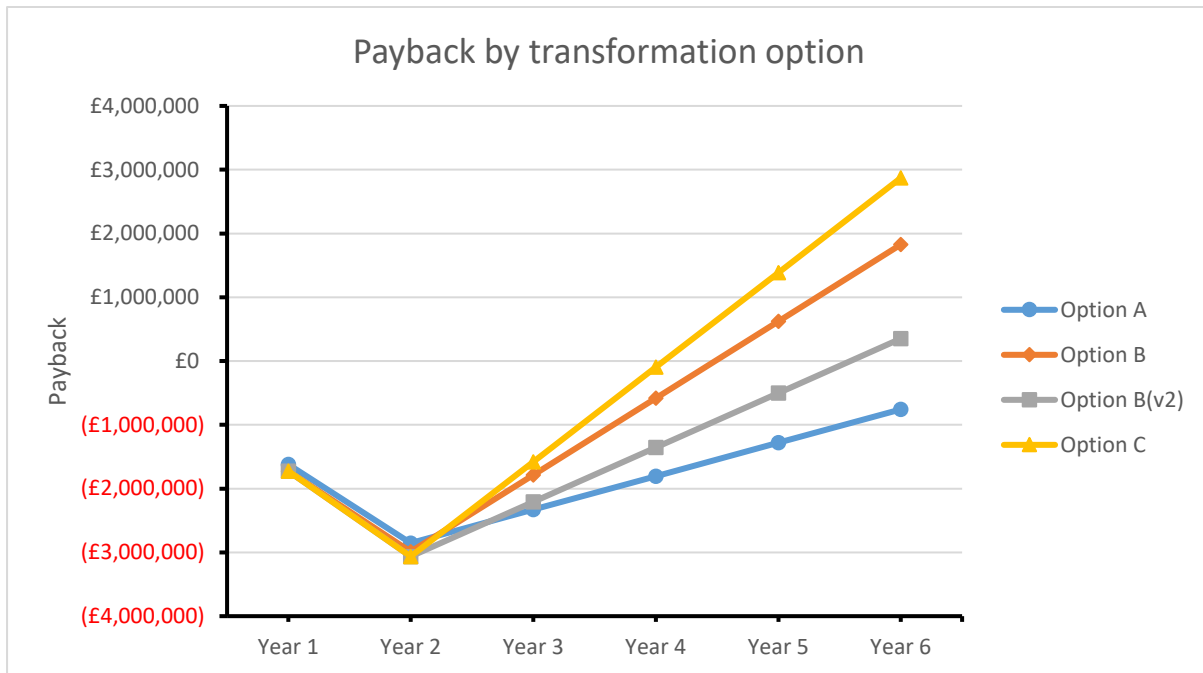


Figure 19: Payback by transformation option

## 4.2. Funding

When the council has chosen a preferred option, it will need to consider the appropriate sources of funding and the balance of capital and revenue. Figure 19 clearly illustrates the level of one-off and annually recurring revenue estimated for each option to inform the funding request.

## 5. Implementation

### 5.1. Leadership, culture and change

A critical success factor for all transformations is **strong leadership that is visibly and consistently aligned with the outcomes of the transformation strategy.**

Aligned leadership extends from elected members to senior and middle managers. Members set the strategic direction for the council and therefore must understand and support the need for the organisation to change to meet strategic goals. Senior leaders must present a united front, communicate the case for change and direction of travel clearly and set an example. Middle managers play a vital role in ensuring the change is translated into everyday team behaviours and ways of working.

It is important to understand that **benefit realisation decisions, such as whether to remove cost from the organisation or reinvest released capacity, are a function of leadership,** not the transformation programme. These decisions are often difficult but they are a necessary consequence of delivering successful transformation and leadership must ensure that their decisions are clearly communicated to the wider organisation.

However, leadership is not the sole domain of elected members and managers. Effective transformation programmes involve all staff in the change process: “People own what they help create” (Myron Rogers). The council must **involve staff and invest in change management** for the programme to be a success.

#### 5.1.1. Change management

This section provides an overview of the change management activities the council should consider, irrespective of which transformation option is chosen.

Ignite’s business change approach is based on the five stages shown in Figure 21:



Figure 20: Ignite's business change approach



Figure 22 below illustrates the key activities and leadership skills required at each stage of the change management process.

	Engaged (Senior leaders)	Aware	Committed	Ready	Performing
<b>Outcomes</b>	Leaders have defined: <ul style="list-style-type: none"> <li>Organisational vision</li> <li>Case for change</li> <li>How change will be managed</li> <li>How ready the council is for change</li> </ul>	Everyone understands: <ul style="list-style-type: none"> <li>What the changes are</li> <li>Why we are doing them</li> <li>When they will be affected</li> <li>How they will be supported</li> <li>Where they can learn more</li> </ul>	Everyone understands: <ul style="list-style-type: none"> <li>Their role in making this a success</li> <li>How they can contribute to design solutions, the changes and the way change is managed in their areas</li> </ul>	<ul style="list-style-type: none"> <li>Staff have role clarity and are prepared to adopt change</li> <li>People understand what is expected of them – roles, systems, processes, behaviours and performance</li> </ul>	<ul style="list-style-type: none"> <li>Changes have transitioned to 'business as usual'</li> <li>Council teams have established ways of working in the new world</li> <li>Performance is being proactively managed</li> </ul>
<b>Key activities</b>	<ul style="list-style-type: none"> <li>Key messages and language are developed to engage the organisation in the transformation</li> <li>Clear narrative on the transformed NFDC vision</li> <li>Initial organisational readiness assessment</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholder impact analysis</li> <li>High-level change impact assessments</li> <li>Interactive staff/member engagement and communications campaigns</li> </ul>	<ul style="list-style-type: none"> <li>Detailed change impact assessments</li> <li>Tailored communications for service areas, functions, other stakeholders</li> <li>Immersive communications and engagement – org-level and team-level</li> </ul>	<ul style="list-style-type: none"> <li>Training and upskilling for new/changed ways of working</li> <li>Scenario-based walkthroughs / pilots</li> <li>Readiness strategies and assessments</li> </ul>	<ul style="list-style-type: none"> <li>Continual feedback loops</li> <li>Adoption strategies and assessments</li> <li>Consequence management for good and poor performance</li> </ul>
<b>Leadership Development</b>	<ul style="list-style-type: none"> <li>Owning and driving change</li> <li>How changes will be managed at NFDC</li> <li>Leadership principles during transformation and beyond</li> </ul>	<ul style="list-style-type: none"> <li>Leading teams through change</li> <li>Effective change communication</li> </ul>	<ul style="list-style-type: none"> <li>Strategic decision-making</li> <li>Empowering teams</li> <li>Resistance management</li> </ul>	<ul style="list-style-type: none"> <li>Effective performance management</li> <li>Transition support</li> </ul>	<ul style="list-style-type: none"> <li>Post-transition support</li> <li>Sustaining change</li> </ul>

	Engaged (Senior leaders)	Aware	Committed	Ready	Performing
<b>Leadership Success Criteria</b>	<ul style="list-style-type: none"> <li>Leadership consensus on the level and scale of transformation, the urgency of change and the consequences of maintaining the status quo</li> <li>Shared vision on how the leadership team will lead change</li> </ul>	<ul style="list-style-type: none"> <li>Communicate the vision consistently and frequently</li> <li>Communicate openly and authentically – benefits as well as potential challenges</li> <li>Involve all stakeholders (i.e., staff, members etc.) to inform design solutions and how change will be managed</li> </ul>	<ul style="list-style-type: none"> <li>Managers are driving change in their areas and proactively managing resistance</li> <li>Staff are empowered to take decisions, contribute to the changes and change process</li> <li>Role-model desired culture and behaviours (e.g., risk appetite)</li> </ul>	<ul style="list-style-type: none"> <li>Managers are leading readiness activity in their areas</li> <li>The progress of changes is regularly assessed and adjusted as necessary, e.g., addressing unforeseen challenges</li> </ul>	<ul style="list-style-type: none"> <li>Consistently ensuring changes are embedded and there is no return to 'old' ways of working</li> <li>Recognise and reward those that demonstrate the desired behaviours</li> </ul>

Figure 21: Change management activities and leadership skills

### 5.1.2. Culture change

The Future New Forest transformation strategy is explicit about culture change being a key outcome of the programme. Objective P1 states “We will ensure our values, behaviours and culture are aligned and support the future organisation” and objective F3 states “We will shift to a more empowered and accountable, less top-down, management culture.”

Culture is sometimes regarded as an intangible and nebulous concept which is difficult to change in practice. However, there are many examples of organisations that have achieved significant cultural shifts. It is important to be clear about what the target culture looks like and what needs to change.

From the workshops and analysis we have done so far, we have identified four key cultural themes emerging, shown in Figure 23. These will be critical areas to address during the transformation, as they will be enablers to you achieving your strategic outcomes.

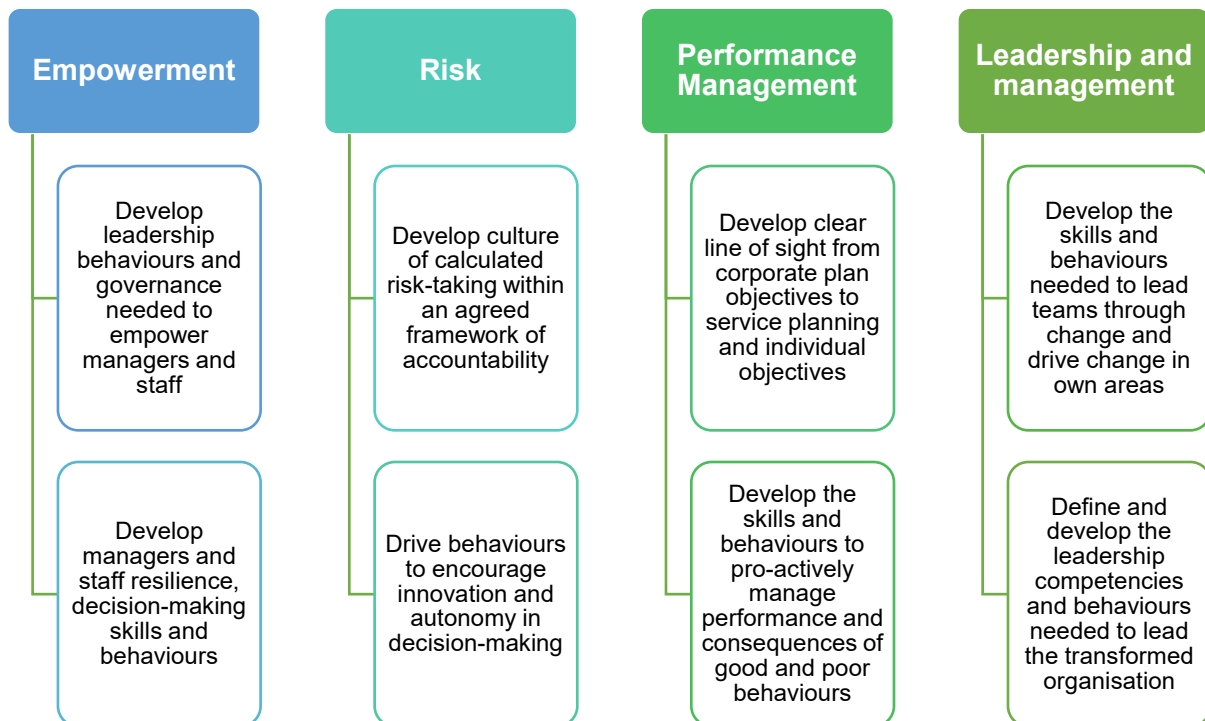


Figure 22: NFDC culture change themes

Having identified the target culture, there are practical steps you can take to start to reflect and embed the target culture through deliberate choice of behaviours, symbols and systems. Leadership is key and the way leaders and managers behave will have a significant impact on the successful delivery of culture change.

### 5.1.3. Change impact assessment

Appendix 9: Draft change impact assessment for Option B(v2) illustrates the potential changes involved for option B(v2) with an impact rating for each change, based on the following change categories:

- Process – this change will involve designing and implementing new business processes.
- Organisation – this change will entail changing organisational structures and roles.
- Technology – this change will entail introducing new technology.
- Behaviours – this change will require staff to change their behaviours.
- Skills – this change will require staff to learn new skills.

## 5.2. Delivery

### 5.2.1. Governance

Although the scope for this business case excludes assets and accommodation, this is still one of four themes in the transformation strategy and the programme that emerges from this business case must be:

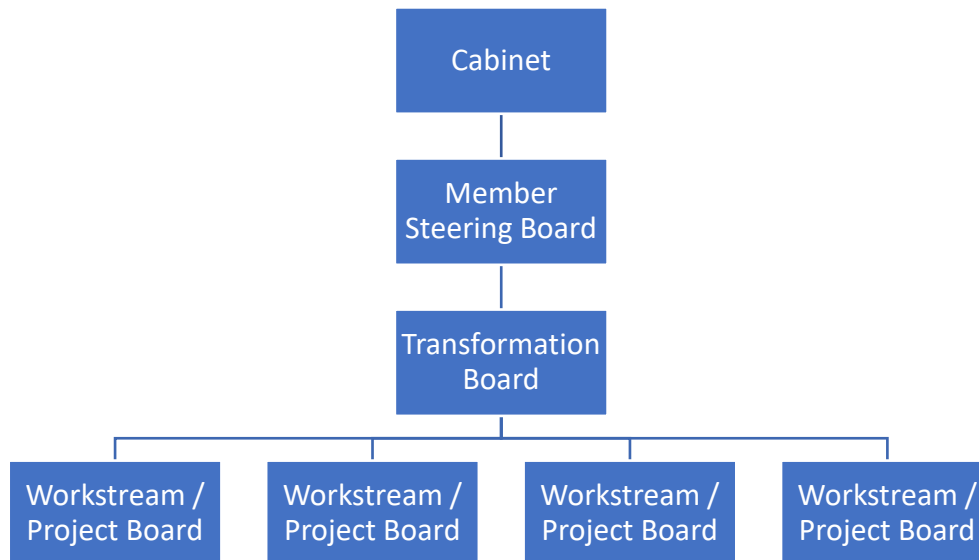
- Comprehensive, covering all transformation themes and activities including people and capabilities and assets and accommodation.
- Managed as a single, integrated programme composed of distinct projects and workstreams.
- Governed by an overall board which has decision-making power (in line with appropriate delegations) over all aspects of the programme.
- Visible to members, senior leadership and staff at levels, in terms of objectives, milestones and progress.

In section 3.2.3 (Technology assessment) we highlighted the importance of planning how new systems will interact with the enterprise digital tools and capabilities. In section 4.1 (Cost benefit analysis by option) we noted that the housing repairs and planning and regulatory systems would be the subject of funding requests even if the council was not considering a transformation programme, and that these account for 38% of the estimated one-off costs of the programme and 13% of the estimated recurring costs.

The implications of including these major system replacement projects in the transformation programme are:

- The projects will report into the overall transformation programme governance.
- The projects will be enablers of transformation programme benefits.
- System requirements and selection will be influenced by the wider transformation. For example, the ability to share data and integrate with enterprise systems such as CRM will be essential requirements of new systems.
- Processes will be redesigned to reflect transformation design principles and to make the most of the new system capabilities rather than new systems being configured to reflect existing ways of working.
- Organisation design changes will impact the configuration of new systems. For example, the creation of a single customer services team will require thought about how to share case information with that team to enable them to handle enquiries.

A governance structure that oversees and encourages a joined-up approach, and has ultimate decision-making power across all workstreams, will be required. The detailed governance framework must be developed when the programme is mobilised and workstreams, roles and responsibilities are known and allocated. However, an indicative governance framework is shown below.



### 5.2.2. Approach

Managing a whole-organisation transformation programme is complex and requires careful planning and consideration of the right approach.

Some of the considerations for mobilisation and detailed planning include:

- How to structure the programme – how many workstreams and projects are there and how will these feed into the governance process?
- How to plan and deliver different projects – some programme activities, eg the procurement of new technology, lend themselves to a waterfall delivery approach, with distinct sequential tasks or phases. Others, such as the design and delivery of new digital processes, might suit an agile approach where requirements are flexible and delivery is iterative.
- How and when to realise financial benefits – when does the MTFP require financial benefits to be delivered, how many phases or ‘benefit drops’ will there be and how will you determine the balance between releasing capacity back into the organisation vs realising savings through staff reductions?
- How to manage any staff reductions – will you aim to work within natural turnover, will you offer voluntary redundancies, to what extent will cost be a factor?

The council will need to ensure the programme office is sufficiently resourced with programme management and support roles and allow adequate time to mobilise and recruit essential programme roles. In our experience, a mobilisation period of at least three months is required.

### 5.2.3. Risks and dependencies

A detailed risk analysis should be carried out as part of programme planning and mobilisation, however we have provided an initial analysis of some known and high-level risks in Figure 24 below.

Risk	Impact	Probability	Overall risk rating	Explanation and mitigation
Financial uncertainty resulting in changing savings targets and/or funding challenges for the programme	4	3	<b>High 12</b>	The past four years have seen several major shocks to the UK economy which have placed further pressures on public services. If the council's finances are hit by further external pressures this could impact programme funding.
Too much change in too short a period	4	3	<b>High 12</b>	The scope of change for the programme, including implementing two major new line of business systems as well as introducing new enterprise capabilities, reviewing a large number of processes and redesigning teams, is significant. There is a risk that the organisation cannot sustain this much change within a two-year programme. Mitigation could include extending the implementation period, reducing the scope of technology change or increasing the programme support in key areas such as business analysis, change management and testing.
Lack of capacity and capability in key transformation skills such as programme management, change management, business analysis, customer engagement and digital process design.	4	2	<b>Medium 8</b>	The programme costs include both temporary and permanent roles to support the transformation. These represent the bare minimum required to deliver the programme. The council could consider increasing the number of roles, eg recruiting more business analysts than currently budgeted, or identifying a transformation partner that can bring in additional capacity and capability.
Cannot recruit to key programme roles	4	3	<b>High 12</b>	All temporary programme roles have been budgeted on a salary basis rather than contractor day rates. In practice, fixed-term roles are often unattractive to job seekers. People often want the security of a permanent role or the higher remuneration of contracting. Recruit early to gain visibility of the risk and consider creative responses, eg target new graduates or look for internal secondments that can be backfilled more easily.
Capacity savings are difficult to realise due to impacting parts of roles rather than whole roles.	4	2	<b>Medium 8</b>	Select a design option which allows for a reasonable degree of organisational redesign. If an option with low levels of organisational redesign (eg option A) is chosen, the probability increases because redesigning roles provides an opportunity to take advantage of multiple small process efficiencies.

Risk	Impact	Probability	Overall risk rating	Explanation and mitigation
Capacity savings are less than forecast.	4	2	<b>Medium 8</b>	This can happen for a range of reasons, such as a resistance to change processes, failure to implement new technology effectively, failure to achieve desired levels of channel shift. The probability can be reduced through the rigorous application of design principles, strong benefits management and strong change management.
Programme costs are underestimated	4	2	<b>Medium 8</b>	The business case includes significant costs of technology which have not been confirmed through procurement. However, these costs are all informed by market research so there is a good degree of confidence in them. The risk can be mitigated through strong and pragmatic financial management, balancing overspend in some areas with underspends in others. It may be necessary to reduce the scope of technology investment if high priority items, eg CRM, come in higher than anticipated. Potential redundancy costs are a significant variable which can be managed, in part, through policy and approach.
Change of political leadership, control or priorities	4	2	<b>Medium 8</b>	Whole organisation transformation is disruptive. Whilst this can be mitigated through effective change management (see below), it cannot be avoided altogether. It is important that the political leadership of the council recognises this and is supportive of the change throughout the programme, dealing with any staff concerns in partnership with senior leaders.
Lack of senior management buy-in	4	2	<b>Medium 8</b>	The importance of strong leadership has been made throughout the business case. There must be high levels of trust and openness at EMT and once decisions are made, all senior leaders must demonstrate support and stick to key messages when talking to their teams.
Backtracking when transformation becomes consequential	4	2	<b>Medium 8</b>	Closely related to the above, this happens when leaders commit to a change at a design stage without fully thinking through the implications, then withdraw support once the consequences of the change become real, eg when it is time to make difficult decisions about staff and structures. Mitigations include allowing sufficient time to discuss and understand the impact of change, frequent reiteration of key principles and objectives and strong leadership from the SRO.

Risk	Impact	Probability	Overall risk rating	Explanation and mitigation
Failure to invest in change management	4	3	<b>High 12</b>	When there is a lot of programme activity and pressure on costs it is common for organisations to deprioritise change management. This is always counter-productive in the long-term, with investment in technology often failing to deliver benefits due a refusal to change processes and a tendency to workaround new systems. Mitigation can be through working with a transformation partner or investing in change management skills in-house, or both.
Unwanted loss of staff	3	3	<b>High 9</b>	Change causes uncertainty and this can lead to staff deciding to leave rather than commit to the change journey, resulting in loss of valuable knowledge and experience. Clear programme communication, service planning, careful application of HR change policies and procedures and proactive management of key individuals can all help.

Figure 23: Initial high-level risk assessment



The roadmap shown in 5.2.4 provides a high-level view of the transformation programme and timeline but does not illustrate the many **dependencies** that exist between the activities shown. These will also be drawn out during programme planning, but it is worth highlighting some of the important ones:

- The design and build of new processes will be heavily dependent on the delivery of the new digital tools and capabilities. An agile approach that moves quickly from design to build is most likely to build confidence and deliver results but this will only be possible if key building blocks are in place and their capabilities are well-understood.
- Organisation design changes may be dependent on service and process design changes, which, as noted above, may be dependent on new technology.

### 5.2.4. High level plan

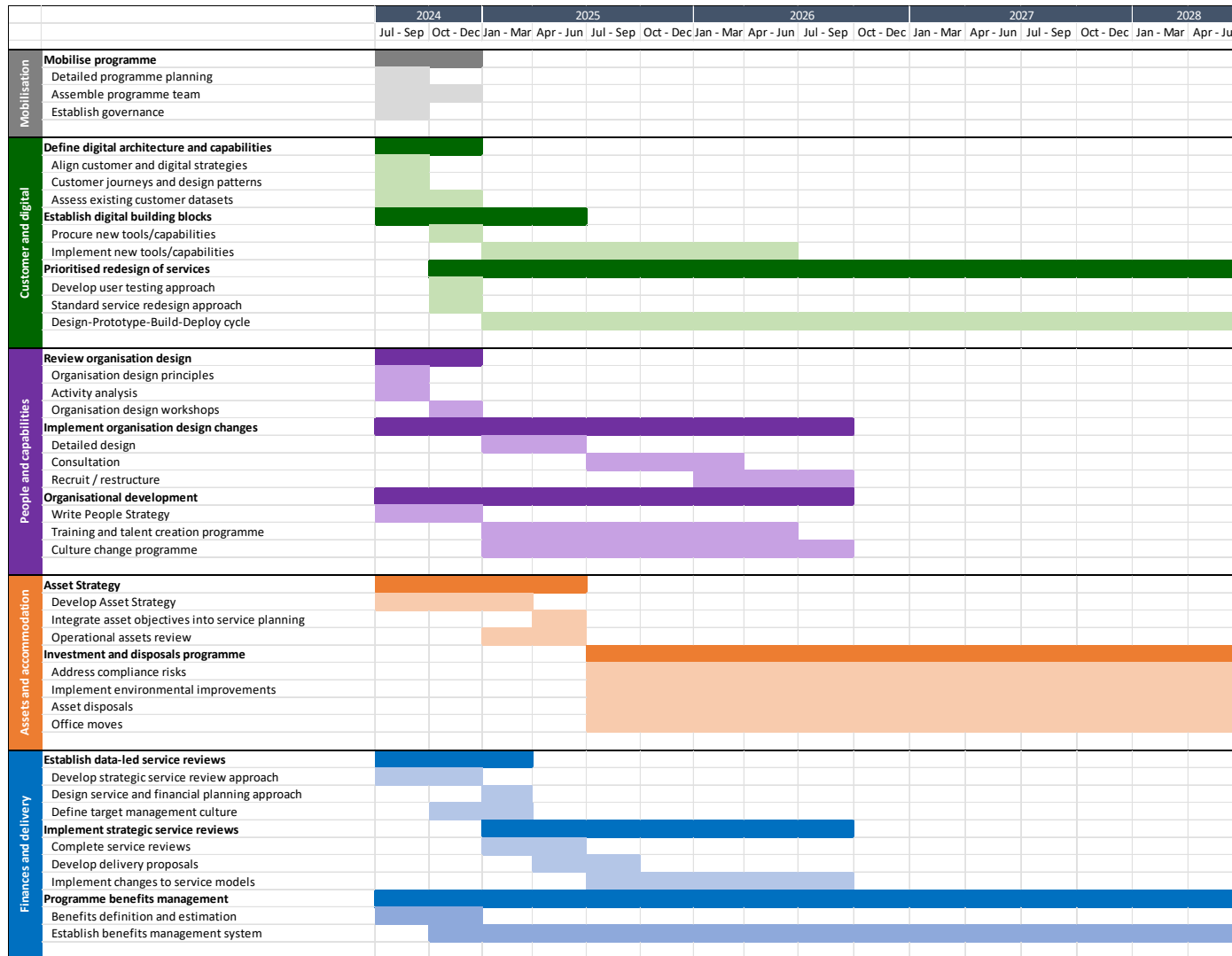


Figure 24: Indicative high-level plan showing a July start date

## Version control

<b>Version</b>	<b>Description</b>	<b>Updated by</b>	<b>Date</b>
0.1	First draft	Ignite Consulting	07/05/2024
0.2	Amendments following feedback from Kate Ryan, Alan Bethune and Rebecca Drummond	Ignite Consulting	28/05/2024
0.3			
0.4			

## 6. Appendices

### 6.1. Appendix 1: Summary of customer research

#### What customer research did we do?



73

#### Public surveys completed

Surveying general public on the streets of the district to gather feedback



14

#### Focus group attendees

Small focus groups delivered in person and virtually



118

#### Website surveys completed

Online survey to gather feedback on the existing digital experience, and appetite for new functionality



4,081

#### Telephone and walk in surveys completed

Surveys completed at the end of telephone calls, recorded by all teams



2,170

#### Emails analysed

Emails received by customer services and range of teams.

#### Themes - what did customers say?



#### New Forest District Council

Staff are polite, positive and professional

Is not joined up internally, or with external partners

Gives different levels of assurance depending on channel

Only wants to offer online services

Provides an excellent service over the telephone

Does not listen to our feedback

Does not communicate with us

Does not have online functionality that we want

Take pride in where we live

Care about our communities

Consider the needs of others

Determine their channel choice depending on many factors

Want to have a voice and get involved

#### Our customers

What is the quality of the customer experience? **ignite**

*"Very helpful but took ages for anyone to answer the phone. [...] I waited 20 minutes before someone pick phone up"*  
Website survey

*"your emails don't give a timescale for you to respond"*  
Lymington focus group

*"human contact gives us confidence. We want to know it'll be done"*  
New Milton Focus Group

*"The best experience customers can get is via phone"*  
NFDC manager

*"we don't like to be passed around when we call"*  
New Milton Focus Group

*"I usually use your chat service and love it. The ladies are so helpful and efficient."*  
Web survey



**71%**  
Want easier forms



**8%/9%**  
Email/visits to give docs



**74%**  
Want to upload



**59%**  
No timescale



**68%**  
No copy of form



**66%**  
Support online account

How efficient and joined up are we? **ignite**

*"I needed an answer today, not whenever"*  
Focus group member

*"Somebody nobody"*  
Focus group member describing how staff did not know what was happening in their own teams

*"I just want to get this sorted, instead of going around the houses"*  
Focus group member



**29%**  
Calls to CC transferred



**4.5%**  
Calls not for NFDC

Duplication of information when accessing services - not joined up

Issues are usually resolved quickly when calling up the council



**57%**  
F2F visits are payments



**95%**  
F2F visits resolved



**33%**  
Emails are follow ups



**12%**  
Of all emails had a CC

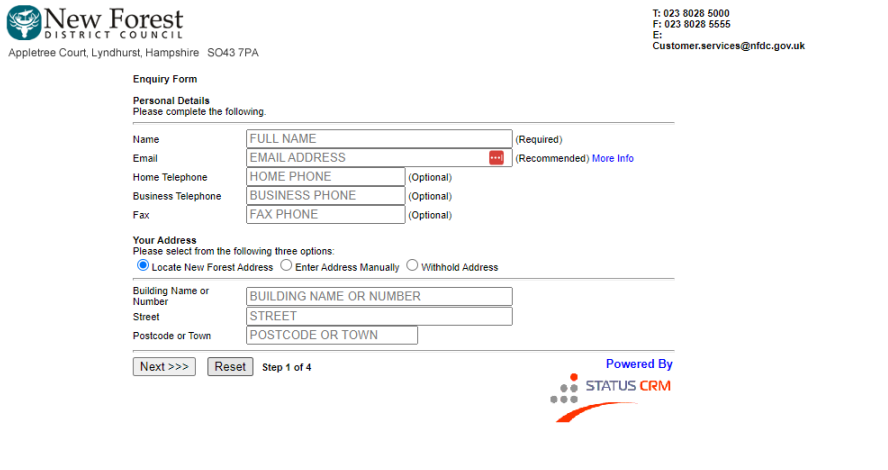
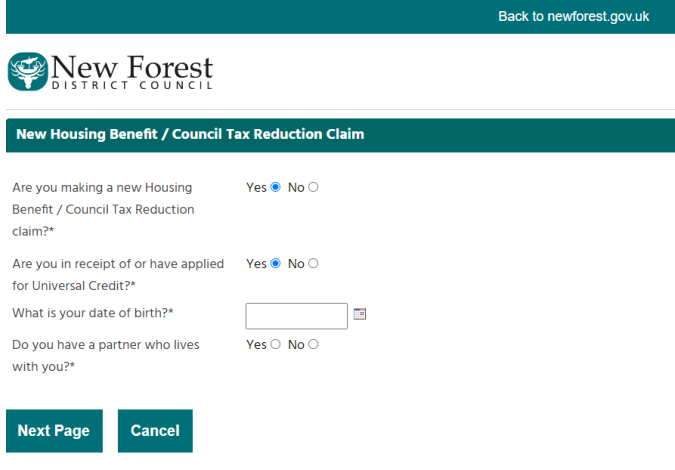
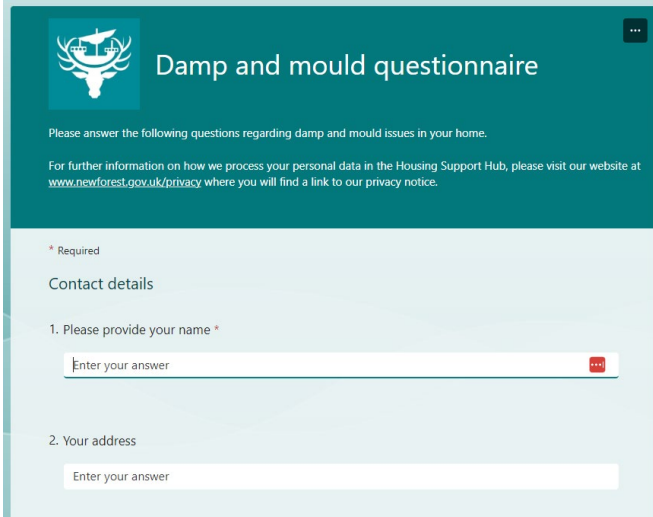
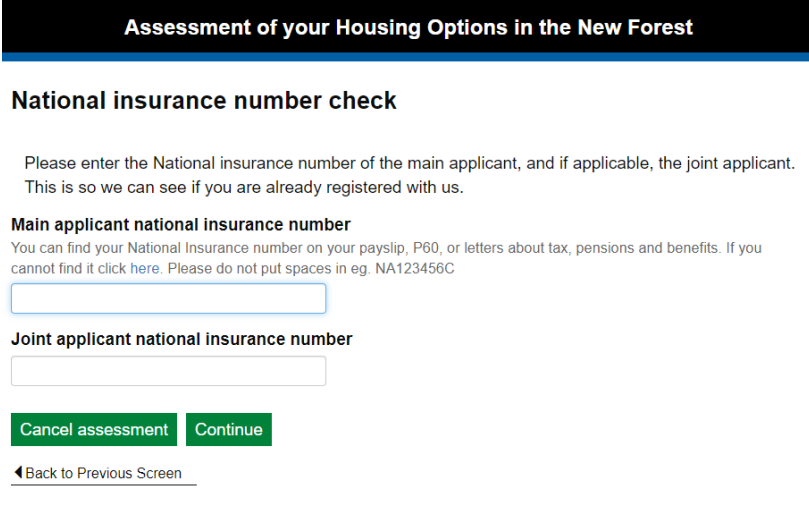


**8%/9%**  
Email/visits to give docs



**95%**  
Forms create emails not cases

## 6.2. Appendix 2: Examples of e-forms driven by different technologies

 <p><b>New Forest DISTRICT COUNCIL</b> Appletree Court, Lyndhurst, Hampshire SO43 7PA</p> <p>T: 023 8026 5000 F: 023 8026 5555 E: Customer.services@nfdc.gov.uk</p> <p><b>Enquiry Form</b> Personal Details Please complete the following.</p> <p>Name: FULL NAME (Required) Email: EMAIL ADDRESS (Recommended) More Info Home Telephone: HOME PHONE (Optional) Business Telephone: BUSINESS PHONE (Optional) Fax: FAX PHONE (Optional)</p> <p>Your Address Please select from the following three options: <input checked="" type="radio"/> Locate New Forest Address <input type="radio"/> Enter Address Manually <input type="radio"/> Withhold Address</p> <p>Building Name or Number: BUILDING NAME OR NUMBER Street: STREET Postcode or Town: POSTCODE OR TOWN</p> <p>Next &gt;&gt;&gt;   Reset   Step 1 of 4</p> <p>Powered By STATUS CRM</p>	 <p>Back to newforest.gov.uk</p> <p><b>New Forest DISTRICT COUNCIL</b></p> <p><b>New Housing Benefit / Council Tax Reduction Claim</b></p> <p>Are you making a new Housing Benefit / Council Tax Reduction claim?*</p> <p>Yes <input checked="" type="radio"/> No <input type="radio"/></p> <p>Are you in receipt of or have applied for Universal Credit?*</p> <p>Yes <input checked="" type="radio"/> No <input type="radio"/></p> <p>What is your date of birth?*</p> <p>Do you have a partner who lives with you?*</p> <p>Yes <input type="radio"/> No <input type="radio"/></p> <p>Next Page   Cancel</p>
<p>Status CRM e-form</p>	<p>Verj.io e-form</p>
 <p><b>Damp and mould questionnaire</b></p> <p>Please answer the following questions regarding damp and mould issues in your home.</p> <p>For further information on how we process your personal data in the Housing Support Hub, please visit our website at <a href="http://www.newforest.gov.uk/privacy">www.newforest.gov.uk/privacy</a> where you will find a link to our privacy notice.</p> <p>* Required</p> <p>Contact details</p> <p>1. Please provide your name *</p> <p>Enter your answer</p> <p>2. Your address</p> <p>Enter your answer</p>	 <p><b>Assessment of your Housing Options in the New Forest</b></p> <p><b>National insurance number check</b></p> <p>Please enter the National insurance number of the main applicant, and if applicable, the joint applicant. This is so we can see if you are already registered with us.</p> <p><b>Main applicant national insurance number</b> You can find your National Insurance number on your payslip, P60, or letters about tax, pensions and benefits. If you cannot find it click <a href="#">here</a>. Please do not put spaces in eg. NA123456C</p> <p>Enter your answer</p> <p><b>Joint applicant national insurance number</b></p> <p>Enter your answer</p> <p>Cancel assessment   Continue</p> <p><a href="#">Back to Previous Screen</a></p>
<p>Microsoft forms e-form</p>	<p>Locata e-form</p>

### 6.3. Appendix 3: Future New Forest scope

<b>Customer and Digital Services</b>	
<p><b>In scope:</b></p> <ul style="list-style-type: none"> <li>• The redesign of all service processes to identify ways to improve customer experience, enhance performance and release capacity</li> <li>• Partnership working across the public and not-for-profit sectors to join up services and processes to make access to key services better for our residents, businesses and visitors.</li> <li>• Redesign includes changes to processes, technology, channels and ways of working</li> <li>• All software applications supporting front- and back-office operations are in scope. This could mean optimising the use of those applications, replacing components of them with enterprise solutions (eg customer portals), integrating them or, in some cases, replacement.</li> </ul>	<p><b>Out of scope:</b></p> <ul style="list-style-type: none"> <li>• Decisions about how capacity released through service design is realised</li> <li>• Changes to formally documented policies that have been adopted by elected members</li> </ul>
<b>People and Capabilities</b>	
<p><b>In scope:</b></p> <ul style="list-style-type: none"> <li>• People strategy development</li> <li>• All services and teams</li> <li>• Changes to existing roles and job descriptions</li> <li>• Changes to organisational structures to better align capacity and capability to priority services/processes</li> <li>• Training and development plans</li> <li>• Aligning performance with new organisational structures, roles and capabilities to improve transparency and accountability</li> <li>• Meeting our capacity and capability gaps by working in partnership with other organisations across the public and not-for-profit sectors</li> </ul>	<p><b>Out of scope:</b></p> <ul style="list-style-type: none"> <li>• Changes to pay and grading structures</li> </ul>
<b>Assets and Accommodation</b>	
<p><b>In scope:</b></p> <ul style="list-style-type: none"> <li>• Asset strategy development</li> </ul>	<p><b>Out of scope:</b></p>

<ul style="list-style-type: none"> <li>• All operational buildings including disposal decisions</li> <li>• Changes to customer and/or staff accommodation including office moves</li> </ul>	<ul style="list-style-type: none"> <li>• Decisions around commercial asset management / investment portfolio</li> </ul>
<b>Finances and Delivery</b>	
<p><b>In scope:</b></p> <ul style="list-style-type: none"> <li>• Strategic reviews of services</li> <li>• Benefits management</li> <li>• Service planning</li> <li>• Financial planning and budget management processes</li> <li>• Leadership, management and performance culture</li> </ul>	<p><b>Out of scope:</b></p> <ul style="list-style-type: none"> <li>• Leadership decisions on the method of realising benefits identified and estimated through the activities of the transformation programme</li> </ul>



## 6.4. Appendix 4: Transformation strategy objectives

	<p><b>Customer and Digital Services</b> This theme is about how we redesign services to improve customer experience, make better use of technology and remove manual effort. Services should be digital by design, irrespective of how customers contact us.</p>
<ul style="list-style-type: none"> <li>• <b>Objective C1</b> Our customers will be at the heart of our digital-by-design approach</li> <li>• <b>Objective C2</b> We will use data and insight to plan services, manage performance and direct our focus for transformation</li> <li>• <b>Objective C3</b> We will have the right systems, processes and devices to ensure work can be done in the right place, right time and the most efficient way</li> </ul>	
	<p><b>People and Capabilities</b> This theme is about how we organise and develop our people and culture, making sure roles, structures, behaviours and skills evolve to meet new service designs and needs.</p>
<ul style="list-style-type: none"> <li>• <b>Objective P1</b> We will ensure our values, behaviours and culture are aligned and support the future organisation</li> <li>• <b>Objective P2</b> We will invest in our people to ensure we have the skills, experience and equipment that we need</li> <li>• <b>Objective P3</b> We will ensure the work is done in the right way in the right place, reviewing roles and structures as necessary</li> </ul>	
	<p><b>Assets and Accommodation</b> This theme is about how we use assets, improve sustainability and change the way we work. It includes the spaces that customers visit and staff work in as well as the stores and depots.</p>
<ul style="list-style-type: none"> <li>• <b>Objective A1</b> Our assets will support efficient and effective delivery of our future service provision</li> <li>• <b>Objective A2</b> We will continue to challenge our asset portfolio to reduce environmental impact and enhance their financial contribution</li> <li>• <b>Objective A3</b> Our accommodation will meet the needs of our staff, customers, culture and ways of working</li> </ul>	



### Finances and Delivery

This theme is about how we manage finance, strategy and performance. It includes how we manage the delivery of financial and non-financial benefits and how we develop a data-driven approach to strategy and performance.

- **Objective F1**  
Through transformation, we will deliver agreed levels of savings in line with MTFP targets and council priorities
- **Objective F2**  
We will adopt a more commercial mindset, open to innovative service models and guided by strategic priorities
- **Objective F3**  
We will shift to a more empowered and accountable, less top-down, management culture

## 6.5. Appendix 5: Activity analysis template

There are 17 dropdown options for activity mapping. The glossary we have provided explains these in further detail. Please allocate a dropdown to each activity. If you are unsure you can leave these blank and we can allocate on your behalf.

B	C	D	E	F	H	I
Business area	Service	Customer journey	Activity type	Service Activity	Activity Mapping	Role 1
Regulatory Services	Building Control	No	Operational management	Managing people including team meetings, 1:1s, authorising leave and managing rotas, work allocation, performance management, recruitment, budget management	Leadership, management and supervision	
Regulatory Services	Building Control	No	Functional management	Coaching/mentoring staff in an area of professional expertise; supervision and approval of technical work of other staff; input to policy or strategy as a technical expert; modifying processes and procedures in response to statute or organisational priorities	Specialist	5.00%
Regulatory Services	Building Control	No	Reporting and returns	Compiling and submitting statutory returns	Case management	20.00%
Regulatory Services	Building Control	No	Reporting and returns	Performance monitoring against statutory and local KPIs	Corporate performance management	10.00%

% of time allocated to this particular activity. Try not to allocate %'s less than 5%.

Where we have example activities for your department we will pre-populate these. Use them as much as possible but you can amend or delete them. If you add new ones you must complete column F and we encourage you to add columns D,E and G - but if you're not sure just leave them blank and an Ignite colleague will add this later

## 6.6. Appendix 6: Activity types glossary

<b>Activity type</b>	<b>Activity description</b>
<b>Leadership, management and supervision</b>	<ul style="list-style-type: none"> <li>• Leading, managing, team leading or supervising/allocating staff activity</li> </ul>
<b>Strategy and policy</b>	<ul style="list-style-type: none"> <li>• Development of the corporate plan and target outcomes</li> <li>• Developing or input into strategies based on political aims and council/community need</li> <li>• Writing strategy and high-level policy</li> <li>• Input of functional/professional knowledge into development or changes to policies</li> <li>• Customer and community engagement strategy development</li> </ul>
<b>Corporate performance management</b>	<ul style="list-style-type: none"> <li>• Designing, developing and supporting the council's overall performance framework including the service and financial planning process</li> <li>• Designing KPIs and useful measurements</li> <li>• Internal, industry and external benchmarking</li> <li>• Gathering/analysing/presenting information on corporate targets</li> <li>• Designing interventions and initiatives to improve performance</li> </ul>
<b>Corporate governance and compliance</b>	<ul style="list-style-type: none"> <li>• Activity that ensures the organisation is running effectively and in accordance with council rules and policies</li> <li>• Managing democratic processes such as elections and committees</li> <li>• Audits and monitoring council processes and decision-making</li> <li>• Risk management and civil contingencies</li> </ul>
<b>Strategic/corporate programme delivery</b>	<ul style="list-style-type: none"> <li>• Managing or supporting corporate programmes and projects that sit outside of 'business-as-usual' to deliver specific council targets eg construction of a leisure centre to achieve a health-related target</li> <li>• Project management and PMO activity on corporate programmes</li> </ul>
<b>Commissioning, clienting and contract management</b>	<ul style="list-style-type: none"> <li>• Designing and commissioning the delivery of services either internally or externally</li> <li>• Procurement of services through tendering or competitive bidding</li> <li>• Implementing frameworks through which services can be procured</li> <li>• Creating, executing and managing the performance of corporate contracts, SLAs and/or KPIs</li> <li>• Clienting the services delivered by external organisations, using expertise to ensure standards are appropriately maintained</li> </ul>
<b>Communications, marketing and engagement</b>	<ul style="list-style-type: none"> <li>• Providing communications, marketing, social media or media work to internal and external customers</li> <li>• Designing initiatives to engage with customers and gather insight</li> <li>• Liaising with PR companies</li> <li>• Strategic marketing, brand promotion, communications plans, and campaigns aligning messages and themes</li> </ul>
<b>Community/customer enabling</b>	<ul style="list-style-type: none"> <li>• Delivering initiatives to reduce or reshape demand for public services. eg, behavioural insights and nudge theory, training and education for service users, empowering communities to reduce local environmental and social problems.</li> <li>• Community engagement activities, often discretionary in nature and specific to the circumstances of the council</li> <li>• Advising, supporting or intervening earlier in the lifecycle of a potential problem (usually with a view to medium or long-term prevention)</li> </ul>

<b>Triage</b>	<ul style="list-style-type: none"> <li>• Dealing with and resolving common customer enquiries that are quick to resolve (ie take less than 15 minutes). These enquiries could be received via physical mail, email, face-to-face, phone or online.</li> <li>• Understanding the nature of a customer's enquiry and directing more complex enquiries and cases to the relevant officer or department</li> <li>• Directing customers to self-service channels (eg online)</li> <li>• Assisting customers with self-serve options (eg helping a customer to complete an online form)</li> </ul>
<b>Mobile business support</b>	<p>Activity that is based out in the community or locality that involves following a set of business rules to guide you through the process and can be easily taught or instructions followed, eg:</p> <ul style="list-style-type: none"> <li>• resolving problems on the ground, monitoring standards, compliance and contract monitoring, straightforward enforcement activities, enabling, prevention and site visit activities that do not require a specialist or professional to carry them out</li> <li>• 'In-the-field' support to desk-based teams eg putting up notices, taking photos, gathering evidence</li> </ul>
<b>Business support</b>	<p>Desk-based tasks supporting customer facing services that can be easily taught and/or involve following a set of simple instructions or business rules to guide you through a process, eg:</p> <ul style="list-style-type: none"> <li>• Chasing customers for further information/documentation for simple application types, reports or requests for a service</li> <li>• General case administration, including creating cases in business systems based on information provided by the customer, producing and issuing correspondence, adding (scanning or exporting) incoming information into document management systems</li> <li>• Supporting officers with file retrieval, printing and filing</li> <li>• Processing payments and issuing invoices</li> </ul>
<b>Case management</b>	<ul style="list-style-type: none"> <li>• Managing customer cases that require initial training and some ongoing development and support but not a professional qualification or extensive experience.</li> <li>• Cases are likely to follow a fairly standard set of rules and stages but may have some complexity and involve an element of interpretation of legislation.</li> <li>• Managing cases includes processing customer applications, requests and reports, updating business systems and writing reports.</li> </ul>
<b>Specialist</b>	<ul style="list-style-type: none"> <li>• Providing expert input/advice to help customers, colleagues, members and partners – eg holding case reviews or dealing with complex questions from staff.</li> <li>• Ownership of complex cases that require a high degree of professional input and/or carry significant reputational and/or financial risk</li> <li>• Activities carried out in the community or locality that require a professional qualification and/or a high degree of autonomous decision-making and risk management, eg a food inspection.</li> <li>• Professional oversight and quality assurance of how 'technical' work is delivered across the council</li> </ul>

<b>Service delivery</b>	<p>Delivery of direct, community- or venue-based services eg</p> <ul style="list-style-type: none"> <li>• Collecting refuse, sweeping streets, maintaining green spaces</li> <li>• Managing and working in leisure centres, museums, art galleries, theatres or community centres</li> <li>• Working in schools</li> <li>• Managing sheltered housing schemes on site, delivering home care</li> </ul> <p>Note: office-based business support that supports the delivery of these services should be better defined by one of the above options eg collecting a missed bin would be service delivery, but the processing of the missed bin phone call and passing jobs to operatives is triage</p>
<b>Internal triage</b>	<ul style="list-style-type: none"> <li>• Resolving internal customer queries by phone, face-to-face, web or email and dealing with straightforward service requests</li> <li>• Forwarding more complex casework to relevant officers</li> <li>• Directing internal customers to self-service channels via the intranet or portals</li> </ul>
<b>Internal service processing</b>	<ul style="list-style-type: none"> <li>• End-to-end handling of straightforward internal customer cases eg new starters, new suppliers</li> <li>• Case administration, transactional processing and updating back office systems and accounts</li> <li>• Maintaining internal records and inventories</li> <li>• This activity usually includes following a set of rules to guide through the processing</li> </ul>
<b>Internal specialist</b>	<ul style="list-style-type: none"> <li>• Management of complex internal customer cases that require professional expertise to make a judgement or decision</li> <li>• Providing specialist or expert support and advice in support areas of the council (e.g. HR, finance, legal etc)</li> <li>• Professional oversight and quality assurance of how 'technical' work is delivered in support areas of the council</li> </ul>

## 6.7. Appendix 7: As-is activity summary

Activity Type	FTE Total	Cost Total	% FTE	% FTE*	% Cost
Leadership, Management And Supervision	23.51	£1,392,757	3%	5%	5%
Strategy And Policy	13.72	£834,167	2%	3%	3%
Corporate Performance Management	8.85	£453,479	1%	2%	1%
Corporate Governance And Compliance	6.40	£352,952	1%	1%	1%
Strategic/Corporate Programme Delivery	1.07	£38,927	0%	0%	0%
Commissioning, Clienting And Contract Management	20.33	£1,072,296	3%	4%	3%
Communications, Marketing And Engagement	4.44	£220,701	1%	1%	1%
Community/Customer Enabling	4.44	£176,928	1%	1%	1%
Triage	73.31	£2,207,549	10%	15%	7%
Mobile Business Support	9.89	£400,814	1%	2%	1%
Business Support	44.95	£1,506,165	6%	9%	5%
Case Management	62.53	£2,421,830	8%	13%	8%
Specialist	170.67	£8,325,180	22%	35%	27%
Service Delivery	283.99	£9,402,644	37%	n/a	31%
Internal Service Processing	8.68	£279,222	1%	2%	1%
Internal Specialist	28.78	£1,443,722	4%	6%	5%
Internal Triage	4.86	£183,947	1%	1%	1%
<b>TOTALS</b>	<b>770.42</b>	<b>£30,713,281</b>			

\* This column shows the percentage FTE per activity type **excluding** the 283.99 FTE of 'service delivery' activity. This activity type includes all direct 'on the ground' delivery teams eg waste collection crews, grounds maintenance teams and housing repairs operatives. The reason for presenting this view of the data is that different councils have very different levels of service delivery activity, depending whether they have adopted an in-house or an outsourced model, or a blend. Excluding this variable allows better comparison with other councils.

## 6.8. Appendix 8: Benefits extrapolation methodology

Step 1: Allocating benefit to activity types for each opportunity

Most opportunities have the potential to save some staff time. Some opportunities would save time for multiple roles working on different tasks. In this case we would record multiple benefits as shown. In this example, HOUREN01 has two distinct benefits recorded.

The estimated FTE saving for each benefit is recorded separately.

Benefit ID	Opportunity ID	Benefit description	FTE	Activity type
B1	HOUREN01	Faster resolution of phone calls	0.05	Triage
B2	HOUREN01	Fast processing of rents cases	0.1	Case processing
B3	HOUREN02	Fast processing of rents cases	0.01	Case processing

Each benefit will be associated with the appropriate activity type.



Step 2: **Add up all the capacity saving benefit across all opportunities by affected activity type**

Total estimated benefit for this activity type across all sampled processes (invented number)

Note: Not all activity types are shown. We have made a judgement call as to which activity types might be impacted by which opportunities.

121

	Total benefit by activity type						
	Triage	Business support	Case management	Internal specialist	Internal service processing	Service delivery	Leadership and management
Total benefit across sample processes	1.09	0.97	1.93	0.01	0.00	1.30	0.35
Total FTE all processes	73.31	44.95	62.53	28.78	8.68	283.99	23.51

Total FTE for each activity type  
We'll need this later on.

Step 3: Using the activity analysis data, calculate how **much time in total** the teams involved in the sample processes **spend on the affected activity types**.

Some opportunities impact multiple teams. We have mapped teams to processes

Total FTE for selected activities by teams involved in sample processes							
	Triage	Business support	Case management	Internal specialist	Internal service processing	Service delivery	Leadership and management
Business Support & Customer Services (Housing)	6.24	4.43	5.36				0.27
Customer Services & Information Offices	13.68	0.57	0.30			0.04	0.78
Development Management	1.81	5.12	4.15				1.00
Enforcement	1.10	0.36	2.89			0.15	1.04
Environmental and Regulation	3.28	1.17	5.95			0.60	1.67
Homelessness and Housing Options	5.56	1.78	7.62				0.53
Housing Maintenance Operations	1.50	0.50	0.16			48.35	1.50
Housing Rents and Support	1.98	1.43	2.37				0.46
Human Resources	0.60	0.40	0.73	3.37	3.73		0.70
Revenues and benefits	11.36	7.18	15.42				1.34
Streetscene	0.86	0.44	0.13			43.19	0.74
Waste Administration, Projects & Performance	1.25	1.67	0.10				0.30
Waste Operations	0.45	0.26	0.72			114.62	2.15
<b>TOTALS</b>	<b>49.67</b>	<b>25.32</b>	<b>45.90</b>	<b>3.37</b>	<b>3.73</b>	<b>206.95</b>	<b>12.48</b>

Step 4: Estimate how much time the teams involved spend on **each activity type related to that specific process**. This will be a proportion of the total time shown at Step 3

Estimated time spent on each activity type per process							
	Triage	Business support	Case management	Internal specialist	Internal service processing	Service delivery	Leadership and management
Check Rent Balance / Pay Housing Rent	3.23	0.00	0.00	0.00	0.00	0.00	0.15
Recruitment (end to end)	0.30	0.00	0.00	0.49	1.29	0.00	1.59
Apply for a new taxi driver licence	1.47	0.00	1.16	0.00	0.00	0.00	0.08
Report fly tipping	0.48	0.10	1.19	0.00	0.00	4.03	0.54
Apply to join the housing register	1.72	0.00	3.30	0.00	0.00	0.00	0.06
Report a housing repair	4.74	0.68	4.99	0.00	0.00	34.00	0.92
Council tax moves and enquiries	6.25	1.68	1.13	0.00	0.00	0.00	0.28
Planning permission	2.63	0.44	0.00	0.00	0.00	114.62	2.30
TOTALS	<b>21.92</b>	<b>7.24</b>	<b>11.77</b>	<b>0.49</b>	<b>1.29</b>	<b>152.65</b>	<b>6.10</b>

123

Using data gathered through all four phases of our work, make an informed estimation of the FTE spent on each activity for each process by one or more affected teams. Data shown is a real estimate based on a combination of activity analysis data, channel data and call logging analysis.

Each calculation is different so a comment in each cell explains the basis of the calculation, explicitly stating any assumptions.

Step 5: Extrapolate total benefit per activity type

	Triage	Business support	Case management	Internal specialist	Internal service processing	Service delivery	Leadership and management	TOTAL
Total benefit across sample processes	1.09	0.97	1.93	0.01	0.00	1.30	0.35	5.7
Total FTE all processes	73.31	44.95	62.53	28.78	8.68	283.99	23.51	
<b>Extrapolated FTE capacity</b>	<b>3.64</b>				<b>0.00</b>	<b>2.42</b>	<b>1.35</b>	24.27
<b>Cost per FTE</b>	<b>£30,112</b>	<b>£33,509</b>			<b>£2,182</b>	<b>£33,109</b>	<b>£59,235</b>	
<b>Extrapolated FTE cost</b>	<b>£109,751.80</b>	<b>£201,681.45</b>			<b>£0.00</b>	<b>£80,073.28</b>	<b>£79,955.50</b>	<b>£898,024.04</b>

A. Across the sample processes, we identified 1.09FTE of capacity release related to triage.

C. Across the whole council there is 73.31FTE of triage activity.

**Calculation:**

$(A / B) * C = \text{Total extrapolated benefit for this activity type}$

Estimated benefit	per process							
	Triage	Business support	Case management	Internal specialist	Internal service processing	Service delivery	Leadership and management	
Check for Rent	3.23	0.00	0.00	0.00	0.00	0.00	0.15	
Recruitment (end to end)	0.30	0.00	0.00	0.49	1.29	0.00	1.59	
Apply for a new taxi driver licence	1.47	0.00	1.16	0.00	0.00	0.00	0.08	
Report fly tipping	0.48	0.10	1.19	0.00	0.00	4.03	0.54	
Apply to join the housing register	1.72	0.00	3.30	0.00	0.00	0.00	0.06	
Report a housing repair	4.74	0.68	4.99	0.00	0.00	34.00	0.92	
Council tax moves and enquiries	6.25	1.68	1.13	0.00	0.00	0.00	0.28	
Missed bin	2.63	0.44	0.00	0.00	0.00	114.62	2.30	
Apply for planning permission	1.09	4.35	0.00	0.00	0.00	0.00	0.19	
<b>TOTALS</b>	<b>21.92</b>	<b>7.24</b>	<b>11.77</b>	<b>0.49</b>	<b>1.29</b>	<b>152.65</b>	<b>6.10</b>	

Using average cost per FTE for each activity type from the activity analysis, we can convert the FTE to a potential financial saving

B. Across the sample processes, we estimated that 21.92FTE is spent on triage in total

### 6.9. Appendix 9: Draft change impact assessment for Option B(v2)

Columns marked with a X means this category of change applies and the number of X's feeds into the overall impact of change rating.

Key Changes	Process	Organisation	Technology	Behaviours	Skills	Impact	Change Interventions (examples)
Establish one council customer services team acting as the main entry point for most services	X	X	X	X	X	High	<p><b>Establish vision and culture</b> – eg collaboration, customer-centric and continuous improvement</p> <p><b>Communications and engagement</b> – engage staff to communicate the rationale, benefits and how this aligns with strategic objectives</p> <p><b>Change leadership and sponsorship</b> – provide leadership development to lead teams through change</p> <p><b>Training and development</b> –to equip staff with the knowledge, skills and behaviours to handle a wide range of queries using new technology, e.g., customer service skills, knowledge of relevant services, using the CRM</p> <p><b>Role clarity and job design</b> – supported by clear and transparent HR processes</p> <p><b>Performance management and feedback loops</b> – establish performance reviews and continuous feedback</p> <p><b>Sustainability planning</b> – develop a plan to ensure the changes stick and are continuously monitored and improved</p>

125

Key Changes	Process	Organisation	Technology	Behaviours	Skills	Impact	Change Interventions (examples)
Establish three multi-skilled business support teams aligned to universal, supported and place	X	X	X	X	X	High	<p><b>Many of the above interventions apply, plus:</b></p> <p><b>Process standardisation</b> – involving staff in the design and upskilling of workflows</p> <p><b>Pilot</b> – if possible, piloting the new teams in a smaller scale setting to test processes, gather feedback and identify any potential challenges</p>
Implement an integrated repairs platform	X		X		X	Medium	<p><b>Vision and goal setting</b> – engaging staff in how these systems support the council’s strategic ambitions and how MDM will improve data quality, consistency, and accessibility, leading to better decision-making and service delivery</p> <p><b>Communication and engagement</b> – include early demos of the system, enabling staff to practice in a safe environment</p> <p><b>Leadership support</b> – role-modelling and driving adoption of the new systems</p> <p><b>Process redesign and automation</b> – involve staff in configuring new workflows to automate and streamline processes</p>
Implement a new CRM system and portal	X		X	X	X	Medium/High	
Implement a new/enhanced Contact Centre management system	X		X		X		
Implement master data management to create joined up data views across services			X	X	X		

Key Changes	Process	Organisation	Technology	Behaviours	Skills	Impact	Change Interventions (examples)
Implement workflow and case management, creating a standardised approach to managing customer records	X		X	X	X	Medium/ High	<p><b>Training</b> – how to use the technology in the context of their new roles and processes</p> <p><b>Behavioural development</b> – following standardised workflows, accurate data entry and confidence/capability in driving channel shifts</p>
Increase the range of online services and driving channel shift with customers	X		X	X	X	Medium/ High	<p><b>Data Governance Framework</b> - involve staff in defining the roles, responsibilities, and decision-making processes related to data management, quality control, security, and compliance</p> <p><b>Data quality</b> – establish and upskill users in data quality standards and procedures</p> <p><b>Testing</b> – involve staff in user acceptance testing - evaluate usability and functionality</p> <p><b>Adoption planning</b> – on-going support, e.g., appointing champions</p> <p><b>Performance</b> – define metrics to monitor the usage, effectiveness, and impact of CRM</p>

## **APPLETREE COURT REFURBISHMENT BUSINESS CASE**

### **1. Introduction and Background**

- 1.1 Following the Covid-19 pandemic, NFDC have observed a shift in working patterns and behaviours. With the successful implementation of a hybrid working policy, many teams are now accustomed to working from home, or an alternative NFDC location, for up to 50% of their contracted week.
- 1.2 Appletree Court, in the centre of Lyndhurst, is a large and attractive premises from which many of NFDC's core services are delivered. This includes the Council Chamber, where most Planning and Council meetings are held; and the Information Office, which is the busiest within the District for residents and customers.
- 1.3 Post-pandemic, consideration was given to the future use of Appletree Court, and whether it still meets the needs of the business. There has been a search for alternative premises in the District over several years, but no suitable alternative property or location has been identified. A development appraisal received from leading property consultants in January 2023 showed the sale or redevelopment of Appletree Court for alternative use was unlikely to yield a capital sum sufficient to fund a relocation to alternative premises or the construction of new headquarters premises elsewhere in the District.
- 1.4 Since the introduction of hybrid working, our own utilisation studies have confirmed that Appletree Court has been underoccupied. Consecutive studies have reached a steady state, where approximately 40% of the office is utilised by staff at a weekly peak, equating to around 150 staff. This study did not include parts of Appletree Court which had in the past been used for office staff, being the former "legal corridor" on the North Wing Ground Floor, and the Second Floor of North Wing (the former "leisure corridor"). The real-term utilisation percentage is therefore much less than the 40% as reported.
- 1.5 Without a strong business case to support a relocation, a modernisation of the rest of the building would secure Appletree Court as the Council's principal administrative centre for the medium to long term. A key strand of the Transformation Strategy is ensuring that our staff accommodation is meeting the needs of our staff and visitors. If NFDC offer an attractive, modern, and vibrant workplace, aligned to this aim, then staff retention and wider organisational engagement should increase.
- 1.6 This rationalisation and improvement of existing space will allow NFDC to create lettable space for third party tenants and critically generate income and savings of upto £300k per annum to support the MTFP. This also demonstrates a more efficient and effective use of a property asset which is at the heart of the principles around our Assets and Accommodation strategy within the Transformation programme.

### **2. Scope**

- 2.1 In considering how to achieve best value from Appletree Court, as both a principle administrative centre and a lettable opportunity, Officers sought a budget of £100k to commission third-party feasibility studies. These studies were intended to take a critical view of the layout, usage, and environmental quality of the building, and support a case for change.



- 2.2 Six areas were in scope for the initial retained portion of the building:
- i. North Wing - Ground, First and Second Floors
  - ii. East Wing - Ground, First and Second Floors
- 2.3 The South Wing was excluded from scope in its entirety, due to a refurbishment project in 2018. The look and feel was derived from the corporate branding guidelines, and saw the rollout of height adjustable desks, improved décor and carpeting, energy efficient lighting, and new seating options such as a workspace café and breakout booths.
- 2.4 The feasibility brief required a report detailing the suitability and works required for each of the six areas to create open plan office space, for approximately 200 members of staff at any one time. The brief required a similar standard to that of the offices in the South Wing of the building, containing both standing and seated desking, break out and meeting space, office storage and staff welfare facilities. The target up to 200 staff members allowed for growth of existing teams, and the potential future relocation of services from outlying locations, e.g., Marsh Lane Depot.
- 2.5 From early assessments of the building structure via existing record drawings, it was understood that the East Wing has several long spanning loadbearing walls. Assuming that significant structural alterations would be cost prohibitive, the brief required the consultant to apply creative logic to the existing space.
- 2.6 Peter Marsh Consulting (PMC) were selected to deliver the feasibility works having provided the best overall proposal. The PMC team consisted of Project Managers, Architects, Structural Engineers, M&E Engineer, and a Quantity Surveyor, who all attended Appletree Court to carry out a thorough inspection of the building and existing facilities. At the mid-point of the process PMC joined the NFDC Project Team, which included colleagues from the Estates, Facilities, ICT and Sustainability teams at Appletree Court, to present and 'workshop' their initial findings and proposals prior to finalising their report.

### **3. Key Findings and Options Appraisal**

#### **3.1 Outcome 1**

- i. The first outcome report confirmed that within the North and East Wings, there is ample opportunity to accommodate 200 staff via a mixture of workplace styles. It was noted that each of the in-scope areas had differing levels of design restriction, based on the building structure.
- ii. PMC produced a summary RAG assessment, showing the suitability of each zone against the brief:

RAG Metric	(A) North Wing – Ground Floor	(B) North Wing – First Floor	(C) North Wing – Second Floor	(D) East Wing – All Floors
Brief	Area = 252 m2 Provisional Desk Spaces – 44 Semi Open Plan Spaces Possible	Area = 278 m2 Provisional Desk Spaces – 42 Semi Open Plan Spaces Possible	Area = 339 m2 Provisional Desk Spaces – 56 Semi Open Plan Spaces Possible	Area = 1,300 (estimate) m2 Desk Spaces – 174 Central corridor and structural form limits degree of open plan space possible.
Costs	Price per m2 - £2,235	Price per m2 - £2,273	Price per m2 - £2,673	Price per m2 - £2,036
Programme	Modest levels of intervention – deliverable over a 6-10 week programme	Levels of intervention may require a longer programme of 8-12 weeks	The inclusion of a new platform lift would increase the lead time for works on this floor, whilst the onsite delivery period should be 10-12 weeks	Modest levels of intervention – deliverable over a 6-10 week programme
Sustainability	Sustainable heating, cooling and ventilation strategies all deliverable.	As left	As left	As left
Accessibility	Ground floor access near to current reception	Platform lift meets minimum requirements.	Requires platform lift to meet minimum accessibility standards	Lift access provided in stair core that joins South Wing.

- iii. In addition to the structural and architectural works, PMC included allowances for alterations to heating systems, for cooling in areas where required; and for the installation of mechanical ventilation heat recovery units to bring tempered fresh air into each working area to create a more healthier and sustainable working environment.
- iv. Ultimately, the projected cost for the refurbishment of all in-scope areas (including construction, contingency, and professional fees) was within a range of £4.2 to £5.2m, which the Council was not able to justify against the expected level of letting income from the south wing.
- v. Three costed options were also produced, based on a ‘mix and match’ approach to Wings and Floors. Each of these three options were more than £3m.

### 3.2 Outcome 2

- i. Accordingly, a revised target was agreed to provide 175 desk spaces, rather than the original target of 200, with a £2m cost cap. Based on accessibility limitations, the North Wing Second Floor was removed from scope. North Wing First Floor was also removed, as it was felt that the focus of the investment should be within the East Wing.
- ii. To meet the revised budget of £1.5m to £2m, PMC removed some recently refurbished areas from the scope of the original proposal and reduced the requirement for MEP. This included taking out some of the proposals for air circulation on the basis that better use of existing windows and trickle vent systems is an acceptable, if less optimal, solution for the Council.
- iii. Two further options were proposed, of which Option 5 (solely focused on the East Wing) offered the most acceptable cost to benefit ratio to the Council. The Project Team asked PMC to apply some additional refinements with a view to reducing the cost further.

### 3.3 Outcome 3

- i. The Project Team and PMC held a further design workshop at Appletree Court. PMC focused on improvement opportunities in the East Wing, de-risking some of the earlier proposed interventions. They amended their existing Option 5 and developed a new Option 5a, which is proposed as the preferred option.
- ii. The project cost is reduced by removing all previously refurbished areas from scope, recognising that they have already been decorated to a good standard. Initial floor

plan concepts provide adequate space to accommodate 181 desks, at approximately 7sqm per desk. This is above the minimum standard of 4sqm per desk.

- iii. The projected cost of Option 5a (including construction, contingency, and professional fees) is £1.4m to £1.8m. Any further interventions to value engineer or reduce the brief will compromise the purpose of the project and fail to deliver against the objectives.

#### 4. Costs

- 4.1 The summary of all options, include high-level indicative cost estimates can be summarised as follows:

Option	Area	Range
Initial Option 300+ desk spaces	North Wing – Ground Floor, First Floor, Second Floor East Wing – Ground Floor, First Floor, Second Floor	£4.3m - £5.2m Payback 18-19 years
Option 1 205 desk spaces	North Wing – Ground Floor, First Floor, Second Floor East Wing – First Floor	£2.2m - £2.7m Payback 9-10 years
Option 2 212 desk spaces	North Wing – Ground Floor, First Floor East Wing – Ground Floor, First Floor	£2.1m - £2.6m Payback 9-10 years
Option 3 142 desk spaces	North Wing - Ground Floor, First Floor, Second Floor East Wing - None	£1.6m - £1.9m Payback 7-8 years
Option 4 164 desk spaces	North Wing – None East Wing - Ground Floor, First Floor, Second Floor	£1.6m - £2.0m Payback 7-8 years
Option 5 192 desk spaces	North Wing – Ground Floor East Wing - Ground Floor, First Floor (some previously refurbished areas removed from scope)	£1.6m - £2.0m Payback 7-8 years
Option 5a* 181 desk spaces	North Wing – None East Wing - Ground Floor, First Floor, Second Floor (all previously refurbished areas removed from scope)	£1.4m - £1.8m Payback 6-7 years

- 4.2 Option 5a is the preferred option, with the recommendation of this report requesting a budget of up to £1.75m to see through the works associated with this option.

- 4.3 The estimated cost for option 5a includes £170,000 of required fees and additional works as follows;

Item	Est. total cost
Feasibility	£30,000
RIBA design fees; pre and post tender	£144,000
Fees contingency at 9%	£14,000
Toilet and Common Areas refurb	£20,000
Minor repair works	£15,000
ICT alterations	£12,000
Access control alterations	£15,000
Power and heating sub-metering	£20,000
<b>TOTAL</b>	<b>£270,000</b>
Approved Feasibility Budget	(£100,000)
<b>Fees and Additional Works</b>	<b>£170,000</b>

## 5. South Wing – Income/savings opportunities

- 5.1 ATC South Wing comprises three floors of just over 3,000 sq.ft a floor which combine to provide a total space of 9,666 sq.ft of modern office space.
- 5.2 As part of a market assessment, we engaged with a firm of regional office agents and asked them to advise us on the level of market demand for the space and the levels of rent that could be achieved on a furnished and unfurnished basis.
- 5.3 Their report (in February 2024) stated that “the office areas are perfectly acceptable and would be considered good quality in the local market.” Most interest is expected to be from occupiers that are currently located in the New Forest area seeking expansion or seeking to “Right Size” into better quality accommodation.
- 5.4 We have also received direct approaches from other public sector bodies. It would be our intention to start a hard test on the marketing, once the proposal to let the South Wing has received approval at Cabinet.
- 5.5 In terms of rental advice, they advised that this could range from £15.50 per sq.ft for unfurnished space to £18.50 per sq.ft for furnished space. This assumed that the south wing could be separated from the rest of the ATC building in order that tenants could have their own access and defined office areas either over single floors or as a combination. The costs for this split works have been identified in 4.2 above.
- 5.6 The total expected rental income from the space could therefore be in the order of £180k for all 3 floors on a “furnished basis” which would be the basis of our marketing

strategy. We would then need to add the expected savings in terms of our rating liability for the space at £80,000 per annum – so a combined total of £260,000 per annum.

Floor	Area sq.ft	Rent per annum (furnished)	Est. Business Rates liability per annum (£90p/sqm)	Total per annum based on furnished
Ground	3,003	£55,558	£25,110	£80,668
First	3,358	£62,130	£28,080	£90,210
Second	3,305	£61,134	£27,630	£88,764
<b>TOTAL</b>	<b>9,666</b>	<b>£178,822</b>	<b>£80,820</b>	<b>£259,642</b>

5.7 In addition, there is likely to be quantifiable savings through the service charge which could deliver between £10,000-£40,000 in further savings but will be subject to further investigation. A target figure of £300,000 across rental income and savings opportunities is therefore the figure being used in the supporting business case.

## 6. SWOT Analysis

<b>Strengths:</b>	<b>Weaknesses:</b>
<p>Aligns to transformation strategy and delivers against the Assets and Accommodation theme.</p> <p>Addresses the ongoing under-utilisation without disposing of a critical asset.</p> <p>Allows stronger networking within the District with an opportunity for third party tenants, of NFDC choosing.</p> <p>Opportunity for long-term income generation.</p>	<p>The original project brief was holistic in its approach and offered a significant impact. Due to the cost, the scheme has been scaled back with several compromises.</p> <p>Project no longer encompasses the North Wing Ground Floor, which would have directly addressed staff comments around a lack of suitable meeting space.</p> <p>There are negligible environmental improvements (within the building) due to the scaled back approach to cost savings. The project therefore does little to deliver against NFDC's approved Climate Action Plan.</p> <p>The introduction of third-party tenants creates an additional administrative task (preparing Heads of Terms, leases, management function etc).</p>

<b>Opportunities:</b>	<b>Threats:</b>
<p>The scheme allows NFDC to promote an enhanced offer to staff, to aid attraction and retention.</p> <p>A planned installation (24/25) of Electric Vehicle Charging Points (EVCPs) will further boost our staff and visitor benefits.</p> <p>The project has already highlighted the 'Phase 2' potential of the North Wing Ground Floor as a mixed-use break out hub.</p> <p>Common areas will require refurbishment to balance the location of toilet facilities, i.e. make all toilets gender neutral cubicles.</p> <p>A "Do Nothing" or minimal intervention approach will reinforce current habits and not encourage change or release a financial contribution in support of the MTFP.</p>	<p>If approved, the project will need to be appropriately resourced, as delivering to time and budget will be imperative.</p> <p>Due to the scale of the work, staff will need to be temporarily relocated to alternative workplaces (or home).</p> <p>Critical services in the in-scope areas, e.g. ICT Server Rooms, must have minimal disruption.</p> <p>Interest in the South Wing has not yet been fully canvassed with preferred third parties.</p> <p>Some teams have specialist requirements that will need to be relocated appropriately (e.g. Revs and Bens 'glass box').</p>

## 7. Preferred Option

- 7.1 The preferred option, based on the extensive data and advice that the Project Team have received, is to take Option 5a through to detailed design, at an estimated total project cost of £1.4m to £1.8m.
- 7.2 This option meets the original spatial brief and offers an enhancement of existing facilities to staff. It will create a cohesive look and feel, that can in turn be aligned to the objectives of the wider transformation agenda.
- 7.3 Further added value could be achieved later with a standalone refurbishment of the North Wing Ground Floor. Early concept designs indicate that the area can be significantly opened, to create modular and flexible spaces. This area would lend itself to a mixed-use hub, with a training suite, enhanced interview rooms, collaboration spaces and touch-down zones. Large internal meetings (that are currently held in the Council Chamber due to lack of appropriate space) could be relocated into this area.
- 7.4 Should option 5a be approved as a concept, Officers estimate that it will take up to 26 weeks for the design team to prepare a package of works for the tender of construction. In tandem with this, a robust stakeholder engagement strategy will ensure that Staff and Cllrs are involved in the journey, through interactive feedback sessions, user groups and appropriate communication.

## **8. Success Factors**

- 8.1 The effective implementation of this new way of working would require mapping of a staff engagement strategy to the on-site activity, from pre-construction through to operational handover.
- 8.2 In particular, it should be noted that the most common 'team day' is currently a Thursday. All directorates will need to work together to agree appropriate team days, taking into account non-working days. This will help to ensure that the correct balance of collaboration and utilisation is achieved.
- 8.3 Careful consideration must be given when onboarding the existing users of the South Wing. Messaging needs to reflect that the project is a significant change for those teams, and a top-down approach will help to promote the benefits and opportunities that will be delivered.
- 8.4 Due to the scale of the works and the potential disruption, it is recommended that the East Wing is refurbished in successive phases. This allows for a soft launch of the new working arrangements and ensures that troubleshooting can be managed effectively through each stage as a step-change.
- 8.5 To support team adjacencies and promote impactful working, it is proposed that each floor of the East Wing accommodates a directorate. Layout planning will be a critical element of the design stage, to ensure this works in practise.

This page is intentionally left blank



## **INTRODUCTION OF A PERFORMANCE MANAGEMENT FRAMEWORK / CONSIDERATION OF A RELATED MOTION REFERRED BY COUNCIL**

### **1. RECOMMENDATIONS**

- 1.1 It is recommended that Cabinet approve the Performance Management Framework.
- 1.2 It is recommended that Cabinet consider the response to the related motion referred by Council, outlined throughout section 8 of the report, including the comments of the Resources and Transformation O&S panel, and make recommendations to Council.

### **2. EXECUTIVE SUMMARY**

- 2.1 Our new Corporate Plan 2024-2028 was approved at Full Council on April 8, 2024. This set our key priorities, commitments, and measures over the four-year life of the plan. As part of the delivery of the Corporate Plan, we said it would be underpinned by a suitable and proportionate Performance Management Framework that will monitor progress.
- 2.2 This report introduces the New Forest District Council Performance Management Framework. The framework, in **Appendix 1**, explains how it will work, how strategic measures will cascade throughout the organisation and how staff at every level will contribute and come together to ensure we deliver on the commitments of the Corporate Plan.

### **3. INTRODUCTION & PURPOSE**

- 3.1 Our Corporate Plan 2024-2028 lays out a vision for New Forest District Council. It sets the priorities, commitments, and Key Performance Indicators (KPIs) that will operate over the four years of the plan. It is important there is strong and robust governance in place to ensure we stay on track and can realise the ambitions set out in the plan. The Performance Management Framework is the tool that monitors the progress towards these ambitions and sets out the rules, practices, reporting methods and cycles, and accountability needed to achieve them.
- 3.2 Performance management is a vital tool in understanding the way the organisation works, provides an opportunity for scrutiny, and identifies the areas which are performing well and intervene with corrective actions where areas are not performing as expected. This framework has been developed to ensure everyone is working to deliver our Corporate Plan and other key strategies, which will shape the way we work by informing service plans as well as team and individual goals.
- 3.3 The adoption of the framework is the next step in a shift towards a performance-based focus across the organisation. It will help us ensure that our staff work together as one

council, sharing knowledge and expertise across services and always adopt our key values and in all aspects of their work.

- 3.4 We should consider the framework alongside other key organisational factors such as Finance, Risk and our Transformation Programme – ‘Future New Forest’, which may influence what we do and how we deliver changes, and in a controlled and managed way.

#### 4. THE NFDC PERFORMANCE MANAGEMENT FRAMEWORK

- 4.1 The Performance Management Framework is how progress towards the delivery of the commitments made in the Corporate Plan will be monitored, while also considering broader service objectives.

- 4.2 The framework pulls together performance monitoring functions from across all services into a single thread of activity that weaves down through the organisation and ensures delivery at every level. It is a structured approach that ensures appropriate, clear, and planned KPIs which align with the Corporate Plan are in place and are delivered with focus and dedication.

- 4.3 The diagram illustrates how the framework will drive activity, which is layered as follows:

Tier	Description	Monitors	Impact
Strategic	Large scale strategic drivers including, the Corporate Plan and ‘Future New Forest’ Transformation Programme	Corporate Dashboard, progress against KPIs, as agreed in the Corporate Plan.	Ensures delivery on our commitments and promotes effective scrutiny of progress towards delivery of key measures. It provides an opportunity to mitigate and intervene when things are not progressing as planned.
Operational	Operating plans and policies. Service plans, policies and procedures. Budget plans, risk, statutory duties.	Service dashboards, progress against KPIs, to include any relevant measures agreed in the Corporate Plan. Improvement plans, including any as directed by the ‘Future New Forest’ transformation programme.	The documents described link the strategic and front-line tiers and will drive the change, governing how we do things and will describe the activity needed to achieve goals at an operational level.
Front Line	Service delivery	Our staff will benefit from regular 121s and appraisals, with suitable measures that will be shaped by the Strategic and Operational level planning.	Teams and individuals will work in prescribed ways, with appropriate discretion and changed behaviours, focus on excellent performance and delivering change.

4.4 Those responsible for delivery will be clear of their roles and established monitors. Those accountable will seek insight and assurances that performance is as expected. Careful monitoring and scrutiny of progress towards key objectives, promotes continuous improvement through learning and deployment of corrective actions where necessary.

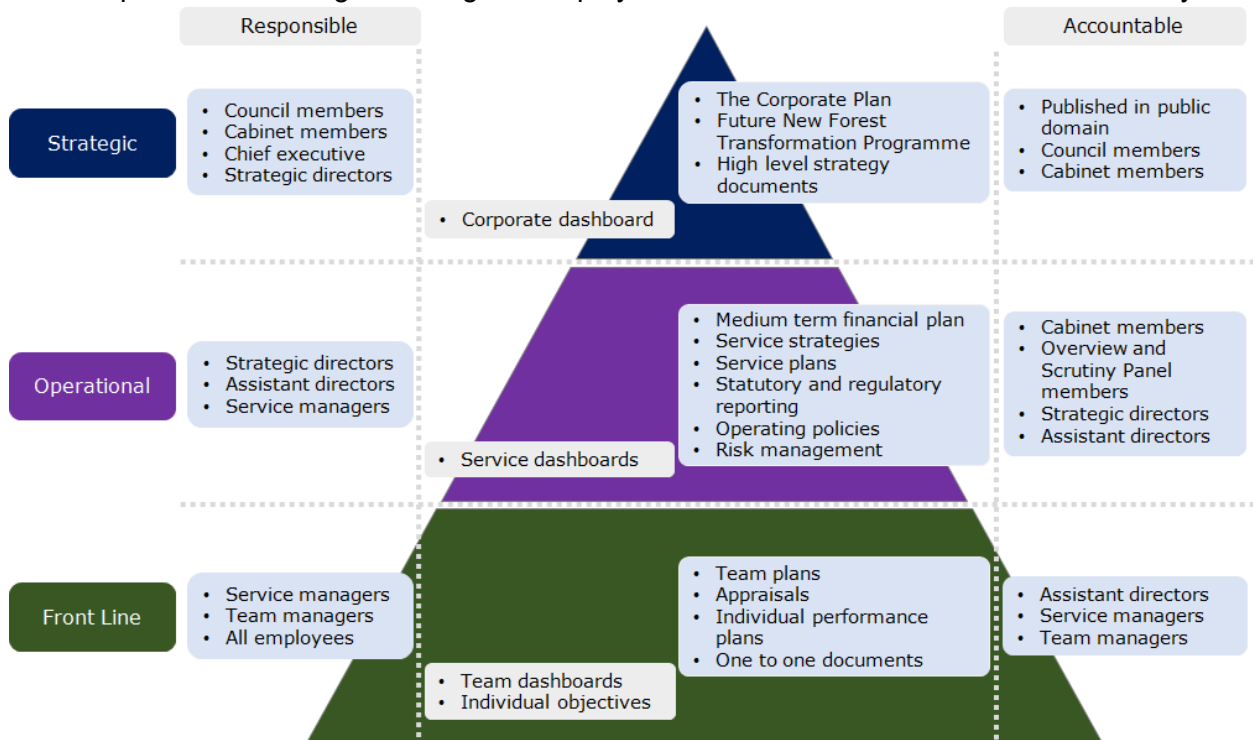


Figure 1 Performance Management Framework

4.5 We have developed key performance indicators (KPIs) that are focused, clear and align with the priorities of the Corporate Plan. The KPIs are owned and will be monitored within the relevant service area.

## 5. REPORTING

5.1 The dashboards, at every level will contain clear and unambiguous KPIs with targets. A handbook of NFDC definitions will be made available to all via SharePoint. Reporting is a collaborative business-based activity, provided by performance colleagues, driven by responsible officers and presented to those accountable.

5.2 All measures will be RAG rated (Red, Amber, Green) according to the performance against target.

- Green – On target or above target
- Amber – Below and up to 10% deviation from the lower threshold of the target
- Red – Over 10% deviation from the lower threshold of the target

5.3 In some cases, the standard thresholds will not be appropriate. In such instances, services will provide the most appropriate threshold to apply.

5.4 Accompanying text will give context which will aid readers to understand the story behind

the KPIs.

Good performance – we will:

- Highlight our successes
- Continue to learn from them
- Feed into governance and reporting mechanisms

Poor performance – we will:

- Show learning
- Ascertain any factors which could have contributed to the poor performance
- Take remedial actions to address poor performance
- Explain when we expect these remedial actions to take effect.

5.5 The definition and targets have been developed with responsible officers. As part of the accountability, and to ensure there is appropriate challenge in the target setting, EMT will undertake a final review of targets following panel and cabinet feedback.

## 6. REPORTING CYCLES

6.1 The Corporate Dashboard will be prepared as each quarter ends (July, October, January and April) for all measures where data has become available. Data will be collated, and services will be asked for any commentary as set out in the section above.



	Forum	Activity
1	Executive Management Team (EMT)	The dashboard will be presented. EMT will review the dashboard and pose questions for the services. EMT will request additional commentary and analysis.
1	Leadership Team Meeting	The dashboard will be presented. Leadership team will consider the dashboard, EMT comments and provide further narrative and analysis.
2	Overview and Scrutiny Panels	The dashboard will be submitted for review and scrutiny at panels. Members may require further information from Officers and make recommendations for any subsequent activity.
3	Cabinet	The dashboard will be submitted for review. Cabinet will consider all comments received, assign further action and ultimately approve the dashboard.
4	Publication	The dashboard will be published on <a href="http://newforest.gov.uk">newforest.gov.uk</a> .

## 7. ACCOUNTABILITY AND CULTURE

7.1 The Performance Management Framework is not only about strategies and reporting KPIs, but it also ensures we move forward and grow as one council. Success requires a culture of continuous improvement and a performance-based approach to realising our strategic goals and key values.

7.2 We recognise the success of the framework is dependent upon everyone in our organisation working towards a set of agreed goals. All staff will therefore contribute to its success, and everyone will have a role to play in delivering the Corporate Plan.

- 7.3 The strategic direction will cascade throughout the organisation, ensuring appropriate measures are in place at every level. Ultimately, this will mean staff have goals and objectives that are linked to the strategic drivers of the council.
- 7.4 Our elected members, residents, partners, and staff all contributed to the development of our Corporate Plan and we will continue to be accountable to them throughout its lifespan.
- 7.5 The Corporate Plan introduces our new values. These underpin the council's vision and priorities by shaping our behaviours and the way we work. Our leadership team will direct and steer the development that helps us to grow.

Who	 Councillors, Leader, Portfolio Holders	 Scrutiny Panel Members, Councillors	 Chief Executive, Transformation and Improvement, Strategic Directors	 Assistant Directors, Service Managers	 Team Managers, Staff
How	Full Council, Cabinet, Portfolio Holder briefings	Overview and Scrutiny Panels	Executive Management Team, Change Control Board, Leadership, Programme meetings	Service briefings, Planning days, Service strategies, Service plans, Policy	Team meetings, Team plans, 121s, Personal development plans
Role and Responsibility	Vision and Direction. Approves the overall priorities and budget for the council. Leads the work of the cabinet, its programmes, and priorities. Shares the collective responsibility for decisions taken by the cabinet. Works with Strategic Directors.	Holds the executive and decision makers to account. Makes recommendations for improvement to the cabinet, other committees, the council or to local partners.	Leads the delivery of services. Ensures action is being taken to deal with areas of poor performance and risk. Develops areas of best practice and innovation. Leads the development and improvement roadmap.	Leads services. Accountable for service performance. Responsible for leadership, management and performance of key services. Leads on performance and the performance reporting cycle.	Reinforces the links between the Corporate Plan and individual objectives Motivates by providing feedback Aids understanding of performance management framework to teams and how individuals contribute to council priorities Delivers services.

These are supported by cross-cutting roles such as Finance, Risk, Democratic Services and Communications. All will have a role across the breadth of the organisation.

## **8. MOTION REFERRED BY THE COUNCIL**

8.1 At the Council meeting of 13 May 2024, Cllr Richards moved the following motion:-

*“This Council notes that:-*

- 1. The Leader’s foreword to the Corporate Plan states that ‘As a well-established community leader, the Council has long recognised the strong heritage and a world-class environment we operate within, and work to protect and enhance. Tackling climate and environmental challenges is key to ensure that the special nature of the New Forest can be enjoyed by future generations.’*
- 2. Two of the four values of this Council are Ambition (We will be ambitious for our people and our place, embracing innovation and best practice) and Fairness (We will act fairly, honestly, and openly in all that we do).*
- 3. The first priority of this Council’s Future New Forest transformation programme is “Putting our customers at the heart of what we do”.*
- 4. This Council voted in October 2021 to declare a ‘Climate and Nature Emergency’.*
- 5. This Council’s Corporate Plan 2024 – 2028 does not include measurable targets and a mechanism to report progress against such targets to our residents.*
- 6. High performing organisations relish being measured as it allows them to demonstrate their outstanding performance.*
- 7. That in the draft consultation version of the Corporate Plan, a measurement of “Overall emissions from council activity (Kg of CO2)” was included.*

*This Council resolves that:-*

- 1. In order to be ambitious, transparent and put our customers at the heart of what we do SMART (Specific, Measurable, Achievable, Relevant and Timebound) targets should be published alongside the Corporate Plan for each item under the “It will be measured by” sections as soon as these targets have been agreed.*
- 2. The mechanisms for reporting against the targets, and publishing progress on a minimum of an annual basis, will be set out alongside the targets.*
- 3. The targets for Place Priority 2 “Protecting our climate, coast, and natural world” will be amended to include a measurement of “Overall emissions from council activity (Kg of CO2)” during this financial year and a target to then reduce these emissions agreed for each subsequent year of the corporate plan period, being reported against and published in line with point 2 above.”*

8.2 The motion was seconded by Cllr Parker and referred to the Resources and Transformation Overview and Scrutiny Panel for consideration. As the motion affects an

approved plan of the Council, namely the Corporate Plan, Cabinet will also review the motion through the onward consideration of this report. A draft amended motion is set out below for the Panel and Cabinet's onward consideration, which takes into account the technical view of Council officers and the arrangements that are already in place for target setting and monitoring of measures through the Climate Change and Nature Emergency (CC&NE) Annual Report.

*This Council notes that:-*

1. *The Leader's foreword to the Corporate Plan states that 'As a well-established community leader, the Council has long recognised the strong heritage and a world-class environment we operate within, and work to protect and enhance. Tackling climate and environmental challenges is key to ensure that the special nature of the New Forest can be enjoyed by future generations.'*
2. *Two of the four values of this Council are Ambition (We will be ambitious for our people and our place, embracing innovation and best practice) and Fairness (We will act fairly, honestly, and openly in all that we do).*
3. *The first priority of this Council's Future New Forest transformation programme is "Putting our customers at the heart of what we do".*
4. *This Council voted in October 2021 to declare a 'Climate Change and Nature Emergency'.*
5. *This Council's Corporate Plan 2024 – 2028 does not include measurable targets and a mechanism to report progress against such targets to our residents.*
6. *High performing organisations relish being measured as it allows them to demonstrate their outstanding performance.*
7. *That in the draft consultation version of the Corporate Plan, a measurement of "Overall emissions from council activity (Kg of CO2)" was included.*

*This Council resolves that:-*

1. In delivering our Corporate Plan 2024-2028, this Council stated that the plan would be underpinned by a suitable and proportionate Performance Management Framework that details the reporting regime for progress monitoring. This is now developed alongside a formal published set of KPIs, with targets (**Appendix 2**, 2024-2028 List of KPIs). Clear KPI definitions have been agreed with accountable officers (**Appendix 3**, NFDC handbook of definitions).
2. *The mechanisms for reporting against the targets, and publishing progress on a minimum of an annual basis, is set out in the Performance Management Framework and accompanying list of KPIs.*
3. *With respect to Place Priority 2 "Protecting our climate, coast, and natural world", and the consideration of the measure, "Overall emissions from council activity (Kg of CO2)", this motion is not supported*
  - a) *The overall emissions resulting from council activity will continue to be reported through the Climate Change and Nature Emergency (CC&NE) Annual Report. This report details the implementation and governance of activities resulting from the CC&NE Strategy and Action Plan and outlines the scope of emissions targets, performance measures and monitoring arrangements.*
  - b) *The resourcing implications of any additional targets and measures are not currently known or allocated.*



- c) *Cabinet recognise the value in more fully understanding this area and proposed to establish a Task and Finish group for 12 months, to consider this measure within the context of the Council's Climate Change and Nature Emergency Strategy and Action Plans. This will include consideration of adopted targets measures, scope, resource implications and prioritisation.*
- d) *Should the CC&NE Task and Finish group make recommendations for additional Climate Change and a Nature Emergency targets or measures to be adopted, these should reside within the CC&NE Action Plan as opposed to the Corporate Plan list of KPIs.*

## **9. GOVERNANCE AND APPROVAL PROCESS**

- 9.1 The Performance Management Framework was presented to the Senior Leadership Team on May 7, 2024, with comments invited. It was presented to the Resources and Transformation Overview and Scrutiny Panel on 25 July 2024. All members were invited to share comments through this panel. Panel comments are added to this covering report in section 15. The framework is now presented to Cabinet for approval.

## **10. RESOURCE IMPLICATIONS**

- 10.1 There are no new resource implications being introduced arising from this report in the immediate. The framework will instil approaches to deliver our priorities utilising existing resources. It is possible that there are additional future resourcing implications to support the embedding of the framework.

## **11. FINANCIAL IMPLICATIONS**

- 11.1 A clear focus of the framework is to set in place the enablers for delivering on our Corporate Plan and Future New Forest ambitions. This includes a continued focus on objectives, values and our responsibilities, including financial. Any direct costs arising from the production of the framework are kept to a minimum.
- 11.2 The embedding of our performance led culture will support our Transformation in delivering lean and efficient processes. This will result in financial benefits that will be tracked as part of our Future New Forest benefits realisation programme.

## **12. CRIME AND DISORDER & DATA PROTECTION IMPLICATIONS**

- 12.1 There are no Crime and Disorder or Data Protection implications arising directly from this report.

## **13. ENVIRONMENTAL IMPLICATIONS**

- 13.1 The Performance Management Framework will act as a supporting mechanism for delivering our commitments to tackling environmental challenges and seek to be environmentally sustainable. It will take our commitments and support these as tangible objectives that we can deliver in order to preserve our unique place.

## **14. EQUALITY AND DIVERSITY IMPLICATIONS**

14.1 Fundamentals from The Performance Management Framework, which ask all staff to contribute towards delivery of statutory and corporate priorities, will be applied to all staff across the organisation uniformly.

## **15. OVERVIEW AND SCRUTINY PANEL COMMENTS**

15.1 The Performance Management Framework was presented to the Resources and Transformation Overview and Scrutiny Panel on the 25 July 2024 with all members having been asked to input through this panel.

### **15.2 Performance Management Framework**

15.3 Some panel members raised additional key performance indicators that they would have liked to have seen as part of the corporate plan KPIs. These included:

- Housing waiting list numbers
- Universal Credit claimants
- Complaint numbers

15.4 Officers committed to consider the suggestions at a service level and clarified that some of these indicators are already reported through different mechanisms. Members also suggested measurement of performance on issues such as Parish / Town council engagement, customer satisfaction on new waste collection arrangements, crime, and homelessness, which officers undertook to consider where these were not duplicated elsewhere.

15.5 The panels recommendations for the Performance Management Framework were agreed.

### **15.6 Motion referred by Council**

15.7 The motion was considered and discussed by members. There was broad agreement that the work in developing the key performance indicators has been thorough and the Performance Management Framework would provide the necessary visibility and accountability to the KPIs.

15.8 Officers clarified what would be covered in the Task and Finish group, its purpose and outputs in considering emissions measures that could be tracked through the Climate Change and Nature Emergency action plan. Some members expressed a future aspiration to identify the Council's total emissions, but given this would require significant resources, it was noted that the Task and Finish group would need to take a view on this as part of establishing the scope of its work..

15.9 The panel noted the updated recommendation to the proposed motion and approved this to be referred back to Council through Cabinet.

## **16. PORTFOLIO HOLDER COMMENTS**

- 16.1 I welcome our new Performance Management Framework. This framework sets out how the commitments made in our corporate plan will be delivered. I'm encouraged by the extensive work that has taken place to ensure we have clarity around our agreed key performance indicators and how the Performance Management Framework will put in place the governance arrangements for reporting.
- 16.2 The appropriate vehicle for the setting, measuring and reporting of climate measures, is the Climate Change and Nature Emergency (CC&NE) Annual Report and action plan.
- 16.3 The proposed task and finish group is an opportunity for a cross section of members to engage positively on this agenda, to deepen understanding of the issues, and ensure that careful consideration is given to the scope of reporting, and the associated resource implications for the Council.

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

Saqib Yasin  
Performance and Insight Manager  
Performance  
Tel: 023 8028 5495  
Email: saqib.yasin@nfdc.gov.uk

### **Rebecca Drummond**

Assistant Director  
Transformation  
Tel: 023 8028 5080  
E Mail: rebecca.drummond@nfdc.gov.uk

### **Background Papers:**

Appendices  
1. Performance Management Framework  
2. 2024-2028 List of KPIs  
3. NFDC handbook of definitions



# Performance management framework

Strategic framework

Transformation and performance

June 2024

Version 1

# Editions

Version	Description / amendments	Creation date	Issue Date
1.0	Issued version	30/04/2024	-
1.1	Amended for review cycle	17/05/2024	12/06/2024

Acknowledgment - Performance management guide for local authority officers,  
Local Government Association

## Contents

Editions .....	2
Introduction .....	4
Background .....	4
Performance management .....	5
Corporate Plan 2024-28 .....	6
Vision and values.....	6
Priorities .....	6
Delivering our framework .....	8
Our performance management framework.....	9
Key performance indicators.....	11
The corporate dashboard .....	11
SMART principals.....	11
Service plans.....	13
Reporting.....	14
RAG rating .....	14
Reporting schedules.....	15
Exception reporting.....	17
Accountability .....	18
Transparency .....	18
Roles and responsibilities .....	18
Values .....	20
Culture .....	20
Key performance standards.....	22

# Introduction

## Background

Our Corporate Plan 2024-28 lays out a vision for New Forest District Council. Our aim is to improve outcomes for residents, visitors, businesses, and our partners. We are working towards creating a modern, sustainable, and continuously improving organisation. As an employer, we want to continue to be a great place to work.

Our staff work together as one council, sharing knowledge and expertise across services, and always adopt our key values and in all aspects of their work. Our staff deliver excellent services, and we want them to lead our improvement journey, always performing at their best. Our staff will understand what is expected of them in terms of their performance, goals, and behaviour. They will also know how their role contributes to achieving the council's priority outcomes.

Performance management is a vital tool in understanding the way our organisation works and to identify the areas which are performing well and intervene with corrective actions where areas are not performing as expected. This framework has been developed to ensure everyone is working to deliver our Corporate Plan 2024-28 and other key strategies and shape the way we work by informing service plans as well as team and individual goals.

Overall better performance will be driven through focusing on clear, challenging, and relevant goals and measuring performance against these. This framework encourages regular and on-going feedback, to engender a culture of learning, and continuous improvement. Effective performance management relies on clear objectives, actions which deliver those objectives and measures of success.

At its heart, we will deliver the commitment made in our Corporate Plan by implementing a rigorous performance management process.

## Performance management

Our Performance Management Framework clearly articulates the vision set out in our Corporate Plan. It will ensure this vision becomes our common purpose, binding all the services provided by the council.

We will use data and insight to highlight and build from our successes. This insight will also help us understand areas for improvement. We will identify the actions needed to deliver better outcomes. This approach has been adopted to encourage a culture of continuous improvement across the organisation.

Our Performance Management Framework is a structured approach that ensures appropriate measures are in place which align with our Corporate Plan priorities. These measures are clear, planned, and delivered with focus and dedication. Our activities are geared towards delivering the Corporate Plan while also considering broader service objectives. The framework ensures delivery at every level of our organisation.

Underpinning the delivery of the commitments of the Corporate Plan is the council's Transformation Programme – 'Future New Forest'. This ambitious programme stands alongside the council's existing service areas and has its own plans and measures of success designed to influence the way the council operates, supports strategic objectives, and focuses on the future of the organisation.



# Corporate Plan 2024-28

Our Corporate Plan plays a principal role in the strategic framework for the council. It is the overarching document that sets out our vision, values, priorities, and commitments up to March 2028.

The plan focuses on the challenges we face, and all that we can do as an organisation to address them. It builds on the foundations already laid out, maintaining our commitment to financial sustainability and excellence in service delivery.

## Vision and values

The Corporate Plan introduces a new vision for the council.

To secure a better future by supporting opportunities for the people and communities we serve, protecting our unique and special place, and securing a vibrant and prosperous New Forest.

The plan also introduces our new values, which underpin the council's vision and priorities by shaping our behaviours and the way we work (Fig.6).

## Priorities



The council is dedicated to supporting vulnerable residents, addressing financial hardships, and ensuring access to affordable housing. Community engagement, homelessness prevention, and improving housing quality are central to this priority.

- Helping those in our community with the greatest need
- Empowering our residents to live healthy, connected and fulfilling lives
- Meeting housing needs



Recognising the significance of the district's natural environment, the council aims to balance growth with conservation efforts. Strategies include sustainable development, climate resilience, and enhancing community spaces.

- Shaping our place now and for future generations
- Protecting our climate, coast, and natural world
- Caring for our facilities, neighbourhoods, and open spaces in a modern and responsive way



**Prosperity**

The plan seeks to foster economic growth while ensuring inclusivity and sustainability. Initiatives include promoting the Solent Freeport, supporting local businesses, and championing skills development and employment opportunities.

- Maximising the benefits of inclusive economic growth and investment
- Supporting out high-quality business base and economic centres to thrive and grow
- Championing skills and access to job opportunities

The Corporate Plan paves the way for the future. It makes our ambitions very clear and helps us to understand our focus for the future, the way we need to work and those parts of our work that will enable us to meet with our performance ambitions.

## Delivering our framework

The adoption of the Corporate Plan 2024-28 gave an opportunity to look at our approach to performance management and service planning.

We have developed a Performance Management Framework (Fig.1) that takes the commitments outlined in the Corporate Plan, works with our 'Future New Forest' Transformation Programme, and builds continuous improvement opportunities and learning throughout everything we do.

The framework cuts through to all service areas, from the strategic Corporate Plan commitments, through to service plans, and team or individual plans, reflecting also statutory duties and regulatory frameworks. It is embedded through every level of the organisation.

We have developed key performance indicators (KPIs) that are focused, clear and align with the priorities of the Corporate Plan. The KPIs are owned and will be monitored within the relevant service area, and it is important that this framework is simple and does not add to the reporting burden of our services.

There are other important factors that shape our work such as those duties prescribed in law. We have a budget that we will work within, as stated in our Medium-Term Financial Plan (MTFP). We have a Risk Management Strategy which will ensure all services have considered risk to their delivery priorities. Associated mitigation and controls will be in place alongside our KPIs as a mechanism to ensure our performance stays on track.

The framework will aid us in driving improvements at every level of the organisation and will help shape the work we do.

## Our performance management framework

156

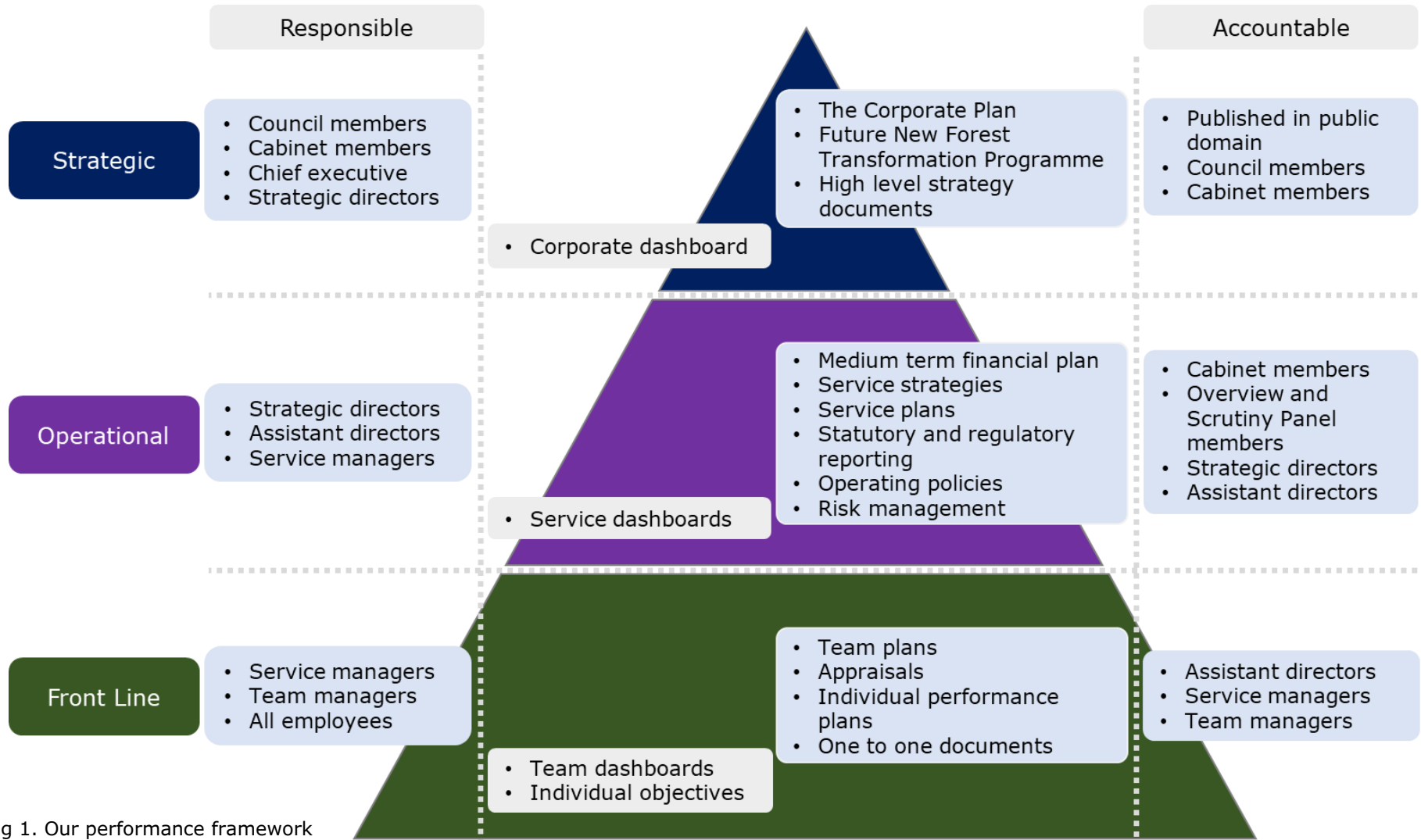


Fig 1. Our performance framework

	Strategic	Operational	Front Line
Description	<p>Large scale strategic drivers including</p> <ul style="list-style-type: none"> <li>• The Corporate Plan</li> <li>• 'Future New Forest' Transformation Programme</li> </ul>	<ul style="list-style-type: none"> <li>• Operating plans and policies.</li> <li>• Service plans, policies and procedures.</li> <li>• Budget plans, risk, statutory duties.</li> </ul>	<ul style="list-style-type: none"> <li>• Service delivery</li> </ul>
Monitors	<p>Corporate Dashboard, progress against KPIs, as agreed in the Corporate Plan.</p>	<p>Service dashboards, progress against KPIs, to include any relevant measures agreed in the Corporate Plan.</p> <p>Improvement plans, including any as directed by the 'Future New Forest' - Transformation Programme.</p>	<p>Our staff will benefit from regular 121s and appraisals, with suitable measures that will be shaped by the Strategic and Operational level planning.</p>
Impact	<p>Ensures delivery on our commitments and promotes effective scrutiny of progress towards delivery of key measures.</p> <p>Provides an opportunity to mitigate and intervene when things are not progressing as planned.</p>	<p>The documents described link the strategic and front-line tiers and will drive the change, governing how we do things and will describe the activity needed to achieve goals at an operational level.</p>	<p>Teams and individuals will work in prescribed ways, with appropriate discretion and changed behaviours, focus on excellent performance and delivering change.</p>

Fig 2. Monitors and impacts

# Key performance indicators

## The corporate dashboard

A corporate dashboard for the priorities outlined in the Corporate Plan will be produced on a quarterly basis. Within this dashboard, service performance against the Corporate Plan KPIs will be reported.

The dashboard focuses on these KPIs while drawing narrative from the services to provide context.

These KPIs will demonstrate the organisations successes and highlight areas for improvement, these measures are defined, unambiguous and clear in definition with agreed tolerance thresholds.

## SMART principals

As part of the development of the Corporate Plan, we reached out to services to set KPI measures using SMART principles, that align closely to the commitments from the plan as well as being within the control of the council.

These measures should be:

- Specific – Clear in definition, unambiguous, standardised as far as possible and signed off by the service
- Measurable – We should be able to measure, develop or acquire the data needed to report the KPIs
- Achievable – the KPIs should provide sufficient motivation that it is within reach of the service
- Relevant - KPIs align and fit with the priorities set out in the Corporate Plan
- Time-bound - measures should have a clear time frame for delivery and set this expectation with the service

We also need our measures to be:

- Timely – data needs to be available. Ideally monthly, quarterly, and no longer than a quarter in arrears. Inevitably, we will have some annual measures.
- Balanced – have a combination of challenge, stretch but also highlight positive areas of focus. We should have a balanced spread across the priorities
- Comparable – definition should align with any national guidance such as Local Government Association (LGA) or the Office for Local Government (OFLOG) so that performance can be benchmarked and therefore appropriate targets can be set

## Service plans

Service plans are developed by strategic directors and their service management teams. Service plans contain the work that is performed by each team and will be reviewed annually. This must include priorities that align with Corporate Plan objectives and any corresponding KPIs. It will also include any statutory requirements as part of the councils' obligations already set out in law.

These plans will capture key descriptions of each service, the work undertaken, development pathways, financial constraints, available resource, and a set of performance measures at the operational level.

All relevant performance measures, statutory, operational, and strategic for each service area will be structured to form a service dashboard. These dashboards will report agreed measures and will ensure that the services are performing well, provide an opportunity to deploy corrective action and remain on target to deliver the commitments made in the service plan.

Any relevant strategic measures as outlined by the Corporate Plan and Corporate Dashboard must be reflected in the service planning process and added to the services plan, asking the service to own and take responsibility for the performance of these measures.

This ensures accountability cascades through the organisation and the measures are owned by an accountable officer within the most appropriate service.



## Reporting

As the strategic KPIs also appear in service plans and dashboards, services are able to regularly monitor performance before they feature in the corporate dashboard on a quarterly basis. This approach aims to avoid any surprises when measures are reported quarterly.

In order for service managers to meet their obligations, they will ask for this accountability from their service managers and teams.

Service managers will further break down the KPIs so they can be disseminated amongst their teams as areas of focus and built into the individual objectives for all staff.

### RAG rating

All measures will be RAG rated (Red, Amber, Green) according to the performance against target.



Green – On target or above target



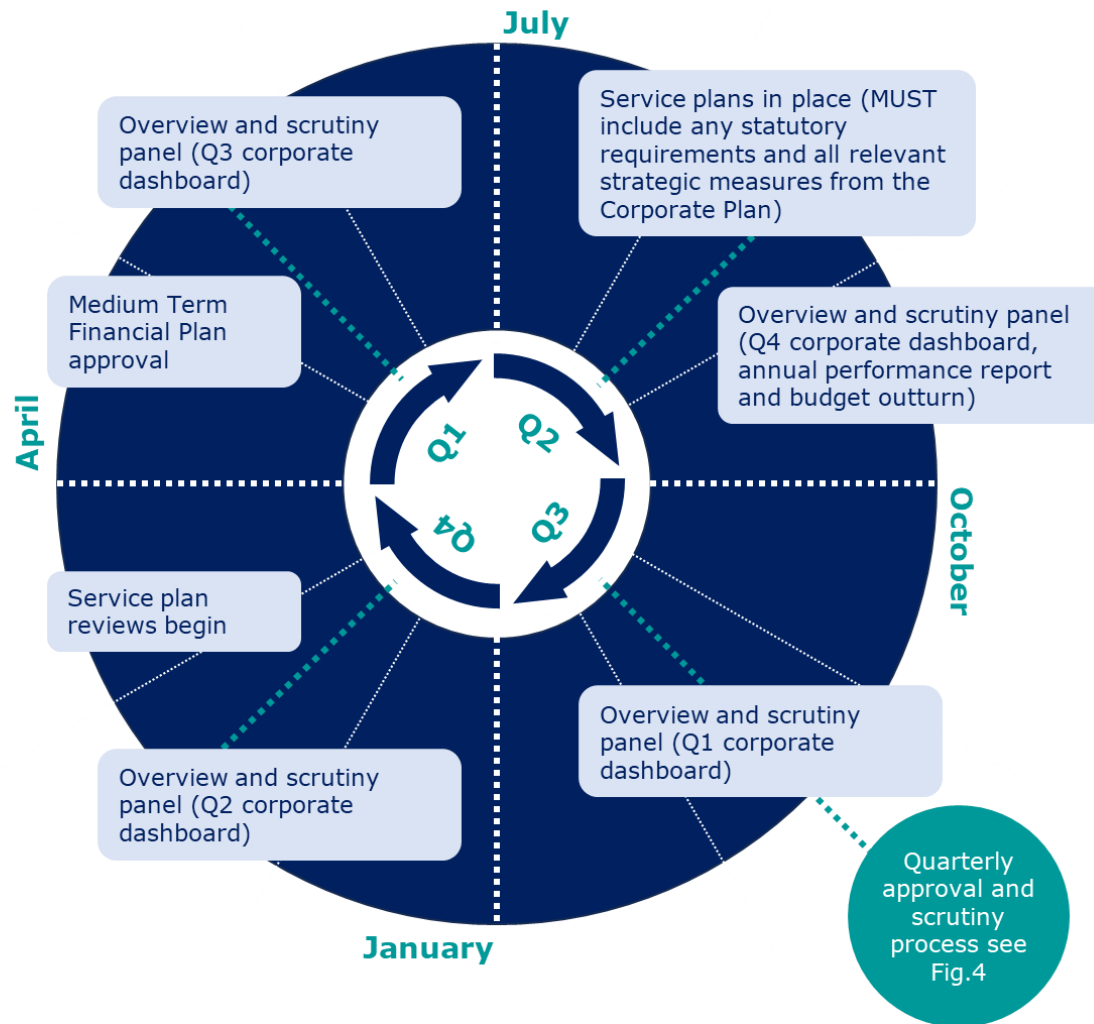
Amber – Below and up to 10% deviation from the lower threshold of the target



Red – Over 10% deviation from the lower threshold of the target

In some cases, the standard thresholds will not be appropriate. In such instances, services will provide the most appropriate threshold to apply.

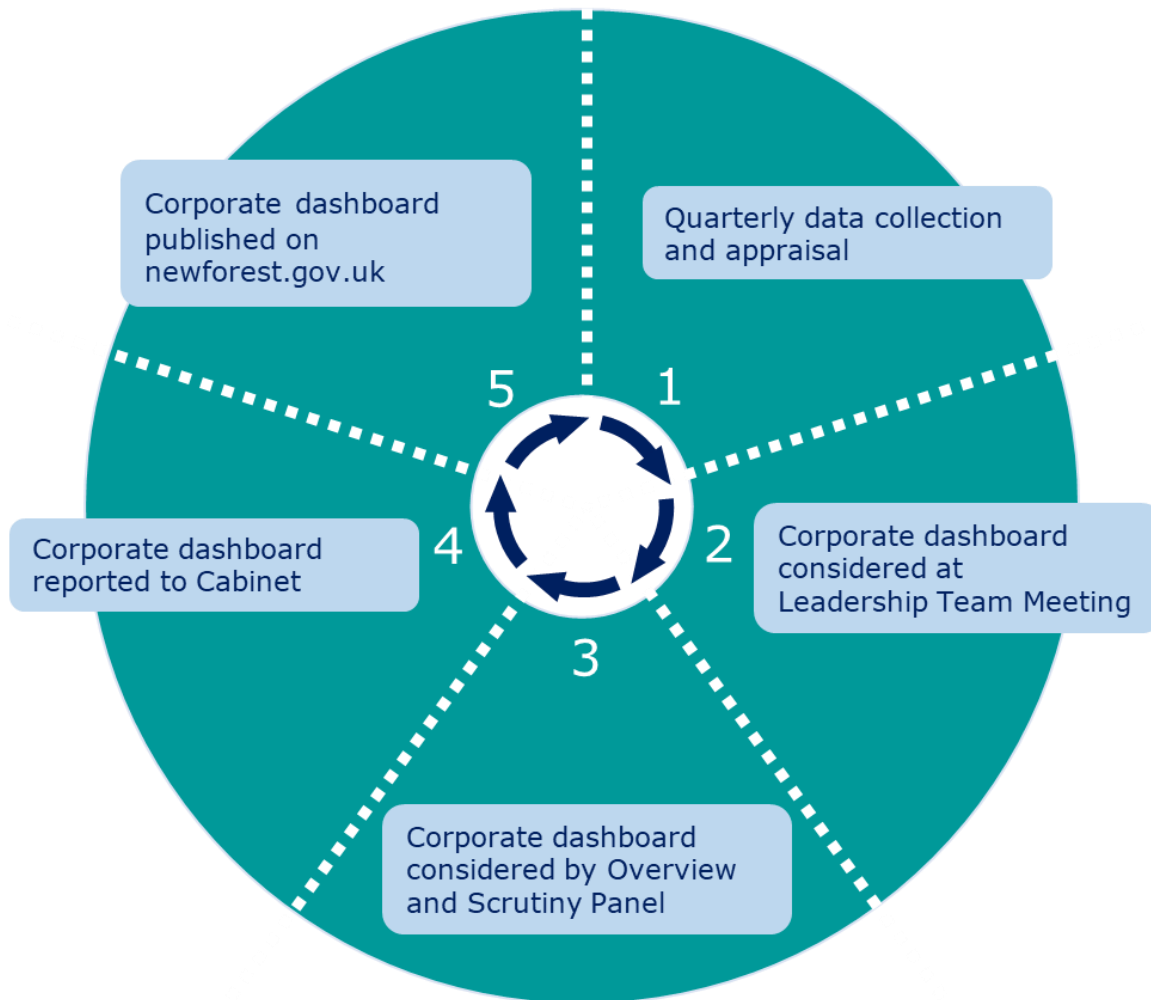
## Reporting schedules



The corporate reporting cycle (Fig.3) covers a period of 12 months and encourages regular review of service plans to ensure they are effective and cover current operational level requirements reacting to current pressures.

The annual corporate reporting cycle guides this and outlines the governance in place prior to the publication of the Corporate Dashboard.

Fig 3. Annual corporate reporting cycle



A quarterly corporate reporting calendar (Fig. 4) will assist us in planning the publication schedule. There are a number of meetings where the dashboards will be presented and reviewed. Each plays an important role in ensuring there is appropriate scrutiny and accountability for performance.

Each quarterly dashboard will provide updated results, if available and present these alongside any targets and agreed tolerable thresholds.

All overview and scrutiny panels will be presented with the complete dashboard with each panel being responsible for an assigned subset of KPIs.

Fig 4. Quarterly reporting calendar

## Exception reporting

All available data will be reported as per our quarterly schedule, and we follow the governance pattern described above.

We will apply the principals of exception reporting where there are areas of performance that are not within the agreed thresholds and are profiled to not meet targets. Accountable officers will be asked to provide additional information and this information will be added to the dashboard to enable panels and cabinet to consider any impact of poor performance.

This additional narrative will be vital and should cover the following:

- Any factors which could have contributed to the poor performance
- Remedial actions that will be undertaken to address poor performance
- When we expect these remedial actions to take effect.

When performance is within an agreed tolerance, accountable officers will also be asked to provide additional narrative context to aid understanding and to track activity which has had a positive impact on performance. Services will be encouraged to share areas of best practice.

# Accountability

## Transparency

Our elected members, residents, partners, and staff all contributed to the development of our Corporate Plan. Consultation focused on and shaped the priorities for the organisation between 2024 and 2028 and also prepared for challenges beyond.

Our services have considered the published Corporate Plan and have assisted in ensuring that the appropriate measures are in place that will enable us to meet our corporate priorities. We are therefore accountable to everyone who helped shape and continue to contribute to the success of our district.

The reporting cycle as detailed above enables scrutiny at all stages, this enables the dashboard to be updated with further clarity and context. Once approved by Cabinet the corporate dashboard will be published on the New Forest District Council website so that it is accessible in the public domain.

## Roles and responsibilities

We recognise the success of the performance management framework is dependent upon everyone in our organisation working towards a set of agreed goals. All staff will therefore contribute to its success, and each have a role to play in delivering the Corporate Plan and applying our performance management framework (roles and responsibilities in detail at Fig.5).

Poor performance management can create a defensive position, prompting staff to focus on hitting the targets only and not think about the broader service. We will embed a culture of honesty and transparency that looks to learn from and turn around any poor performance. It is important that we deliver the right services and achieve the right outcomes for our residents.

Effective performance management is rooted in continuous improvement, which will help drive change and help us to deliver our 'Future New Forest' Transformation Programme.



These are supported by cross-cutting roles such as Finance, Risk, Democratic Services and Communications. All will have a role across the breadth of the organisation.

Fig 5. Roles and responsibilities

## Values

The behaviours we exhibit when performing our duties will demonstrate our core values.

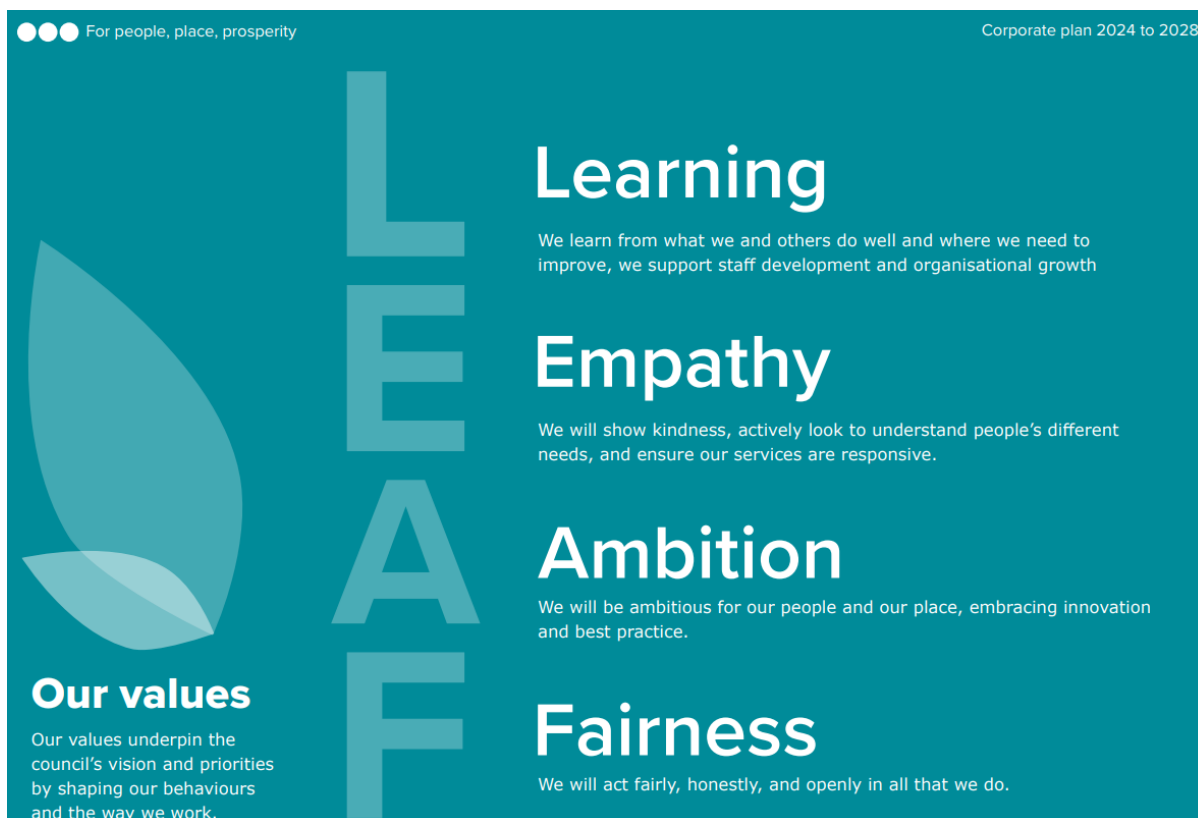


Fig 6. Our Values page taken from The Corporate Plan 2024 to 2028

## Culture

Our leadership team will direct and steer the development that helps us to grow. They will seek approval for any investment needed to build any necessary infrastructure, following our governance arrangements. They will lead by example and exhibit our values and expected behaviours at all times. They will also direct staff to adopt these values and expected behaviours while undertaking their duties.

Similarly, staff will be required to demonstrate commitment to these values and behaviours, recognise their contribution to and support the delivery of the priorities in the Corporate Plan.

Our culture is one where we embrace new ways of working, welcoming our 'Future New Forest' Transformation Programme. We will be bold in changing our behaviours and the way we work.

We have demonstrated that we will listen to our residents and staff to encourage a culture of continuous improvement, willing to try new things, raise suggestions for improvement and actively reflect on things that are not as effective as they could be.

As an organisation, we will learn from and identify corrective actions to address areas of poor performance. We will be transparent, reporting these in our dashboards so all stakeholders have an accurate and honest appraisal of current position. We will remain positive about failure prevention, avoid blame culture and will learn from previous performance.

Equally when things go well, we will share successes and best practices and communicate these to our teams and the public. This will embed the effectiveness of the performance management framework.

It is essential to demonstrate our values and expected behaviours at all times so we can always deliver the best services to our residents. These behaviours should be reflected in every interaction with customers and colleagues. Our culture will lead us to focus on achieving positive outcomes and continually improve the services provided.

We will understand how we work with our elected Members, including the Overview and Scrutiny panels in a collaborative work environment. As ambassadors for the council, it is vital to represent the organisation in the best possible light.

Being financially aware will help in making informed decisions and optimising resources effectively. Our staff will actively engage in the performance management process to identify areas of improvement, receive feedback for excellent performance and share best practice.



## Key performance standards

The following standards are applied to embed our performance management culture.

- Leadership - The leadership team play a pivotal role in the success of our performance management framework and embedding the framework into the way we work. Our leadership will encourage and enable learning and development by providing sufficient time, resource, and experience.
- Staff - A real commitment from all staff is needed to embed the framework into our behaviours and way we work. Staff must adopt a culture of continuous improvement throughout all levels of the organisation.
- Transparency - Staff are encouraged to flag risks and concerns to help prevent failure.
- Improvements - Reflection upon areas of failure or poor performance to identify change to help avoid future pitfalls is also to be encouraged.
- Communication - Performance management is to be approached in a positive manner, promoting good practice, communicating success, avoiding blame culture at all times, and learning from what we do well and where we need to improve.
- Support - Staff should be able to access support and advice whenever they need it to encourage learning and growth.
- Reinforcement - Demonstration of the benefits of performance management and celebrating successes, sharing best practices will be pivotal to the success of the performance management framework.

Theme	Priority	Overview and Scrutiny Panel	NFDC ID	Short Name	Good Performance Up/ Down	Return Format	Freq.	Bench-marking*	Baseline	Total 2024 Target
People	Helping those in our community with the greatest need	Housing and Communities	1	Percentage of homelessness duty cases successfully prevented.	Up	%	Q	-	50%	>50%
		Housing and Communities	2	Number of households in external emergency accommodation.	Down	Num	Q	-	50	<50
		Housing and Communities	3	Number of families with children under 16 in external emergency shared accommodation over 6 weeks	Down	Num	Q	-	7	<7
		Housing and Communities	4	Number of Appletree careline services provided to customers.	Up	Num	Q	-	3,443	Maintain
	Empowering our residents to live healthy, connected and fulfilling lives	Housing and Communities	5	Resident perception that their quality of life is affected by the fear of crime	Down	%	2 years	-	24.5%	20%
		Housing and Communities	6	Resident perception that they feel safe when outside in their local area	Up	%	2 years	-	85%	85%
		Housing and Communities	7	Investment in and rollout of public space CCTV system	Up	£	Q	-	0	TBC
		Housing and Communities	8	Number of education and awareness sessions in relation to serious crime.	Up	Num	Q	-	0	Monitor
		Housing and Communities	9	Number of positive interventions in response to Public Spaces Protection Orders (1 and 2).	Both	Num	Q	-	953	Monitor
		Housing and Communities	10	Number of cultural events and activities supported by New Forest District Council.	Up	Num	Q	-	0	24
	Meeting housing needs	Housing and Communities	11	Number of affordable social housing homes delivered by NFDC and its partners.	On forecast	Num	Annual	-	133	53
		Housing and Communities	12	Number of affordable council homes delivered against the 2026 Target set?.	On forecast	Num	Annual	-	339	34
		Housing and Communities	13	Percentage score for overall tenant satisfaction with the Council as a landlord, as determined in the Tenant Satisfaction Measures (TSMs)	Up	%	Annual	TBC	69.5%	75%
		Housing and Communities	14	Number of council homes achieving Energy Performance Certification band C.	Up	Num	Annual	-	2,546	100
		Housing and Communities	15	Percentage scores for the 5 safety and compliance management Tenant Satisfaction Measures (TSMs)	Up	%	Q	-	96.08%	96.80%
Place	Shaping our place now and for future generations	Place and Sustainability	16	Percentage of major planning applications determined in time	Up	%	Q	86.7%	86%	60%
		Place and Sustainability	17	Percentage of minor planning applications determined in time	Up	%	Q	81.9%	94%	70%
		Place and Sustainability	18	Percentage of other planning applications determined in time	Up	%	Q	86.1%	97%	80%
		Place and Sustainability	19	Percentage of successful planning appeals	Up	%	Q	-	25%	10%
		Place and Sustainability	20	The total outstanding net dwelling supply as set out in our development plan.	Down	Num	Annual	-	8,443	7,720 + delivery shortfall TBC
	Protecting our climate, coast, and natural world	Place and Sustainability	21	Kilogrammes of non-recycled waste produced per household	Down	Kg	Q	95.95kg	106.75kg	439kg
		Place and Sustainability	22	Households using our chargeable garden waste service as a percentage of total properties in NFDC.	Up	%	Q	-	26%	27%
		Place and Sustainability	23	Emissions from the council's vehicle fleet.	Down	Tonnes of CO2e	Annual	-	1,696	N/A
		Place and Sustainability	24	Percentage of household waste sent for recycling.	Up	%	Q	41.36%	32.37%	37%
	Caring for our facilities, neighbourhoods and open spaces in a modern and responsive way	Place and Sustainability	25	Number of fly-tipping incidents per 1,000 people	Down	Num	Q	-	13.94	Monitor
		Place and Sustainability	26	Percentage customer satisfaction with the appearance of their local area.	Up	%	2 years	-	93%	85%
Place and Sustainability		27	Equivalent number of 0.5 litre bottles filled at water-filling stations – waste averted	Up	Num	Q	-	22,880	23,000	
Prosperity	Maximising the benefits of inclusive economic growth and investment	Place and Sustainability	28	Squared metres of industrial/employment land developed.	Up	Sqm	Annual	-	21,209sqm	Monitor
		Place and Sustainability	29	Level (£) of retained business rates (at source)	Up	£	Annual	-	£0	£0
	Supporting our high-quality business base and economic centres to thrive and grow	Place and Sustainability	30	Perceptions of our high streets and town centres.	Up	%	2 years	-	-	82.50%
		Place and Sustainability	31	Vacancies of retail premises within town/local centres	Down	%	Annual	-	10%	Monitor
	Championing skills and access to job opportunities	Place and Sustainability	32	Employment rate percentage of working age adults (aged 16-64).	% increase is good	%	Annual	-	80%	Monitor
		Place and Sustainability	33	Proportion (in percentage terms) of employee jobs with hourly pay below the living wage.	% decrease is good	%	Annual	-	14.2%	Monitor
Future New Forest	Putting our customers at the heart	Resources and Transformation	34	Resident satisfaction with Council services	Up	%	2 years	-	62%	78%
		Resources and Transformation	35	Staff satisfaction score with NFDC ICT services.	Maintain	Num	Annual	-	-	3.5
		Resources and Transformation	36	Resident satisfaction score with the quality of NFDC digital services	Maintain	Num	Annual	-	-	3.5
	Being an employer of choice	Resources and Transformation	37	Percentage of vacancies filled first time.	Up	%	Q	-	73.5%	80%
		Resources and Transformation	38	Percentage staff turnover.	Down	%	Annually	14.33%	13.48%	11%
		Resources and Transformation	39	Average number of days sickness absence per employee.	Down	Num	Q	8.91	9.88	8
		Resources and Transformation	40	Number of council apprenticeships	Up	Num	Annually	-	12	Monitor
	Being financially responsible	Resources and Transformation	41	Percentage variance to Council budget +/- (General fund budget variations).	On forecast	%	Q	-	-8.1%	+/- 3%
		Resources and Transformation	42	Percentage variance to Housing Revenue budget +/- (HRA budget variations).	On forecast	%	Q	-	3.89%	+/- 3%
		Resources and Transformation	43	Percentage of Council Tax collected in year	Up	%	Q	-	98.65%	98.5% by Q4
		Resources and Transformation	44	Percentage of Non-domestic Rates collected in year	Up	%	Q	-	98.96%	98.5% by Q4
	Designing modern and innovative services	Resources and Transformation	45	Benefit realisation from ICT investment	Maintain	%	Every 6 Months	-	-	70%
		Resources and Transformation	46	Percentage of ICT incidents resolved within SLA.	Up	%	Q	-	98.8%	95%
		Resources and Transformation	47	70% of ICT projects to be delivered on time and on budget in the annual work programme	Maintain	%	Q	-	-	70%
Resources and Transformation		48	Percentage unscheduled downtime for critical systems	Down	%	Q	-	-	<5%	



# KPI DEFINITIONS

# HANDBOOK

KPI Index

Corporate Plan 2024-28

Performance

July 2024

## Contents

1	INTRODUCTION.....	4
1.1	Purpose of this document.....	4
<b>KPIs:</b>		
001	- Percentage of homelessness duty cases successfully prevented.....	5
002	- Number of households in external emergency accommodation .....	7
003	- Number of families with children under 16 in external emergency shared accommodation over 6 weeks.....	9
004	- Number of Appletree careline services provided to customers.....	11
005	- Resident perception that their quality of life is affected by the fear of crime.....	13
006	- Resident perception that they feel safe when outside in their local area .....	15
007	- Investment in and rollout of public space CCTV system.....	17
008	- Number of education and awareness sessions in relation to serious crime.....	19
009	- Number of positive interventions in response to Public Spaces Protection Orders (1 and 2). .....	21
010	- Number of cultural events and activities supported by New Forest District Council. ....	23
011	- Number of affordable social housing homes delivered by NFDC and its partners. ....	25
012	- Number of affordable council homes delivered against the 2026 target. ....	27
013	- Percentage score for overall tenant satisfaction with the Council as a landlord, as determined in the Tenant Satisfaction Measures (TSMs).....	29
014	- Number of council homes achieving Energy Performance Certification band C. ....	31
015	- Percentage scores for the 5 safety and compliance management Tenant Satisfaction Measures (TSMs) .....	33
016	- Percentage of major planning applications determined in time.....	35
017	- Percentage of minor planning applications determined in time.....	37
018	- Percentage of other planning applications determined in time .....	39
019	- Percentage of successful planning appeals .....	41
020	- The total outstanding net dwelling supply as set out in our development plan.....	43
021	- Kilogrammes of non-recycled waste produced per household.....	45
022	- Households using our chargeable garden waste service as a percentage of total properties in NFDC. ....	47
023	- Emissions from the council’s vehicle fleet.....	49
024	- Percentage of household waste sent for recycling. ....	51
025	- Number of fly-tipping incidents per 1,000 people .....	53
026	- Percentage customer satisfaction with the appearance of their local area.....	55
027	- Equivalent number of 0.5 litre bottles filled at water-filling stations – waste averted .....	57
028	- Squared metres of industrial/employment land developed. ....	59

<b>029 - Level (£) of retained business rates (at source) .....</b>	<b>61</b>
<b>030 - Perceptions of our high streets and town centres. ....</b>	<b>63</b>
<b>031 - Vacancies of retail premises within town/local centres.....</b>	<b>65</b>
<b>032 - Employment rate percentage of working age adults (aged 16-64). ....</b>	<b>67</b>
<b>033 - Proportion of employee jobs with hourly pay below the living wage.....</b>	<b>69</b>
<b>034 - Resident satisfaction with Council services.....</b>	<b>71</b>
<b>035 - Staff satisfaction score with NFDC ICT services. ....</b>	<b>73</b>
<b>036 - Resident satisfaction score with the quality of NFDC digital services .....</b>	<b>75</b>
<b>037 - Percentage of vacancies filled first time. ....</b>	<b>77</b>
<b>038 - Percentage staff turnover. ....</b>	<b>79</b>
<b>039 - Average number of days sickness absence per employee.....</b>	<b>81</b>
<b>040 - Number of council apprenticeships .....</b>	<b>83</b>
<b>041 - Percentage variance to Council budget +/- (General fund budget variations).....</b>	<b>85</b>
<b>042 - Percentage variance to Housing Revenue budget +/- (HRA budget variations).....</b>	<b>87</b>
<b>043 - Percentage of Council Tax collected in year .....</b>	<b>89</b>
<b>044 - Percentage of Non-domestic Rates collected in year.....</b>	<b>91</b>
<b>045 - Benefit realisation from ICT investment .....</b>	<b>93</b>
<b>046 - Percentage of ICT incidents resolved within SLA. ....</b>	<b>95</b>
<b>047 - ICT projects to be delivered on time and on budget in the annual work programme.....</b>	<b>97</b>
<b>048 - Percentage unscheduled downtime for critical systems .....</b>	<b>99</b>

# 1 INTRODUCTION

Referencing reportable KPIs identified in 2024-28 Corporate Plan to track progress against the set of theme priorities.

Further to a series of the Corporate Planning and Transformation workshops attended by the officers, the initial list of measures was suggested and later refined by the leadership team.

A number of indicators has been added from correspondence with Oflog (Office for Local Government) and the Resident Survey.

## **Each indicator page contains:**

Theme Name – Priority  
NFDC ID # – Short name  
Long name  
Rationale and context  
Definition  
Formula  
Worked example  
Good performance  
Collection interval  
Data Source  
Return Format  
Decimal Places  
Reporting Frequency  
Data Availability  
Target Rationale  
Target profile (2024 – 2028)  
Reporting organisation  
Spatial level  
Further Guidance  
Accountable service Manager  
Data Owner

## 1.1 Purpose of this document

This document is to provide a formal representation of our commitment to measuring progress towards achieving desired outcomes.

It is intended to inform the public and the Members at the overview and scrutiny panels about the measures being presented.

PEOPLE THEME – Priority: Helping those in our community with the greatest need					
<b>NFDC ID - Short name</b>	001 - Percentage of homelessness duty cases successfully prevented.				
<b>Long name</b>	Percentage of homelessness duty cases successfully prevented. Homelessness duty cases picked up and worked to a successful outcome as a percentage of all received.				
<b>Rationale and context</b>	Strategic Priority to prevent homelessness through the use of multi-agency support, funds and advice.				
<b>Definition</b>	% Of Homelessness Duty Cases prevented				
<b>Formula</b>	Percentage of all people that the Council has a duty to take reasonable steps to help the applicant to secure the accommodation so that it does not cease to be available.				
<b>Worked example</b>	Number of cases prevented divided by all cases times by 100	<b>Good performance</b>	Good performance will be typified by an increase in the rate. 50% or more		
<b>Collection interval</b>	Monthly	<b>Data source</b>	Locata		
<b>Return format</b>	Percentage (%)	<b>Decimal places</b>	One		
<b>Reporting frequency</b>	Quarterly	<b>Data availability</b>	Monthly		
<b>Target rationale</b>	Preventing Homelessness and keeping people in their settled accommodation is the best outcome for the household. This usually result in costs savings.				
<b>Target profile</b>	<b>Q1 2024</b>	<b>Q2 2024</b>	<b>Q3 2024</b>	<b>Q4 2024</b>	<b>2024/25 Total</b>
	>50%	>50%	>50%	>50%	>50%
	<b>Q1 2025</b>	<b>Q2 2025</b>	<b>Q3 2025</b>	<b>Q4 2025</b>	<b>2025/26 Total</b>
	>50%	>50%	>50%	>50%	>50%
	<b>Q1 2026</b>	<b>Q2 2026</b>	<b>Q3 2026</b>	<b>Q4 2026</b>	<b>2026/27 Total</b>
	>50%	>50%	>50%	>50%	>50%
	<b>Q1 2027</b>	<b>Q2 2027</b>	<b>Q3 2027</b>	<b>Q4 2027</b>	<b>2027/28 Total</b>
>50%	>50%	>50%	>50%	>50%	
<b>Reporting organisation</b>	Housing Options, NFDC				

<b>Spatial level</b>	District council	
<b>Further guidance</b>	N/A	
<b>Accountable Service Manager</b>	Chris Pope	Agreed date: 08/04/2024
<b>Data owner</b>	Chris Pope	Agreed date: 08/04/2024



PEOPLE THEME – Priority: Helping those in our community with the greatest need					
<b>NFDC ID - Short name</b>	002 - Number of households in external emergency accommodation				
<b>Long name</b>	Total number of households in external emergency accommodation.				
<b>Rationale and context</b>	Strategic Priority to develop in-house emergency accommodation and reduce the use and need for external emergency accommodation.				
<b>Definition</b>	Total number of households in external emergency accommodation in current reporting period.				
<b>Formula</b>	Number of people residing in external emergency accommodation.				
<b>Worked example</b>	Number of households	<b>Good performance</b>		50 or less	
<b>Collection interval</b>	Monthly	<b>Data source</b>		Locata	
<b>Return format</b>	Number (Num)	<b>Decimal places</b>		N/A	
<b>Reporting frequency</b>	Quarterly	<b>Data availability</b>		Monthly	
<b>Target rationale</b>	Emergency Accommodation is not only expensive, but it is not the most suitable accommodation for people. Whilst EA is needed it should be used in times of emergency and for the shortest amount of time.				
<b>Target profile</b>	<b>Q1 2024</b>	<b>Q2 2024</b>	<b>Q3 2024</b>	<b>Q4 2024</b>	<b>2024/25 Total</b>
	<50	<50	<50	<50	<50
	<b>Q1 2025</b>	<b>Q2 2025</b>	<b>Q3 2025</b>	<b>Q4 2025</b>	<b>2025/26 Total</b>
	<50	<50	<50	<50	<50
	<b>Q1 2026</b>	<b>Q2 2026</b>	<b>Q3 2026</b>	<b>Q4 2026</b>	<b>2026/27 Total</b>
	<50	<50	<50	<50	<50
	<b>Q1 2027</b>	<b>Q2 2027</b>	<b>Q3 2027</b>	<b>Q4 2027</b>	<b>2027/28 Total</b>
<50	<50	<50	<50	<50	
<b>Reporting organisation</b>	Housing Options, NFDC				
<b>Spatial level</b>	District council				

<b>Further guidance</b>	N/A	
<b>Accountable Service Manager</b>	Chris Pope	Agreed date: 08/04/2024
<b>Data owner</b>	Chris Pope	Agreed date: 08/04/2024

PEOPLE THEME – Priority: Helping those in our community with the greatest need					
<b>NFDC ID - Short name</b>	003 - Number of families with children under 16 in external emergency shared accommodation over 6 weeks				
<b>Long name</b>	Total number of families with children under 16 in external emergency shared accommodation over 6 weeks				
<b>Rationale and context</b>	Strategic Priority to end the use of Bed and Breakfast accommodation				
<b>Definition</b>	Total number of families with children under 16 in external emergency shared accommodation over 6 weeks during current reporting period				
<b>Formula</b>	Number of families with children aged under 16 residing in emergency accommodation				
<b>Worked example</b>	Number of people	<b>Good performance</b>		7 or less	
<b>Collection interval</b>	Monthly	<b>Data source</b>		Locata	
<b>Return format</b>	Number (Num)	<b>Decimal places</b>		N/A	
<b>Reporting frequency</b>	Quarterly	<b>Data availability</b>		Monthly	
<b>Target rationale</b>	Government target to not use shared accommodation for families with children aged 16 or less for more than 6 weeks.				
<b>Target profile</b>	<b>Q1 2024</b>	<b>Q2 2024</b>	<b>Q3 2024</b>	<b>Q4 2024</b>	<b>2024/25 Total</b>
	<7	<7	<7	<7	<7
	<b>Q1 2025</b>	<b>Q2 2025</b>	<b>Q3 2025</b>	<b>Q4 2025</b>	<b>2025/26 Total</b>
	<7	<7	<7	<7	<7
	<b>Q1 2026</b>	<b>Q2 2026</b>	<b>Q3 2026</b>	<b>Q4 2026</b>	<b>2026/27 Total</b>
	<7	<7	<7	<7	<7
	<b>Q1 2027</b>	<b>Q2 2027</b>	<b>Q3 2027</b>	<b>Q4 2027</b>	<b>2027/28 Total</b>
<7	<7	<7	<7	<7	
<b>Reporting organisation</b>	Housing Options, NFDC				
<b>Spatial level</b>	District council				

<b>Further guidance</b>	N/A	
<b>Accountable Service Manager</b>	Chris Pope	Agreed date: 08/04/2024
<b>Data owner</b>	Chris Pope	Agreed date: 08/04/2024

PEOPLE THEME – Priority: Helping those in our community with the greatest need					
<b>NFDC ID - Short name</b>	004 - Number of Appletree careline services provided to customers				
<b>Long name</b>	Total number of Appletree careline services provided to customers				
<b>Rationale and context</b>	As there are increasing numbers of people being supported to live independently, we want to ensure any associated risks are mitigated. NFDC provides a Careline service which customers can subscribe to. Currently these are mainly analogue but there is a switch to digital underway. Customers will have a 'hub' or device installed in their homes. A number of peripherals are then connected to this device such as fall detectors and CO <sub>2</sub> alarms. A number of residents at the same property can be provided with peripherals (also known as services) to a single device. This measure counts the number of such services to our customers.				
<b>Definition</b>	Total number of Appletree careline services provided to customers in current reporting period including, alarm monitoring, pendant, CO <sub>2</sub> , fire alarm and fall detectors.				
<b>Formula</b>	Number of units peripherals				
<b>Worked example</b>	Number of units of peripherals (number of existing services + new Services)	<b>Good performance</b>		Good performance is a high number of subscribed services.	
<b>Collection interval</b>	Quarterly	<b>Data source</b>		Appletree Careline	
<b>Return format</b>	Number (Num)	<b>Decimal places</b>		N/A	
<b>Reporting frequency</b>	Quarterly	<b>Data availability</b>		Quarterly	
<b>Target rationale</b>	To build from existing customer base. We are cautious about increasing targets as there is a programme of work to digitise services which will involve connection of devices via 4 or 5g as opposed to a physical connection. Network bandwidth challenges may mean the service is not operable in some parts of our district.				
<b>Target profile</b>	<b>Q1 2024</b>	<b>Q2 2024</b>	<b>Q3 2024</b>	<b>Q4 2024</b>	<b>2024/25 Total</b>
	Maintain	Maintain	Maintain	Maintain	Maintain
	<b>Q1 2025</b>	<b>Q2 2025</b>	<b>Q3 2025</b>	<b>Q4 2025</b>	<b>2025/26 Total</b>
	Maintain	Maintain	Maintain	Maintain	Maintain
	<b>Q1 2026</b>	<b>Q2 2026</b>	<b>Q3 2026</b>	<b>Q4 2026</b>	<b>2026/27 Total</b>
	Maintain	Maintain	Maintain	Maintain	Maintain
	<b>Q1 2027</b>	<b>Q2 2027</b>	<b>Q3 2027</b>	<b>Q4 2027</b>	<b>2027/28 Total</b>

	Maintain	Maintain	Maintain	Maintain	Maintain
<b>Reporting organisation</b>	Appletree Careline, NFDC				
<b>Spatial level</b>	District council				
<b>Further guidance</b>	<a href="#">Moving to Digital Voice   BT Help</a>				
<b>Accountable Service Manager</b>	Brian Byrne		Agreed date: 30/05/2024		
<b>Data owner</b>	Carrie Hesp		Agreed date: 08/04/2024		

PEOPLE THEME – Priority: Empowering our residents to live healthy, connected and fulfilling lives					
<b>NFDC ID - Short name</b>	005 - Resident perception that their quality of life is affected by the fear of crime				
<b>Long name</b>	Resident perception that their quality of life is affected a great deal/fair amount by fear of crime				
<b>Rationale and context</b>	The total NFDC score of resident survey respondents stating that their quality of life is affected by the fear of crime a great deal or a fair amount.				
<b>Definition</b>	Taking the perception score from our service, those answering the top two satisfaction scores as a proportion of all scores.				
<b>Formula</b>	Total number of respondents answering top two scores / total number of respondents				
<b>Worked example</b>	(375 / 500) * 100 = 75.0%	<b>Good performance</b>	Good performance will be typified by a decreased rate		
<b>Collection interval</b>	2 years	<b>Data source</b>	Residents survey		
<b>Return format</b>	Percentage (%)	<b>Decimal places</b>	One		
<b>Reporting frequency</b>	2 years	<b>Data availability</b>	2 years		
<b>Target rationale</b>	<p>Low fear of crime and high satisfaction rate of living in the New Forest as a safe space.</p> <p>24.5% is our baseline figure. I would expect to see this reduced. Scores by areas range from 11% to 31%. Setting a target to 20% as this would mean proportionately, from a current score of 190 would need 38 fewer responding negatively. This will be challenging but will need this reduction for it to be significant.</p>				
<b>Target profile</b>	<b>Q1 2024</b>	<b>Q2 2024</b>	<b>Q3 2024</b>	<b>Q4 2024</b>	<b>2024/25 Total</b>
	N/A	N/A	N/A	N/A	20%
	<b>Q1 2025</b>	<b>Q2 2025</b>	<b>Q3 2025</b>	<b>Q4 2025</b>	<b>2025/26 Total</b>
	N/A	N/A	N/A	N/A	N/A
	<b>Q1 2026</b>	<b>Q2 2026</b>	<b>Q3 2026</b>	<b>Q4 2026</b>	<b>2026/27 Total</b>
	N/A	N/A	N/A	N/A	20%
	<b>Q1 2027</b>	<b>Q2 2027</b>	<b>Q3 2027</b>	<b>Q4 2027</b>	<b>2027/28 Total</b>
	N/A	N/A	N/A	N/A	N/A

<b>Reporting organisation</b>	Performance, NFDC	
<b>Spatial level</b>	District council	
<b>Further guidance</b>	N/A	
<b>Accountable Service Manager</b>	Richard Knott	Agreed date: 29/04/2024
<b>Data owner</b>	Saq Yasin	Agreed date: 29/04/2024



PEOPLE THEME – Priority: Empowering our residents to live healthy, connected and fulfilling lives					
<b>NFDC ID - Short name</b>	006 - Resident perception that they feel safe when outside in their local area				
<b>Long name</b>	Resident perception that they feel safe or very safe when outside in their local area				
<b>Rationale and context</b>	<p>The total NFDC score of resident survey respondents stating that they feel safe when outside in their local area.</p> <p>This should be the aggregated set of answers, and this can be broken down by during the day, after dark in the corresponding narrative.</p>				
<b>Definition</b>	This should be the aggregated set of answers, and this can be broken down by during the day, after dark in the corresponding narrative.				
<b>Formula</b>	Total number of respondents answering top two scores / total number of respondents				
<b>Worked example</b>	(375 / 500) * 100 = 75.0%	<b>Good Performance</b>	Good performance will be typified by an increased rate		
<b>Collection interval</b>	2 areas	<b>Data Source</b>	Resident survey		
<b>Return format</b>	Percentage (%)	<b>Decimal Places</b>	One		
<b>Reporting frequency</b>	2 years	<b>Data Availability</b>	2 years		
<b>Target rationale</b>	High percentage of population feeling safe when outside in their local area.				
<b>Target profile</b>	<b>Q1 2024</b>	<b>Q2 2024</b>	<b>Q3 2024</b>	<b>Q4 2024</b>	<b>2024/25 Total</b>
	N/A	N/A	N/A	N/A	85%
	<b>Q1 2025</b>	<b>Q2 2025</b>	<b>Q3 2025</b>	<b>Q4 2025</b>	<b>2025/26 Total</b>
	N/A	N/A	N/A	N/A	N/A
	<b>Q1 2026</b>	<b>Q2 2026</b>	<b>Q3 2026</b>	<b>Q4 2026</b>	<b>2026/27 Total</b>
	N/A	N/A	N/A	N/A	85%
	<b>Q1 2027</b>	<b>Q2 2027</b>	<b>Q3 2027</b>	<b>Q4 2027</b>	<b>2027/28 Total</b>
N/A	N/A	N/A	N/A	N/A	
<b>Reporting organisation</b>	Performance, NFDC				
<b>Spatial level</b>	District council				

<b>Further guidance</b>	N/A	
<b>Accountable Service Manager</b>	Richard Knott	Agreed date: 08/04/2024
<b>Data owner</b>	Saq Yasin	Agreed date: 08/04/2024

PEOPLE THEME – Priority: Empowering our residents to live healthy, connected and fulfilling lives					
<b>NFDC ID - Short name</b>	007 - Investment in and rollout of public space CCTV system				
<b>Long name</b>	Investment in and rollout of public space CCTV system				
<b>Rationale and context</b>	<p>The administration have invested £300k in the expansion of the public space CCTV system. Priority focus is on rural communities and areas not currently under coverage where evidence necessitates CCTV. Locations are reviewed and agreed by CCTV Steering Group. Investment is also within the Control Room and server room for expanded coverage.</p> <p>It is envisaged that between 15-18 additional cameras will be installed across the district.</p>				
<b>Definition</b>	Site surveys in readiness for installation, Parish Council agreement for additional revenue support and contributions, Control Room & Server Room upgrades, community engagement events and consultation and camera installation.				
<b>Formula</b>	N/A - progress report				
<b>Worked example</b>	Progress on key areas identified in definition	<b>Good performance</b>	Good performance will be progress in key definitions		
<b>Collection interval</b>	Quarterly	<b>Data source</b>	Steering Group update, approval and installation progress from primary contractor		
<b>Return format</b>	£	<b>Decimal places</b>	N/A		
<b>Reporting frequency</b>	Quarterly	<b>Data availability</b>	Quarterly		
<b>Target rationale</b>	Reduce fear of crime and disorder, improve community confidence in isolated areas and enhance preventative and protective measures against crime and disorder.				
<b>Target profile</b>	<b>Q1 2024</b>	<b>Q2 2024</b>	<b>Q3 2024</b>	<b>Q4 2024</b>	<b>2024/25 Total</b>
	TBC	TBC	TBC	TBC	TBC
	<b>Q1 2025</b>	<b>Q2 2025</b>	<b>Q3 2025</b>	<b>Q4 2025</b>	<b>2025/26 Total</b>
	TBC	TBC	TBC	TBC	TBC
	<b>Q1 2026</b>	<b>Q2 2026</b>	<b>Q3 2026</b>	<b>Q4 2026</b>	<b>2026/27 Total</b>
	TBC	TBC	TBC	TBC	TBC
	<b>Q1 2027</b>	<b>Q2 2027</b>	<b>Q3 2027</b>	<b>Q4 2027</b>	<b>2027/28 Total</b>
	TBC	TBC	TBC	TBC	TBC

<b>Reporting organisation</b>	CCTV, NFDC	
<b>Spatial level</b>	District council	
<b>Further guidance</b>	N/A	
<b>Accountable Service Manager</b>	Brian Byrne	Agreed date: 26/04/2024
<b>Data owner</b>	Brian Byrne	Agreed date: 26/04/2024

<b>PEOPLE THEME – Priority: Empowering our residents to live healthy, connected and fulfilling lives</b>			
<b>NFDC ID - Short name</b>	008 - Number of education and awareness sessions in relation to serious crime.		
<b>Long name</b>	Number of education and awareness sessions in relation to serious crime.		
<b>Rationale and context</b>	<p>The district council meets its community safety duties through the combined partnership under the name of Safer New Forest. In January 2024, a new duty defined as the Serious Violence Duty came into effect. This places requirements on the council and its partners in publishing a response strategy to serious violence with a view to identifying persons at risk and diverting them away from crime. The partnership published their strategy and through the coordinated effort of partners from Safer New Forest and a delivery group convening under the Partnership Action Group (PAG) will be identifying targeted interventions for delivery.</p>		
<b>Definition</b>	<p>The agreed cohort of serious violence is defined as:</p> <ol style="list-style-type: none"> <li>1. Most serious violence – existing definition (1a and 1b where it is GBH and above incl. death by dangerous driving).</li> <li>2. Robbery (3a and 3b).</li> <li>3. Possession of a weapon offences (7).</li> <li>4. Public order (violent disorder [65] and riot [64/1] only).</li> <li>5. Any violence with injury (1b) not included under MSV where a bladed implement was used.</li> </ol> <p>This metric will measure the number of educational sessions held in relation to the above by the Safer New Forest Partnership.</p>		
<b>Formula</b>	Number of overall partnership interventions which are tracked and recorded through the Partnership Action Group (PAG) overseen by the Safer New Forest partnership.		
<b>Worked example</b>	Number of overall partnership interventions which are tracked and recorded through the Partnership Action Group (PAG) overseen by the Safer New Forest partnership.	<b>Good performance</b>	<p>Good performance will be typified by delivering the requisite number of education awareness sessions as referred by our partners.</p> <p>We will aim to meet the initial response of higher volume of interventions based on risk. In the medium to long term this should reduce based on positive outcomes and change in behaviour, and any associated reduction in serious crime.</p>
<b>Collection interval</b>	Quarterly	<b>Data source</b>	Safer New Forest Partnership data to include Police, Education, Probation, Youth Offending Team & Community Safety
<b>Return format</b>	Number (Num)	<b>Decimal places</b>	N/A
<b>Reporting frequency</b>	Quarterly	<b>Data availability</b>	Quarterly

<b>Target Rationale</b>	We are targeted to those individuals that are identified and referred to us. Referrals will come from our partners based on their assessment of risk. There is therefore no baseline or specific target.				
<b>Target profile</b>	<b>Q1 2024</b>	<b>Q2 2024</b>	<b>Q3 2024</b>	<b>Q4 2024</b>	<b>2024/25 Total</b>
	Monitor	Monitor	Monitor	Monitor	Monitor
	<b>Q1 2025</b>	<b>Q2 2025</b>	<b>Q3 2025</b>	<b>Q4 2025</b>	<b>2025/26 Total</b>
	Monitor	Monitor	Monitor	Monitor	Monitor
	<b>Q1 2026</b>	<b>Q2 2026</b>	<b>Q3 2026</b>	<b>Q4 2026</b>	<b>2026/27 Total</b>
	Monitor	Monitor	Monitor	Monitor	Monitor
	<b>Q1 2027</b>	<b>Q2 2027</b>	<b>Q3 2027</b>	<b>Q4 2027</b>	<b>2027/28 Total</b>
Monitor	Monitor	Monitor	Monitor	Monitor	
<b>Reporting organisation</b>	Community Safety, NFDC				
<b>Spatial level</b>	District council				
<b>Further guidance</b>	<a href="https://www.gov.uk/guidance/serious-violence-duty">Serious Violence Duty - GOV.UK (www.gov.uk)</a>				
<b>Accountable Service Manager</b>	Brian Byrne		Agreed date: 26/04/2024		
<b>Data owner</b>	Nikki Swift		Agreed date: 26/04/2024		

<b>PEOPLE THEME – Priority: Empowering our residents to live healthy, connected and fulfilling lives</b>					
<b>NFDC ID - Short name</b>	009 - Number of positive interventions in response to Public Spaces Protection Orders (1 and 2).				
<b>Long name</b>	Number of positive interventions in response to Public Spaces Protection Orders (1 and 2).				
<b>Rationale and context</b>	<p>The District Council following public consultation, implemented 2 Public Space Protection Orders which came into effect on July 1st 2023. The orders relate to fire setting and the feeding and petting of New Forest animals.</p> <p>The Council have delegated education and enforcement of the orders to the National Park Authority, Forestry England and the Verderers. The primary focus is on education with enforcement through the issuing of a fixed penalty notice being utilised when necessary. Alongside the reporting of positive interventions incidents where enforcement was necessary will also be reported.</p>				
<b>Definition</b>	Total number of engagements with members of the public vs that of issuing of fixed penalty notices to promote positive behaviour and wellbeing in the Forest.				
<b>Formula</b>	Number of individual engagements.				
<b>Worked example</b>	Quarterly response figures obtained from authorised officer organisations	<b>Good Performance</b>	Good performance is high intervention and low issuing of FPN.		
<b>Collection interval</b>	Quarterly	<b>Data Source</b>	National Park Authority, Forestry England & The Verderers.		
<b>Return format</b>	Number (Num)	<b>Decimal Places</b>	N/A		
<b>Reporting frequency</b>	Quarterly	<b>Data Availability</b>	Quarterly		
<b>Target rationale</b>	<p>We, along with our partners will undertake targeted interventions. Details are captured centrally.</p> <p>No target is possible as the numbers engaged depends on partner activity as well as visitor behaviour.</p>				
<b>Target profile</b>	<b>Q1 2024</b>	<b>Q2 2024</b>	<b>Q3 2024</b>	<b>Q4 2024</b>	<b>2024/25 Total</b>
	Monitor	Monitor	Monitor	Monitor	Monitor
	<b>Q1 2025</b>	<b>Q2 2025</b>	<b>Q3 2025</b>	<b>Q4 2025</b>	<b>2025/26 Total</b>
	Monitor	Monitor	Monitor	Monitor	Monitor
	<b>Q1 2026</b>	<b>Q2 2026</b>	<b>Q3 2026</b>	<b>Q4 2026</b>	<b>2026/27 Total</b>
	Monitor	Monitor	Monitor	Monitor	Monitor
	<b>Q1 2027</b>	<b>Q2 2027</b>	<b>Q3 2027</b>	<b>Q4 2027</b>	<b>2027/28 Total</b>

	Monitor	Monitor	Monitor	Monitor	Monitor
<b>Reporting organisation</b>	Community Safety (through NPA, Forestry England & The Verderers), NFDC				
<b>Spatial level</b>	District council				
<b>Further guidance</b>	<a href="#">Public Spaces Protection Orders - New Forest District Council</a>				
<b>Accountable Service Manager</b>	Brian Byrne		Agreed date: 26/04/2024		
<b>Data owner</b>	Nikki Swift		Agreed date: 26/04/2024		



PEOPLE THEME – Priority: Empowering our residents to live healthy, connected and fulfilling lives					
<b>NFDC ID - Short name</b>	010 - Number of cultural events and activities supported by New Forest District Council.				
<b>Long name</b>	Total number of cultural events and activities supported by New Forest District Council.				
<b>Rationale and context</b>	Meets corporate plan priorities and service plan aims.				
<b>Definition</b>	NFDC provides signposting, sector specific and financial support to a number of arts and culture projects across the district.				
<b>Formula</b>	Number of projects				
<b>Worked example</b>	Number of projects = 25	<b>Good Performance</b>		25 and year on year increase	
<b>Collection interval</b>	Quarterly	<b>Data Source</b>		Project dashboard	
<b>Return format</b>	Number (Num)	<b>Decimal Places</b>		N/A	
<b>Reporting frequency</b>	Quarterly	<b>Data Availability</b>		Quarterly	
<b>Target rationale</b>	NFDC is striving to empower the residents by supporting cultural activities in the district. The number is anticipated to increase as we strengthen our role in cultural leadership and secure additional funding year on year.				
<b>Target profile</b>	<b>Q1 2024</b>	<b>Q2 2024</b>	<b>Q3 2024</b>	<b>Q4 2024</b>	<b>2024/25 Total</b>
	6	6	6	6	24
	<b>Q1 2025</b>	<b>Q2 2025</b>	<b>Q3 2025</b>	<b>Q4 2025</b>	<b>2025/26 Total</b>
	6	6	6	6	24
	<b>Q1 2026</b>	<b>Q2 2026</b>	<b>Q3 2026</b>	<b>Q4 2026</b>	<b>2026/27 Total</b>
	7	7	7	7	28
	<b>Q1 2027</b>	<b>Q2 2027</b>	<b>Q3 2027</b>	<b>Q4 2027</b>	<b>2027/28 Total</b>
	8	8	8	8	32
<b>Reporting organisation</b>	Environmental and Regulation, NFDC				
<b>Spatial level</b>	District council				

<b>Further guidance</b>	N/A	
<b>Accountable Service Manager</b>	Jo McClay	Agreed date: 18/04/2024
<b>Data owner</b>	Kealy Whenray	Agreed date: 18/04/2024

PEOPLE THEME – Priority: Meeting housing needs					
<b>NFDC ID - Short name</b>	011 - Number of affordable social housing homes delivered by NFDC and its partners.				
<b>Long name</b>	Total number of Affordable housing units completed by NDFC and its partners.				
<b>Rationale and context</b>	To meet Corporate Plan People Priority 3: Meeting Housing Needs				
<b>Definition</b>	Total number of Affordable Housing units, including shared ownership, low-cost homeownership and First Homes programmed and delivered by NDFC, Registered Providers and Developers.				
<b>Formula</b>	Number of homes forecast and delivered				
<b>Worked example</b>	Number of homes delivered against those forecast	<b>Good performance</b>	Good performance will be typified in the delivery of Affordable Housing units identified within the pipeline by the end of the reporting period.		
<b>Collection interval</b>	Quarterly	<b>Data source</b>	NFDC Affordable Housing Monitoring data base. Data from Registered Providers and Developers		
<b>Return format</b>	Number (Num)	<b>Decimal places</b>	One		
<b>Reporting frequency</b>	Annual	<b>Data availability</b>	Quarterly		
<b>Target rationale</b>	It is only possible to accurately set affordable housing completion targets for a limited period ahead, typically 12 months. Meaningful targets cannot be set for future years because annual delivery does not track averages. Furthermore predictions can rise or fall significantly as new opportunities may be introduced to the programme, or anticipated schemes fall by the wayside.				
<b>Target profile</b>	<b>Q1 2024</b>	<b>Q2 2024</b>	<b>Q3 2024</b>	<b>Q4 2024</b>	<b>2024/25 Total</b>
	N/A	N/A	N/A	N/A	53
	<b>Q1 2025</b>	<b>Q2 2025</b>	<b>Q3 2025</b>	<b>Q4 2025</b>	<b>2025/26 Total</b>
	N/A	N/A	N/A	N/A	N/A
	<b>Q1 2026</b>	<b>Q2 2026</b>	<b>Q3 2026</b>	<b>Q4 2026</b>	<b>2026/27 Total</b>
	N/A	N/A	N/A	N/A	TBC
	<b>Q1 2027</b>	<b>Q2 2027</b>	<b>Q3 2027</b>	<b>Q4 2027</b>	<b>2027/28 Total</b>
	N/A	N/A	N/A	N/A	TBC

<b>Reporting organisation</b>	Housing Strategy & Development, NFDC	
<b>Spatial level</b>	District council	
<b>Further guidance</b>	N/A	
<b>Accountable Service Manager</b>	Tim Davis	Agreed date: 26/04/2024
<b>Data owner</b>	Catherine Bonnett	Agreed date: 26/04/2024

PEOPLE THEME – Priority: Meeting housing needs					
<b>NFDC ID - Short name</b>	012 - Number of affordable council homes delivered against the 2026 target.				
<b>Long name</b>	Total number of additional affordable homes that completed during the year, including Buy Backs				
<b>Rationale and context</b>	To meet Corporate Plan People Priority 3: Meeting Housing Needs, and Housing Strategy objective to deliver additional council-owned affordable housing for rent and shared ownership				
<b>Definition</b>	The number of additional NFDC affordable homes for rent and shared ownership				
<b>Formula</b>	Number of homes forecast and delivered				
<b>Worked example</b>	Number	<b>Good performance</b>	Good performance will be typified in the delivery of Affordable Housing units to meet the target in the Housing Strategy		
<b>Collection interval</b>	Quarterly	<b>Data source</b>	NFDC Affordable Housing Monitoring data base		
<b>Return format</b>	Number (Num)	<b>Decimal places</b>	One		
<b>Reporting frequency</b>	Annual	<b>Data availability</b>	Quarterly		
<b>Target rationale</b>	It is only possible to accurately set affordable housing completion targets for a limited period ahead, typically 12 months. Meaningful targets cannot be set for future years because annual delivery does not track averages. Furthermore predictions can rise or fall significantly as new opportunities may be introduced to the programme, or anticipated schemes fall by the wayside.				
<b>Target profile</b>	<b>Q1 2024</b>	<b>Q2 2024</b>	<b>Q3 2024</b>	<b>Q4 2024</b>	<b>2024/25 Total</b>
	N/A	N/A	N/A	N/A	34
	<b>Q1 2025</b>	<b>Q2 2025</b>	<b>Q3 2025</b>	<b>Q4 2025</b>	<b>2025/26 Total</b>
	N/A	N/A	N/A	N/A	N/A
	<b>Q1 2026</b>	<b>Q2 2026</b>	<b>Q3 2026</b>	<b>Q4 2026</b>	<b>2026/27 Total</b>
	N/A	N/A	N/A	N/A	TBC
	<b>Q1 2027</b>	<b>Q2 2027</b>	<b>Q3 2027</b>	<b>Q4 2027</b>	<b>2027/28 Total</b>
N/A	N/A	N/A	N/A	TBC	

<b>Reporting organisation</b>	Housing Strategy & Development, NFDC	
<b>Spatial level</b>	District council	
<b>Further guidance</b>	N/A	
<b>Accountable Service Manager</b>	Tim Davis	Agreed date: 26/04/2024
<b>Data owner</b>	Tim Davis	Agreed date: 26/04/2024

PEOPLE THEME – Priority: Meeting housing needs					
<b>NFDC ID - Short name</b>	013 - Percentage score for overall tenant satisfaction with the Council as a landlord, as determined in the Tenant Satisfaction Measures (TSMs)				
<b>Long name</b>	Tenant satisfaction collected annually as part of the RSH dictated 'Tenant Satisfaction Measures' - Specifically 'Taking everything into account, how satisfied or dissatisfied are you with the service provided by New Forest District Council', reported as percentage				
<b>Rationale and context</b>	Key driver and measurement of success as dictated by the Regulator of Social Housing. Reference also the Tenant Engagement Strategy and Corporate Strategy driving customer service and tenant satisfaction				
<b>Definition</b>	Measurement of satisfaction in services and NFDC as a landlord for all Council Housing Tenants, including low-cost home ownership and low-cost rental accommodation (LCHO & LCRA) as set out in the Social Housing Regulation Act 2023				
<b>Formula</b>	A. Number of respondents (weighted where required) who reported they are very satisfied. FIRST added to A. Number of respondents (weighted where required) who reported they are fairly satisfied. THEN divided by B. Number of respondents (weighted where required) who answered the question (not including any tenants who gave an unprompted not known or not applicable response). Multiplied by 100.				
<b>Worked example</b>	264 (Very Satisfied) + 202 (Fairly Satisfied) divided by 575 = 0.81. 0.81 x 100 = 81%	<b>Good performance</b>	≥75%		
<b>Collection interval</b>	Twice yearly - for reporting Annually (April to March)	<b>Data source</b>	Externally collected and provided by independent research provider		
<b>Return format</b>	Percentage (%)	<b>Decimal places</b>	One		
<b>Reporting frequency</b>	Annual	<b>Data availability</b>	Bi-annually provided internally		
<b>Target rationale</b>	Aim to improve satisfaction through strategic actions to improve customer service				
<b>Target profile</b>	<b>Q1 2024</b>	<b>Q2 2024</b>	<b>Q3 2024</b>	<b>Q4 2024</b>	<b>2024/25 Total</b>
	N/A	N/A	N/A	N/A	75%
	<b>Q1 2025</b>	<b>Q2 2025</b>	<b>Q3 2025</b>	<b>Q4 2025</b>	<b>2025/26 Total</b>
	N/A	N/A	N/A	N/A	80%
	<b>Q1 2026</b>	<b>Q2 2026</b>	<b>Q3 2026</b>	<b>Q4 2026</b>	<b>2026/27 Total</b>
	N/A	N/A	N/A	N/A	82%
	<b>Q1 2027</b>	<b>Q2 2027</b>	<b>Q3 2027</b>	<b>Q4 2027</b>	<b>2027/28 Total</b>
N/A	N/A	N/A	N/A	84%	

<b>Reporting organisation</b>	Tenant Engagement/Housing Business Team, NFDC	
<b>Spatial level</b>	District council	
<b>Further guidance</b>	<a href="https://www.gov.uk/government/consultations/transparency-influence-and-accountability-including-tenant-satisfaction-measures">Transparency, Influence and Accountability (including Tenant Satisfaction Measures) - GOV.UK (www.gov.uk)</a>	
<b>Accountable Service Manager</b>	Kirsty Farmer	Agreed date: 18/04/2024
<b>Data owner</b>	David Brown	Agreed date: 18/04/2024



PEOPLE THEME – Priority: Meeting housing needs					
<b>NFDC ID - Short name</b>	014 - Number of council homes achieving Energy Performance Certification band C.				
<b>Long name</b>	Energy Performance Data (EPC), will be completed yearly to include reactive equipment replacement and planned work activities.				
<b>Rationale and context</b>	Key driver and measurement of success in improvement energy performance of homes to meet the councils Greener Housing Strategy, Government Energy Performance target EPC 2030 and decarbonisation legislation for 2050.				
<b>Definition</b>	An Energy Performance Certificate (EPC). Is the UK's measurement of efficiency for domestic and commercial buildings. It is also used in the government's calculation for fuel poverty. Achieving EPC band C or above provides important data on a home's energy efficiency, average fuel consumption and the amount of carbon dioxide produced yearly. Using EPC data is beneficial to consider fuel poverty and decarbonisation together.				
<b>Formula</b>	Manual 12-month review of repairs and planned works. Update of assets to report on yearly improvement.				
<b>Worked example</b>	Previous years EPC data plus current years improvements.	<b>Good performance</b>	Good performance will be an increase in the numbers of homes with EPC band C or above and decrease in homes with EPC band D or lower for the councils 5200 homes.		
<b>Collection interval</b>	For reporting annually in April.	<b>Data source</b>	Uniclass, DRS, Keystone & Locata, External modelling software.		
<b>Return format</b>	Number (Num)	<b>Decimal places</b>	One		
<b>Reporting frequency</b>	Annual	<b>Data availability</b>	Annual		
<b>Target rationale</b>	Government target. Councils' own strategy, improving standards, Increased efficiency of housing stock and reduction in fuel poverty. The target for 2025 - 2030 will change to capture available funding opportunities and should be set yearly.				
<b>Target profile</b>	<b>Q1 2024</b>	<b>Q2 2024</b>	<b>Q3 2024</b>	<b>Q4 2024</b>	<b>2024/25 Total</b>
	N/A	N/A	N/A	2,646	2,646
	<b>Q1 2025</b>	<b>Q2 2025</b>	<b>Q3 2025</b>	<b>Q4 2025</b>	<b>2025/26 Total</b>
	N/A	N/A	N/A	2,946	TBC
	<b>Q1 2026</b>	<b>Q2 2026</b>	<b>Q3 2026</b>	<b>Q4 2026</b>	<b>2026/27 Total</b>
	TBC	TBC	TBC	TBC	TBC
	<b>Q1 2027</b>	<b>Q2 2027</b>	<b>Q3 2027</b>	<b>Q4 2027</b>	<b>2027/28 Total</b>
TBC	TBC	TBC	TBC	TBC	

<b>Reporting organisation</b>	Housing Maintenance, NFDC	
<b>Spatial level</b>	District council	
<b>Further guidance</b>	<a href="https://publishing.service.gov.uk">Clean Growth Strategy (publishing.service.gov.uk)</a>	
<b>Accountable Service Manager</b>	Sophie Tuffin	Agreed date: 22/04/2024
<b>Data owner</b>	Callum Ranger	Agreed date: 22/04/2024

<b>PEOPLE THEME – Priority: Meeting housing needs</b>			
<b>NFDC ID - Short name</b>	015 - Percentage scores for the 5 safety and compliance management Tenant Satisfaction Measures (TSMs)		
<b>Long name</b>	An Average of Cumulative/Current Month Percentage Scores for all Building Safety TSM sections: <ul style="list-style-type: none"> <li>▪ Gas safety</li> <li>▪ Fire safety</li> <li>▪ Asbestos management</li> <li>▪ Water safety</li> <li>▪ Lift safety</li> </ul>		
<b>Rationale and context</b>	To provide monthly performance monitoring within the areas we need to publish yearly (FY) statistics for as a council. By publishing statistics onto our TSM Dashboard monthly, it highlights key areas where we are over/under performing prior to year-end data collation. This measure gives an overall picture of latest performance across all of the safety and compliance TSMs.		
<b>Definition</b>	The TSMs are a core set of performance measures against which all providers must publish their performance.  This measure is an average score across the 5 measures		
<b>Formula</b>	Formula for BS01, BS02, BS03, BS04 and BS05 follows the following structure - ((Total required checks carried out as at year end) / (Total properties/dwellings required to have the check carried out as at year end)) x 100) - represented as 2 decimal place percentage. An average is then applied to all of these percentage figures, to give the final KPI.		
<b>Worked example</b>	The ((Sum/all numerators across the 5 measures) / (Sum of all denominators across the 5 measures) x 100). (Sum (4497 + 1386 + 1417 + 490 + 302) / Sum (4579 + 1450 + 1442 + 649 + 302) x 100) = 96.08%	<b>Good performance</b>	BS01 >= 97%, BS02, 03, 04, 05 >= 95% Average score is on or above target, higher values are better
<b>Collection interval</b>	Monthly	<b>Data source</b>	Uniclass, DRS, Keystone & Locata
<b>Return format</b>	Percentage (%)	<b>Decimal places</b>	Two
<b>Reporting frequency</b>	Quarterly	<b>Data availability</b>	Monthly
<b>Target rationale</b>	To uphold high standards and identify in the first instance areas of improvement.		

	<p>Individual figures can be made available on request.</p> <p>The current baseline figure is 96.08 using the worked example. At year-end, the water safety measure fell sharply and so we believe this has undercounted our performance. We therefore set a target that includes the water safety measure improving from 490 to a 550 count. This would represent a value of 96.8% which is more than our current baseline of 96.08. There will be small margins affecting this measure and underperformance in any of the 5 area will affect the overall score. Thresholds will need to set accordingly.</p>				
<b>Target profile</b>	<b>Q1 2024</b>	<b>Q2 2024</b>	<b>Q3 2024</b>	<b>Q4 2024</b>	<b>2024/25 Total</b>
	96.8%	96.8%	96.8%	96.8%	96.8%
	<b>Q1 2025</b>	<b>Q2 2025</b>	<b>Q3 2025</b>	<b>Q4 2025</b>	<b>2025/26 Total</b>
	96.8%	96.8%	96.8%	96.8%	96.8%
	<b>Q1 2026</b>	<b>Q2 2026</b>	<b>Q3 2026</b>	<b>Q4 2026</b>	<b>2026/27 Total</b>
	96.8%	96.8%	96.8%	96.8%	96.8%
	<b>Q1 2027</b>	<b>Q2 2027</b>	<b>Q3 2027</b>	<b>Q4 2027</b>	<b>2027/28 Total</b>
	96.8%	96.8%	96.8%	96.8%	96.8%
<b>Reporting organisation</b>	Housing Maintenance, NFDC				
<b>Spatial level</b>	District council				
<b>Further guidance</b>	<a href="https://publishing.service.gov.uk">Tenant Satisfaction Measures: Technical requirements (publishing.service.gov.uk)</a>				
<b>Accountable Service Manager</b>	Sophie Tuffin			Agreed date: 29/04/2024	
<b>Data owner</b>	Callum Ranger			Agreed date: 29/04/2024	

<b>PLACE THEME – Priority: Shaping our place now and for future generations</b>			
<b>NFDC ID - Short name</b>	016 - Percentage of major planning applications determined in time		
<b>Long name</b>	Percentage of major planning applications determined in time. Major applications include those which propose 10 or more dwellings; where a site is 0.5 hectares or more and it is not known how many houses are proposed; the provision of a building or buildings where the floor space to be created is 1,000 square metres or more; or a development carried out on a site having an area of 1 hectare or more)		
<b>Rationale and context</b>	The Government specifies the period of time within which decisions should be made on planning and related applications. A timely manner is statutory defined as within 13 weeks or unless an application is subject to Environmental Impact Assessment, in which case a 16-week period applies. If the Council and an applicant agree, the period of time for deciding a planning application can be extended beyond the period specified by the Government. The Government sets out the criteria as to how it assesses the performance of local planning authorities in terms of speed of decision making. The Government’s current criteria is that at least 60% of major applications must be decided either within the time specified by the Government or within an extended period agreed between the Council and the applicant. National Planning report requirement.		
<b>Definition</b>	<p>Percentage of major development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly - This is the percentage of major development planning application decisions (PAs) that have a Planning Performance Agreement (PPAs), Extension of Time (EoT) and/or Environmental Impact Assessment (EIA) that have been granted within the agreed timeframe, each financial quarter.</p> <p>PA: This is short for 'planning agreement' which is used in the planning application statistics a shorthand term for covering Planning Performance Agreements.</p> <p>A timely manner is statutory defined as within 13 weeks or unless an application is subject to Environmental Impact Assessment, in which case a 16-week period applies, for all major applications. This was previously reported as NI 157a.</p>		
<b>Formula</b>	Number of major applications determined in 13 weeks/total number of major applications determined x 100		
<b>Worked example</b>	SUM=1000/1200 *100	<b>Good performance</b>	Good performance will be typified by maintaining levels at or above government target an increase in the rate.
<b>Collection interval</b>	Calendar Quarters (for the previous 3 months)	<b>Data source</b>	Planning software database
<b>Return format</b>	Percentage (%)	<b>Decimal places</b>	One

<b>Reporting frequency</b>	Quarterly	<b>Data availability</b>	Quarterly. Published Q end + 2 weeks		
<b>Target rationale</b>	Government Target				
<b>Target profile</b>	<b>Q1 2024</b>	<b>Q2 2024</b>	<b>Q3 2024</b>	<b>Q4 2024</b>	<b>2024/25 Total</b>
	60%	60%	60%	60%	60%
	<b>Q1 2025</b>	<b>Q2 2025</b>	<b>Q3 2025</b>	<b>Q4 2025</b>	<b>2025/26 Total</b>
	60%	60%	60%	60%	60%
	<b>Q1 2026</b>	<b>Q2 2026</b>	<b>Q3 2026</b>	<b>Q4 2026</b>	<b>2026/27 Total</b>
	60%	60%	60%	60%	60%
	<b>Q1 2027</b>	<b>Q2 2027</b>	<b>Q3 2027</b>	<b>Q4 2027</b>	<b>2027/28 Total</b>
60%	60%	60%	60%	60%	
<b>Reporting organisation</b>	Development Management, NFDC				
<b>Spatial level</b>	District council				
<b>Further guidance</b>	N/A				
<b>Accountable Service Manager</b>	Mark Wyatt		Agreed date: 26/04/2024		
<b>Data owner</b>	Martine Parkes		Agreed date: 26/04/2024		

<b>PLACE THEME – Priority: Shaping our place now and for future generations</b>			
<b>NFDC ID - Short name</b>	017 - Percentage of minor planning applications determined in time		
<b>Long name</b>	Percentage of minor planning applications determined in time. (A minor planning application is for works affecting up to 9 homes, or up to 1,000 sqm floorspace).		
<b>Rationale and context</b>	<p>The Government specifies the period of time within which decisions should be made on planning and related applications. A timely manner is statutory defined as within 8 weeks (56 days) or unless an application is subject to Environmental Impact Assessment, in which case a 16-week period applies. If the Council and an applicant agree, the period of time for deciding a planning application can be extended beyond the period specified by the Government. The Government sets out the criteria as to how it assesses the performance of local planning authorities in terms of speed of decision making. The Government’s current criteria is that at least 70% of 'minor' applications must be decided either within the time specified by the Government or within an extended period agreed between the Council and the applicant. National Planning report requirement.</p>		
<b>Definition</b>	<p>Percentage of minor development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly - This is the percentage of major development planning application decisions (PAs) that have a Planning Performance Agreement (PPAs), Extension of Time (EoT) and/or Environmental Impact Assessment (EIA) that have been granted within the agreed timeframe, each financial quarter.</p> <p>PA: This is short for 'planning agreement' which is used in the planning application statistics a shorthand term for covering Planning Performance Agreements.</p> <p>A timely manner is statutory defined as within 8 weeks or unless an application is subject to Environmental Impact Assessment, in which case a 16-week period applies, for all major applications. This was previously reported as NI 157a.</p>		
<b>Formula</b>	$\text{Number of applications determined in 8 weeks} / \text{total number of minor applications determined} \times 100$		
<b>Worked example</b>	SUM=1000/1200 *100	<b>Good performance</b>	Good performance will be typified by maintaining levels at or above government target an increase in the rate.
<b>Collection interval</b>	Calendar Quarters (for the previous 3 months)	<b>Data source</b>	Planning software database
<b>Return format</b>	Percentage (%)	<b>Decimal places</b>	One
<b>Reporting frequency</b>	Quarterly	<b>Data availability</b>	Quarterly. Published Q end + 2 weeks

<b>Target rationale</b>	Government Target				
<b>Target profile</b>	<b>Q1 2024</b>	<b>Q2 2024</b>	<b>Q3 2024</b>	<b>Q4 2024</b>	<b>2024/25 Total</b>
	70%	70%	70%	70%	70%
	<b>Q1 2025</b>	<b>Q2 2025</b>	<b>Q3 2025</b>	<b>Q4 2025</b>	<b>2025/26 Total</b>
	70%	70%	70%	70%	70%
	<b>Q1 2026</b>	<b>Q2 2026</b>	<b>Q3 2026</b>	<b>Q4 2026</b>	<b>2026/27 Total</b>
	70%	70%	70%	70%	70%
	<b>Q1 2027</b>	<b>Q2 2027</b>	<b>Q3 2027</b>	<b>Q4 2027</b>	<b>2027/28 Total</b>
70%	70%	70%	70%	70%	
<b>Reporting organisation</b>	Development Management, NFDC				
<b>Spatial level</b>	District council				
<b>Further guidance</b>	N/A				
<b>Accountable Service Manager</b>	Mark Wyatt		Agreed date: 26/04/2024		
<b>Data owner</b>	Martine Parkes		Agreed date: 26/04/2024		



PLACE THEME – Priority: Shaping our place now and for future generations			
<b>NFDC ID - Short name</b>	018 - Percentage of other planning applications determined in time		
<b>Long name</b>	Percentage of other planning applications determined in time. (Applications not included in major or minor application).		
<b>Rationale and context</b>	<p>The Government specifies the period of time within which decisions should be made on planning and related applications. A timely manner is statutory defined as within 8 weeks (56 days). If the Council and an applicant agree, the period of time for deciding a planning application can be extended beyond the period specified by the Government. The Government sets out the criteria as to how it assesses the performance of local planning authorities in terms of speed of decision making. The Government’s current criteria is that at least 80% of 'other' applications must be decided either within the time specified by the Government or within an extended period agreed between the Council and the applicant. National Planning report requirement.</p>		
<b>Definition</b>	<p>Percentage of other development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly - This is the percentage of major development planning application decisions (PAs) that have a Planning Performance Agreement (PPAs), Extension of Time (EoT) and/or Environmental Impact Assessment (EIA) that have been granted within the agreed timeframe, each financial quarter.</p> <p>This includes householder developments, applications for advertisement consent and listed building consent. subject to the definition of "major" development it could also include the following use classes:</p> <ul style="list-style-type: none"> <li>C1 (hotels)</li> <li>C2 (residential institutions)</li> <li>C4 (houses in multiple occupations for 3 to 6 residents)</li> <li>E (gymnasiums, indoor recreations not involving motorised vehicles or firearms)</li> <li>F1 (non-residential institutions)</li> </ul> <p>Sui generis uses except drinking establishments and hot food takeaways): Certain uses do not fall within any use class and are considered ‘sui generis’. Such uses include: betting offices/shops, payday loan shops, theatres, houses in multiple occupation for more than 6 residents, hostels providing no significant element of care, scrap yards, petrol filling stations and shops selling and/or displaying motor vehicles, retail warehouse clubs, nightclubs, launderettes, taxi businesses, amusement centres, casinos, cinemas, concert halls, bingo halls and dance hall.</p>		
<b>Formula</b>	$\frac{\text{Number of applications determined between 8 and 13 weeks as calculated in planning software}}{\text{total number of other applications determined}} \times 100$		
<b>Worked example</b>	SUM=1000/1200 *100	<b>Good performance</b>	Good performance will be typified by an increase in the rate.

<b>Collection interval</b>	Calendar Quarters (for the previous 3 months)			<b>Data source</b>	Planning software database
<b>Return format</b>	Percentage (%)			<b>Decimal places</b>	One
<b>Reporting frequency</b>	Quarterly			<b>Data availability</b>	Quarterly. Published Q end + 2 weeks
<b>Target rationale</b>	Government Target				
<b>Target profile</b>	<b>Q1 2024</b>	<b>Q2 2024</b>	<b>Q3 2024</b>	<b>Q4 2024</b>	<b>2024/25 Total</b>
	80%	80%	80%	80%	80%
	<b>Q1 2025</b>	<b>Q2 2025</b>	<b>Q3 2025</b>	<b>Q4 2025</b>	<b>2025/26 Total</b>
	80%	80%	80%	80%	80%
	<b>Q1 2026</b>	<b>Q2 2026</b>	<b>Q3 2026</b>	<b>Q4 2026</b>	<b>2026/27 Total</b>
	80%	80%	80%	80%	80%
	<b>Q1 2027</b>	<b>Q2 2027</b>	<b>Q3 2027</b>	<b>Q4 2027</b>	<b>2027/28 Total</b>
80%	80%	80%	80%	80%	
<b>Reporting organisation</b>	Development Management, NFDC				
<b>Spatial level</b>	District council				
<b>Further guidance</b>	N/A				
<b>Accountable Service Manager</b>	Mark Wyatt			Agreed date: 26/04/2024	
<b>Data owner</b>	Martine Parkes			Agreed date: 26/04/2024	

<b>PLACE THEME – Priority: Shaping our place now and for future generations</b>			
<b>NFDC ID - Short name</b>	019 - Percentage of successful planning appeals		
<b>Long name</b>	Percentage of allowed planning appeals. An allowed appeal being an appeal that is determined contrary to the Planning Authority recommendation.		
<b>Rationale and context</b>	<p>The Government measures the quality of decision making by looking at the percentage of the total number of decisions made by the authority on applications that are subsequently overturned (allowed) at appeal. Major and non-major applications are assessed separately. The Government sets out the criteria as to how it assesses the performance of local planning authorities in terms of quality of decision making. The Government’s assessment of quality of decision making is undertaken over a two-year period from the beginning of April to the end of March. The Government’s current criteria is that:</p> <ul style="list-style-type: none"> <li>• No more than 10% of an authority’s total number of decisions on major applications made during the assessment period should be overturned at appeal;</li> <li>• No more than 10% of an authority’s total number of decisions on non-major applications made during the assessment period should be overturned at appeal. National planning reporting requirement.</li> </ul>		
<b>Definition</b>	Number of appeals submitted by applicants who were initially refused planning permission by the authority, appeals against the non-determination of a planning application by an applicant or an appeal against a condition imposed on a planning permission. A successful planning appeal outcome for the Council would be an application dismissed by the Planning Inspector in accordance with the Planning Authority decision, an appeal dismissed on what would have been the likely decision in the case of a non-determination appeal and an appeal dismissing an appeal seeking relief or variation of a condition of planning permission. An allowed appeal is a decision in favour of the appellant and against the Planning Authority decision.		
<b>Formula</b>	Number of appeal decisions that are allowed by the planning inspectorate/total number of appeals determined x 100		
<b>Worked example</b>	1 (appeal allowed) / 7 (total planning appeals submitted) = 1.14 * 100 = 14%	<b>Good performance</b>	Good performance will be typified by maintaining the <10% rate.
<b>Collection interval</b>	Calendar Quarters (for the previous 3 months)	<b>Data source</b>	Planning software database
<b>Return format</b>	Percentage (%)	<b>Decimal places</b>	One
<b>Reporting frequency</b>	Quarterly	<b>Data availability</b>	Quarterly. Published Q end + 2 weeks
<b>Target rationale</b>	Government Target		

<b>Target profile</b>	<b>Q1 2024</b>	<b>Q2 2024</b>	<b>Q3 2024</b>	<b>Q4 2024</b>	<b>2024/25 Total</b>
	<10%	<10%	<10%	<10%	<10%
	<b>Q1 2025</b>	<b>Q2 2025</b>	<b>Q3 2025</b>	<b>Q4 2025</b>	<b>2025/26 Total</b>
	<10%	<10%	<10%	<10%	<10%
	<b>Q1 2026</b>	<b>Q2 2026</b>	<b>Q3 2026</b>	<b>Q4 2026</b>	<b>2026/27 Total</b>
	<10%	<10%	<10%	<10%	<10%
	<b>Q1 2027</b>	<b>Q2 2027</b>	<b>Q3 2027</b>	<b>Q4 2027</b>	<b>2027/28 Total</b>
<10%	<10%	<10%	<10%	<10%	
<b>Reporting organisation</b>	Development Management, NFDC				
<b>Spatial level</b>	District council				
<b>Further guidance</b>	<a href="https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/103123/Planning_Inspectorate_Ministerial_Statistics_Background_Quality_Report_23rd_November_2023_-_GOV.UK_(www.gov.uk)">Planning Inspectorate Ministerial Statistics Background Quality Report 23rd November 2023 - GOV.UK (www.gov.uk)</a>				
<b>Accountable Service Manager</b>	Mark Wyatt		Agreed date: 02/07/2024		
<b>Data owner</b>	Martine Parkes		Agreed date: 02/07/2024		

PLACE THEME – Priority: Shaping our place now and for future generations			
<b>NFDC ID - Short name</b>	020 - The total outstanding net dwelling supply as set out in our development plan.		
<b>Long name</b>	The total outstanding net dwelling supply as set out in our development plan.		
<b>Rationale and context</b>	Reporting requirement as set out in Annual monitoring report		
<b>Definition</b>	<p>‘Total outstanding net dwelling supply’ means the future identified/committed and achievable housing supply as of the base date (1 April each year) for the remainder of the Local Plan period. To meet the adopted Local Plan 2016-2036 Part 1 overall minimum housing requirement of at least 10,420 dwellings set out in Policy STR5, the ‘outstanding net dwelling supply’ for the remainder of the Plan period up to 2036 will need to be equal to or greater than the residual housing requirement for that period (the residual housing requirement = overall housing requirement 2016-2036 minus actual net housing completions to date). The KPI target is therefore for the ‘total outstanding net dwelling’ supply to be equal to or greater than the residual housing requirement for the remainder of the Local Plan period.</p>		
<b>Formula</b>	Total housing supply identified in adopted LP Pt1 minus housing delivered plus any additional windfalls		
<b>Worked example</b>	10420 (total supply in LP Pt1) - c.3000 (completed since 2016) + x (windfalls not previously identified)	<b>Good performance</b>	Good performance will be typified by continued good supply pipeline of housing whilst delivering housing completions
<b>Collection interval</b>	Annual	<b>Data source</b>	Annual monitoring with HCC
<b>Return format</b>	Number (Num)	<b>Decimal places</b>	One
<b>Reporting frequency</b>	Annual	<b>Data availability</b>	Annual - financial year end + 4 months
<b>Target rationale</b>	<p>The targets are based on the Local Plan 2016-2036 Part 1 Cumulative Housing Delivery Targets for the end of 2023/24, 2024/25, 2025/26 and 2026/27 (+ housing delivery shortfall in the Plan period to date).</p> <p>Considering a 4-month delay in the reportable data availability, the EOY targets will be reported in Q2 of the following year.</p>		

<b>Target profile</b>	<b>Q1 2024</b>	<b>Q2 2024</b>	<b>Q3 2024</b>	<b>Q4 2024</b>	<b>2024/25 Total</b>
	N/A	N/A	N/A	N/A	7,720 + delivery shortfall TBC
	<b>Q1 2025</b>	<b>Q2 2025</b>	<b>Q3 2025</b>	<b>Q4 2025</b>	<b>2025/26 Total</b>
	N/A	N/A	N/A	N/A	7,320 + delivery shortfall TBC
	<b>Q1 2026</b>	<b>Q2 2026</b>	<b>Q3 2026</b>	<b>Q4 2026</b>	<b>2026/27 Total</b>
	N/A	N/A	N/A	N/A	6,920 + delivery shortfall TBC
	<b>Q1 2027</b>	<b>Q2 2027</b>	<b>Q3 2027</b>	<b>Q4 2027</b>	<b>2027/28 Total</b>
	N/A	N/A	N/A	N/A	6,220 + delivery shortfall TBC
<b>Reporting organisation</b>	Planning Policy, NFDC				
<b>Spatial level</b>	District council				
<b>Further guidance</b>	N/A				
<b>Accountable Service Manager</b>	Tim Guymer		Agreed date: 05/06/2024		
<b>Data owner</b>	James Smith / Peter McGowan		Agreed date: 05/06/2024		

PLACE THEME – Priority: Protecting our climate, coast, and natural world					
<b>NFDC ID - Short name</b>	021 - Kilogrammes of non-recycled waste produced per household				
<b>Long name</b>	Amount of non-recycled waste collected by the council from households that is sent for disposal.				
<b>Rationale and context</b>	This is a recognised KPI that will be directly comparable with other LAs and will show progress against our waste strategy.				
<b>Definition</b>	"Non-recycled waste" is any household waste that is not sent for reuse, composting or recycling.				
<b>Formula</b>	Total non-recycled waste tonnage divided by the number of households in the District				
<b>Worked example</b>	15,000 tonnes / 83,000 households = 0.18 tonnes * 1000 = 180kg	<b>Good Performance</b>	Good performance is indicated by a reducing number		
<b>Collection interval</b>	Quarterly (but note 2-month lag for data e.g. Qtr1 data available end August)	<b>Data Source</b>	Various - our own, plus some from HCC, collated by Nicola Plummer		
<b>Return format</b>	Kg	<b>Decimal Places</b>	One		
<b>Reporting frequency</b>	Quarterly	<b>Data Availability</b>	Quarterly (but lag of 2 months from end of quarter)		
<b>Target rationale</b>	Quarterly targets reflect a 5% reduction on previous years				
<b>Target profile</b>	<b>Q1 2024</b>	<b>Q2 2024</b>	<b>Q3 2024</b>	<b>Q4 2024</b>	<b>2024/25 Total</b>
	111 kg	107 kg	109 kg	112 kg	439 kg
	<b>Q1 2025</b>	<b>Q2 2025</b>	<b>Q3 2025</b>	<b>Q4 2025</b>	<b>2025/26 Total</b>
	TBC	TBC	TBC	TBC	TBC
	<b>Q1 2026</b>	<b>Q2 2026</b>	<b>Q3 2026</b>	<b>Q4 2026</b>	<b>2026/27 Total</b>
	TBC	TBC	TBC	TBC	TBC
	<b>Q1 2027</b>	<b>Q2 2027</b>	<b>Q3 2027</b>	<b>Q4 2027</b>	<b>2027/28 Total</b>
	TBC	TBC	TBC	TBC	TBC
<b>Reporting organisation</b>	Waste and Transport team, Place Operations, NFDC				
<b>Spatial level</b>	District council				

<p><b>Further guidance</b></p>	<p><a href="http://www.wastedataflow.org">WasteDataFlow Waste Management (www.wastedataflow.org)</a></p>	
<p><b>Accountable Service Manager</b></p>	<p>Chris Noble</p>	<p>Agreed date: 09/04/2024</p>
<p><b>Data owner</b></p>	<p>Nicola Plummer</p>	<p>Agreed date: 09/04/2024</p>



PLACE THEME – Priority: Protecting our climate, coast, and natural world					
<b>NFDC ID - Short name</b>	022 - Households using our chargeable garden waste service as a percentage of total properties in NFDC.				
<b>Long name</b>	Households using our chargeable garden waste service as a percentage of total properties in NFDC				
<b>Rationale and context</b>	This is an indicator of service quality and our efforts to increase recycling of garden waste and progress against waste strategy				
<b>Definition</b>	The % of households who subscribe to our garden waste collection service				
<b>Formula</b>	Total number of households using the service / total number of households x 100.				
<b>Worked example</b>	(20,000 / 83,000) *100 = 24.09%	<b>Good performance</b>	Good performance will be typified by an increase in the rate.		
<b>Collection interval</b>	Quarterly	<b>Data source</b>	Bartec		
<b>Return format</b>	Percentage (%)	<b>Decimal places</b>	One		
<b>Reporting frequency</b>	Quarterly	<b>Data availability</b>	Available within first 2 weeks of new quarter		
<b>Target rationale</b>	Quarterly target reflects steady growth in subscription numbers				
<b>Target profile</b>	<b>Q1 2024</b>	<b>Q2 2024</b>	<b>Q3 2024</b>	<b>Q4 2024</b>	<b>2024/25 Total</b>
	25%	26%	27%	27%	27%
	<b>Q1 2025</b>	<b>Q2 2025</b>	<b>Q3 2025</b>	<b>Q4 2025</b>	<b>2025/26 Total</b>
	TBC	TBC	TBC	TBC	TBC
	<b>Q1 2026</b>	<b>Q2 2026</b>	<b>Q3 2026</b>	<b>Q4 2026</b>	<b>2026/27 Total</b>
	TBC	TBC	TBC	TBC	TBC
	<b>Q1 2027</b>	<b>Q2 2027</b>	<b>Q3 2027</b>	<b>Q4 2027</b>	<b>2027/28 Total</b>
	TBC	TBC	TBC	TBC	TBC
<b>Reporting organisation</b>	Waste and Transport team, Place Operations, NFDC				
<b>Spatial level</b>	District council				

<b>Further guidance</b>	N/A	
<b>Accountable Service Manager</b>	Chris Noble	Agreed date: 09/04/2024
<b>Data owner</b>	Samantha Marrache	Agreed date: 09/04/2024

PLACE THEME – Priority: Protecting our climate, coast, and natural world					
<b>NFDC ID - Short name</b>	023 - Emissions from the council’s vehicle fleet.				
<b>Long name</b>	Tonnes of CO <sub>2</sub> e emissions from Council fossil-fuelled vehicles and plant				
<b>Rationale and context</b>	Council has committed to reducing emissions as part of climate and nature emergency				
<b>Definition</b>	Tonnes of CO <sub>2</sub> e emitted by Council fossil-fuelled vehicles and plant				
<b>Formula</b>	The CO <sub>2</sub> e emissions from fossil-fuelled vehicles, plant and small tools for the year. The litres of Petrol and Diesel consumed use conversion factors from the Carbon emission accounting tool, which is updated annually and will be adjusted accordingly. e.g.: 1 litre of diesel = 2.51233g CO <sub>2</sub> e, 1 litre of Petrol = 2.19352 g CO <sub>2</sub> e.				
<b>Worked example</b>	1 litre of diesel = 2.51233 g CO <sub>2</sub> e, 1 litre of Petrol = 2.19352 g CO <sub>2</sub> e.	<b>Good performance</b>	Good performance will be typified by a reducing number		
<b>Collection interval</b>	Annually	<b>Data source</b>	Data is taken from Fuel Tran for bunkered fuel, which is managed by Housing. Data is taken from Velocity for fuel cards. Aggregated and added to the Carbon Emissions accounting tool, provided by Facilities		
<b>Return format</b>	Tonnes of CO <sub>2</sub> e	<b>Decimal places</b>	N/A		
<b>Reporting frequency</b>	Annual	<b>Data availability</b>	By end of first month after the end of the year		
<b>Target rationale</b>	Reduction will align to vehicle replacement/greener fleet strategy. This is to be agreed by [end of 2024].				
<b>Target profile</b>	<b>Q1 2024</b>	<b>Q2 2024</b>	<b>Q3 2024</b>	<b>Q4 2024</b>	<b>2024/25 Total</b>
	N/A	N/A	N/A	N/A	TBC
	<b>Q1 2025</b>	<b>Q2 2025</b>	<b>Q3 2025</b>	<b>Q4 2025</b>	<b>2025/26 Total</b>
	N/A	N/A	N/A	N/A	TBC
	<b>Q1 2026</b>	<b>Q2 2026</b>	<b>Q3 2026</b>	<b>Q4 2026</b>	<b>2026/27 Total</b>
	N/A	N/A	N/A	N/A	TBC

	Q1 2027	Q2 2027	Q3 2027	Q4 2027	2027/28 Total
	N/A	N/A	N/A	N/A	TBC
<b>Reporting organisation</b>	Waste and Transport team, Place Operations, NFDC				
<b>Spatial level</b>	District council				
<b>Further guidance</b>	N/A				
<b>Accountable Service Manager</b>	James Carpenter / Roxie King / Chris Noble		Agreed date: 12/06/2024		
<b>Data owner</b>	Simon Cooper		Agreed date: 09/04/2024		

PLACE THEME – Priority: Protecting our climate, coast, and natural world					
<b>NFDC ID - Short name</b>	024 - Percentage of household waste sent for recycling.				
<b>Long name</b>	Total tonnage of non-recycled waste collected by the council from households that is sent for recycling, composting or reuse				
<b>Rationale and context</b>	This is a recognised KPI that will be directly comparable with other LAs and will show progress against waste strategy.				
<b>Definition</b>	Household waste only. Any tonnages of waste recycled/composted/reused as a % of total household waste tonnages.				
<b>Formula</b>	Total household tonnage collected for recycling, composting or reuse / total household waste * 100				
<b>Worked example</b>	(20,000 tonnes / 60,000 tonnes) * 100 = 33.3%	<b>Good performance</b>	Good performance will be typified by an increase in the rate.		
<b>Collection interval</b>	Quarterly. However, reporting on actuals will be delayed as data reports nationally are subject to audit by Waste Data Flow	<b>Data source</b>	Various - our own, plus some from HCC, collated by Nicola Plummer		
<b>Return format</b>	Percentage (%)	<b>Decimal places</b>	One		
<b>Reporting frequency</b>	Quarterly	<b>Data availability</b>	Quarterly (but lag of 2 months from end of quarter)		
<b>Target rationale</b>	Recycling rate unlikely to see significant reduction until service change in 2025.				
<b>Target profile</b>	<b>Q1 2024</b>	<b>Q2 2024</b>	<b>Q3 2024</b>	<b>Q4 2024</b>	<b>2024/25 Total</b>
	37%	37%	37%	37%	37%
	<b>Q1 2025</b>	<b>Q2 2025</b>	<b>Q3 2025</b>	<b>Q4 2025</b>	<b>2025/26 Total</b>
	TBC	TBC	TBC	TBC	TBC
	<b>Q1 2026</b>	<b>Q2 2026</b>	<b>Q3 2026</b>	<b>Q4 2026</b>	<b>2026/27 Total</b>
	TBC	TBC	TBC	TBC	TBC
	<b>Q1 2027</b>	<b>Q2 2027</b>	<b>Q3 2027</b>	<b>Q4 2027</b>	<b>2027/28 Total</b>
TBC	TBC	TBC	TBC	TBC	
<b>Reporting organisation</b>	Waste and transport team, Place Operations, NFDC				

<b>Spatial level</b>	District council	
<b>Further guidance</b>	<a href="https://www.gov.uk">Local authority collected waste management - annual results 2022/23 - GOV.UK (www.gov.uk)</a>	
<b>Accountable Service Manager</b>	Chris Noble	Agreed date: 09/04/2024
<b>Data owner</b>	Nicola Plummer	Agreed date: 09/04/2024

PLACE THEME – Priority: Caring for our facilities, neighbourhoods and open spaces in a modern and responsive way					
<b>NFDC ID - Short name</b>	025 - Number of fly-tipping incidents per 1,000 people				
<b>Long name</b>	Total number of fly-tipping incidents reported by the public, per 1,000 residents				
<b>Rationale and context</b>	A simple way of monitoring our progress in reducing fly-tipping via enforcement and behaviour change				
<b>Definition</b>	No. of fly-tipping incidents reported to NFDC by the public. Fly-tips reported by operatives or from other sources are NOT included - this is to provide parity with fly capture reporting				
<b>Formula</b>	No. incidents / (NFDC population * 1,000)				
<b>Worked example</b>	2,500 incidents / 175,000 (175,942 people (2022 media population estimate; source: Nomis) * 1,000 = 14.2  2,500/175,942 x 1,000	<b>Good performance</b>	Good performance = a reduction in this number		
<b>Collection interval</b>	Quarterly	<b>Data source</b>	Streetscene-collated fly-tipping data		
<b>Return format</b>	Number (Num)	<b>Decimal places</b>	One		
<b>Reporting frequency</b>	Quarterly	<b>Data availability</b>	At end of first month after end of quarter		
<b>Target rationale</b>	Accurate reporting with aspiration to reduce the number of fly-tipping incidents via enforcement and behavioural change.				
<b>Target profile</b>	<b>Q1 2024</b>	<b>Q2 2024</b>	<b>Q3 2024</b>	<b>Q4 2024</b>	<b>2024/25 Total</b>
	<13.94	<13.94	<13.94	<13.94	<13.94
	<b>Q1 2025</b>	<b>Q2 2025</b>	<b>Q3 2025</b>	<b>Q4 2025</b>	<b>2025/26 Total</b>
	TBC	TBC	TBC	TBC	TBC
	<b>Q1 2026</b>	<b>Q2 2026</b>	<b>Q3 2026</b>	<b>Q4 2026</b>	<b>2026/27 Total</b>
	TBC	TBC	TBC	TBC	TBC
	<b>Q1 2027</b>	<b>Q2 2027</b>	<b>Q3 2027</b>	<b>Q4 2027</b>	<b>2027/28 Total</b>
	TBC	TBC	TBC	TBC	TBC
<b>Reporting organisation</b>	Streetscene, NFDC				

<b>Spatial level</b>	District council	
<b>Further guidance</b>	N/A	
<b>Accountable Service Manager</b>	Iain Park	Agreed date: 09/04/2024
<b>Data owner</b>	Stewart Phillips	Agreed date: 09/04/2024



<b>PLACE THEME – Priority: Caring for our facilities, neighbourhoods and open spaces in a modern and responsive way</b>					
<b>NFDC ID - Short name</b>	026 - Percentage customer satisfaction with the appearance of their local area.				
<b>Long name</b>	Percentage of resident survey respondents satisfied with the appearance of their local area				
<b>Rationale and context</b>	The total NFDC score of resident survey respondents stating that they are very satisfied or fairly satisfied with the appearance of their local area.				
<b>Definition</b>	Taking the perception score from our service, those answering the top two satisfaction scores as a proportion of all scores.				
<b>Formula</b>	Total number of respondents answering top two scores / total number of respondents				
<b>Worked example</b>	(375/500) * 100 = 75.0%	<b>Good performance</b>	Good performance will be typified by an increased rate		
<b>Collection interval</b>	2 years	<b>Data source</b>	Resident survey		
<b>Return format</b>	Percentage (%)	<b>Decimal places</b>	One		
<b>Reporting frequency</b>	2 years	<b>Data availability</b>	2 years		
<b>Target rationale</b>	<p>The total NFDC score of resident survey respondents stating that they are very satisfied or fairly satisfied with the appearance of their local area.</p> <p>“How satisfied or dissatisfied are you with your local area as a place to live?” = 93%. This is an ever so slightly different question. We will ask a specific question around this. I would expect this to be around the 85% mark.</p>				
<b>Target profile</b>	<b>Q1 2024</b>	<b>Q2 2024</b>	<b>Q3 2024</b>	<b>Q4 2024</b>	<b>2024/25 Total</b>
	N/A	N/A	N/A	N/A	85%
	<b>Q1 2025</b>	<b>Q2 2025</b>	<b>Q3 2025</b>	<b>Q4 2025</b>	<b>2025/26 Total</b>
	N/A	N/A	N/A	N/A	N/A
	<b>Q1 2026</b>	<b>Q2 2026</b>	<b>Q3 2026</b>	<b>Q4 2026</b>	<b>2026/27 Total</b>
	N/A	N/A	N/A	N/A	85%
	<b>Q1 2027</b>	<b>Q2 2027</b>	<b>Q3 2027</b>	<b>Q4 2027</b>	<b>2027/28 Total</b>
N/A	N/A	N/A	N/A	N/A	
<b>Reporting organisation</b>	Place Operations & Sustainability, NFDC				

<b>Spatial level</b>	District council	
<b>Further guidance</b>	N/A	
<b>Accountable Service Manager</b>	James Carpenter	Agreed date: 26/04/2024
<b>Data owner</b>	Saq Yasin	Agreed date: 26/04/2024

PLACE THEME – Priority: Caring for our facilities, neighbourhoods and open spaces in a modern and responsive way					
<b>NFDC ID - Short name</b>	027 - Equivalent number of 0.5 litre bottles filled at water-filling stations – waste averted				
<b>Long name</b>	Equivalent number of 0.5 litre bottles filled at water-filling stations – waste averted				
<b>Rationale and context</b>	To monitor reduction in waste that we are promoting via provision of water refill stations, as part of waste and climate strategies				
<b>Definition</b>	The water usage at refill stations is monitored and this can be converted to 0.5 litre bottles.				
<b>Formula</b>	Litres of water used divided by 0.5 = No. equivalent water bottles filled				
<b>Worked example</b>	10,000 litres / 0.5 = 20,000 bottles	<b>Good performance</b>	Good performance = an increase in bottles		
<b>Collection interval</b>	Quarterly	<b>Data source</b>	Streetscene-collated building readings		
<b>Return format</b>	Number (Num)	<b>Decimal places</b>	One		
<b>Reporting frequency</b>	Quarterly	<b>Data availability</b>	At end of first month after end of quarter		
<b>Target rationale</b>	Accurate reporting. Currently no mechanism for increasing usage. Units are not operational during below winter cold conditions.				
<b>Target profile</b>	<b>Q1 2024</b>	<b>Q2 2024</b>	<b>Q3 2024</b>	<b>Q4 2024</b>	<b>2024/25 Total</b>
	9,200	13,800	0	0	23,000
	<b>Q1 2025</b>	<b>Q2 2025</b>	<b>Q3 2025</b>	<b>Q4 2025</b>	<b>2025/26 Total</b>
	TBC	TBC	TBC	TBC	TBC
	<b>Q1 2026</b>	<b>Q2 2026</b>	<b>Q3 2026</b>	<b>Q4 2026</b>	<b>2026/27 Total</b>
	TBC	TBC	TBC	TBC	TBC
	<b>Q1 2027</b>	<b>Q2 2027</b>	<b>Q3 2027</b>	<b>Q4 2027</b>	<b>2027/28 Total</b>
	TBC	TBC	TBC	TBC	TBC
<b>Reporting organisation</b>	Streetscene, NFDC				
<b>Spatial level</b>	District council				

<b>Further guidance</b>	N/A	
<b>Accountable Service Manager</b>	Chris Noble	Agreed date: 09/04/2024
<b>Data owner</b>	Stewart Phillips	Agreed date: 09/04/2024

PROSPERITY THEME – Priority: Maximising the benefits of inclusive economic growth and investment					
<b>NFDC ID - Short name</b>	028 - Squared metres of industrial/employment land developed.				
<b>Long name</b>	Squared metres of industrial/employment land developed.				
<b>Rationale and context</b>	Reporting requirement as set out in Annual monitoring report.				
<b>Definition</b>	Square meter of industrial/employment land developed by third party developers as recorded by annual monitoring figures recorded by NFDC and HCC				
<b>Formula</b>	Sqm of industrial/employment land developed				
<b>Worked example</b>	Sqm of industrial/employment land delivered following monitoring visit in accordance with permission	<b>Good performance</b>		Good performance will be an increase in floorspace	
<b>Collection interval</b>	Annual	<b>Data source</b>		Monitoring records from HCC	
<b>Return format</b>	Squared metres (sqm)	<b>Decimal places</b>		One	
<b>Reporting frequency</b>	Annual	<b>Data availability</b>		Annual - financial year end + 4 months (July/August)	
<b>Target rationale</b>	No specific target available but adopted Local plan sets targets for employment land to be delivered over the 20-year period (time frame of local plan 2016-2036).				
<b>Target profile</b>	<b>Q1 2024</b>	<b>Q2 2024</b>	<b>Q3 2024</b>	<b>Q4 2024</b>	<b>2024/25 Total</b>
	Monitor	Monitor	Monitor	Monitor	Monitor
	<b>Q1 2025</b>	<b>Q2 2025</b>	<b>Q3 2025</b>	<b>Q4 2025</b>	<b>2025/26 Total</b>
	TBC	N/A	N/A	N/A	N/A
	<b>Q1 2026</b>	<b>Q2 2026</b>	<b>Q3 2026</b>	<b>Q4 2026</b>	<b>2026/27 Total</b>
	TBC	N/A	N/A	N/A	N/A
	<b>Q1 2027</b>	<b>Q2 2027</b>	<b>Q3 2027</b>	<b>Q4 2027</b>	<b>2027/28 Total</b>
	TBC	N/A	N/A	N/A	N/A
<b>Reporting organisation</b>	Planning Policy, NFDC				
<b>Spatial level</b>	District council				

<b>Further guidance</b>	N/A	
<b>Accountable Service Manager</b>	Tim Guymer	Agreed date: 26/04/2024
<b>Data owner</b>	James Smith / Peter McGowan	Agreed date: 26/04/2024

PROSPERITY THEME – Priority: Maximising the benefits of inclusive economic growth and investment					
<b>NFDC ID - Short name</b>	029 - Level (£) of retained business rates (at source)				
<b>Long name</b>	The value of national non-domestic rates retained from business premises in the Solent Freeport Tax Site situated within the New Forest District Council area.				
<b>Rationale and context</b>	Freeports are areas designated by the government that will benefit from incentives to encourage economic activity. They offer occupiers business rates relief and other incentives to support capital investment, skills and employment. Business rates growth generated from the tax sites can be retained by New Forest District Council and reinvested in services for the benefit of local residents.				
<b>Definition</b>	Value of business rates growth generated from the Solent Freeport tax site				
<b>Formula</b>	Monetary value of business rates growth generated from the Solent Freeport tax site				
<b>Worked example</b>	Rateable Value X Appropriate Rating Multiplier = Retained Rates	<b>Good performance</b>	Good performance will be typified by an increase in the rate		
<b>Collection interval</b>	Annual	<b>Data source</b>	Records from business rate billing system		
<b>Return format</b>	£	<b>Decimal places</b>	N/A		
<b>Reporting frequency</b>	Annual	<b>Data availability</b>	Quarterly		
<b>Target rationale</b>	Where investment takes place on Freeport tax sites, resulting business rates above a specified base line are retained by the Freeport company provided that this investment is in line with Freeport objectives. These retained rates will then be re-invested across the Solent region to realise the objectives set out in the Freeport Full Business Case. As such, the level of retained business rates on New Forest tax sites is a helpful indicator on how the Freeport is progressing in relation to its ambitions within our district.				
<b>Target profile</b>	<b>Q1 2024</b>	<b>Q2 2024</b>	<b>Q3 2024</b>	<b>Q4 2024</b>	<b>2024/25 Total</b>
	N/A	N/A	N/A	N/A	£0
	<b>Q1 2025</b>	<b>Q2 2025</b>	<b>Q3 2025</b>	<b>Q4 2025</b>	<b>2025/26 Total</b>
	N/A	N/A	N/A	N/A	£450,000
	<b>Q1 2026</b>	<b>Q2 2026</b>	<b>Q3 2026</b>	<b>Q4 2026</b>	<b>2026/27 Total</b>
	N/A	N/A	N/A	N/A	£750,000
	<b>Q1 2027</b>	<b>Q2 2027</b>	<b>Q3 2027</b>	<b>Q4 2027</b>	<b>2027/28 Total</b>
	N/A	N/A	N/A	N/A	£950,000

<b>Reporting organisation</b>	Place Operations & Sustainability, NFDC	
<b>Spatial level</b>	District council	
<b>Further guidance</b>	<a href="https://www.gov.uk/guidance/freeports-business-rates-relief">Freeports business rates relief: local authority guidance - GOV.UK (www.gov.uk)</a>	
<b>Accountable Service Manager</b>	Clive Tritton	Agreed date: 5/06/2024
<b>Data owner</b>	Martin Cole	Agreed date: 26/04/2024



<b>PROSPERITY THEME – Priority: Supporting our high-quality business base and economic centres to thrive and grow</b>					
<b>NFDC ID - Short name</b>	030 - Perceptions of our high streets and town centres.				
<b>Long name</b>	Resident survey respondents stating that stating that they are satisfied with the high streets and town centres in their local area.				
<b>Rationale and context</b>	<p>The total NFDC score of resident survey respondents stating that they are very satisfied or fairly satisfied with the high streets and town centres in their local area.</p> <p>This will need a specific question but given other perception questions, I would expect this to be around the 82.5% mark, lower than the 85 for other questions as we know this is lower and needs to grow.</p>				
<b>Definition</b>	Taking the perception score from our service, those answering the top two satisfaction scores as a proportion of all scores.				
<b>Formula</b>	Total number of respondents answering top two scores / total number of respondents.				
<b>Worked example</b>	(375/500) * 100 = 75.0%	<b>Good performance</b>	Good performance will be typified by an increased rate		
<b>Collection interval</b>	2 years	<b>Data source</b>	Resident survey		
<b>Return format</b>	Percentage (%)	<b>Decimal places</b>	One		
<b>Reporting frequency</b>	2 years	<b>Data availability</b>	2 years		
<b>Target rationale</b>	<p>The total NFDC score of resident survey respondents stating that they are very satisfied or fairly satisfied with the high streets and town centres in their local area.</p> <p>This will need a specific question but given other perception questions, I would expect this to be around the 82.5% mark, lower than the 85% for other questions as we know this is lower and needs to grow.</p>				
<b>Target profile</b>	<b>Q1 2024</b>	<b>Q2 2024</b>	<b>Q3 2024</b>	<b>Q4 2024</b>	<b>2024/25 Total</b>
	N/A	N/A	N/A	N/A	82.5%
	<b>Q1 2025</b>	<b>Q2 2025</b>	<b>Q3 2025</b>	<b>Q4 2025</b>	<b>2025/26 Total</b>
	N/A	N/A	N/A	N/A	N/A
	<b>Q1 2026</b>	<b>Q2 2026</b>	<b>Q3 2026</b>	<b>Q4 2026</b>	<b>2026/27 Total</b>
	N/A	N/A	N/A	N/A	82.5%

	Q1 2027	Q2 2027	Q3 2027	Q4 2027	2027/28 Total
	N/A	N/A	N/A	N/A	N/A
<b>Reporting organisation</b>	Place Operations & Sustainability, NFDC				
<b>Spatial level</b>	District council				
<b>Further guidance</b>					
<b>Accountable Service Manager</b>	James Carpenter		Agreed date: 29/04/2024		
<b>Data owner</b>	Saq Yasin		Agreed date: 29/04/2024		

<b>PROSPERITY THEME – Priority: Supporting our high-quality business base and economic centres to thrive and grow</b>					
<b>NFDC ID - Short name</b>	031 - Vacancies of retail premises within town/local centres				
<b>Long name</b>	Percentage of vacant retail units within town/local centres				
<b>Rationale and context</b>	Reporting requirement as set out in Annual monitoring report				
<b>Definition</b>	Percentage of vacant retail units following annual retail survey undertaken by policy team				
<b>Formula</b>	Number of vacant premises/total number of properties x 100				
<b>Worked example</b>	5 (vacant units) / y (total number of units) x 100	<b>Good performance</b>		Percentage of vacant units decreases	
<b>Collection interval</b>	Annual	<b>Data source</b>		Survey by Policy Team	
<b>Return format</b>	Percentage (%)	<b>Decimal places</b>		One	
<b>Reporting frequency</b>	Annual	<b>Data availability</b>		Annual - financial year end + 4 months	
<b>Target rationale</b>	No specific target available but collection of data allows analysis, particularly against comparable areas				
<b>Target profile</b>	<b>Q1 2024</b>	<b>Q2 2024</b>	<b>Q3 2024</b>	<b>Q4 2024</b>	<b>2024/25 Total</b>
	N/A	N/A	N/A	N/A	Monitor
	<b>Q1 2025</b>	<b>Q2 2025</b>	<b>Q3 2025</b>	<b>Q4 2025</b>	<b>2025/26 Total</b>
	N/A	N/A	N/A	N/A	Monitor
	<b>Q1 2026</b>	<b>Q2 2026</b>	<b>Q3 2026</b>	<b>Q4 2026</b>	<b>2026/27 Total</b>
	N/A	N/A	N/A	N/A	Monitor
	<b>Q1 2027</b>	<b>Q2 2027</b>	<b>Q3 2027</b>	<b>Q4 2027</b>	<b>2027/28 Total</b>
	N/A	N/A	N/A	N/A	Monitor
<b>Reporting organisation</b>	Planning Policy, NFDC				
<b>Spatial level</b>	District council				

<b>Further guidance</b>		
<b>Accountable Service Manager</b>	Tim Guymer	Agreed date: 26/04/2024
<b>Data owner</b>	James Smith / Peter McGowan	Agreed date: 26/04/2024

<b>PROSPERITY THEME – Priority: Championing skills and access to job opportunities</b>			
<b>NFDC ID - Short name</b>	032 - Employment rate percentage of working age adults (aged 16-64).		
<b>Long name</b>	The % of residents (aged 16-64) of New Forest District who are in employment ('Employment' measures the number of people in paid work or who had a job that they were temporarily away from (for example, because they were on holiday or off sick)).		
<b>Rationale and context</b>	Employment rate is one indicator of the health of a local and national economy. The Corporate Plan acknowledges the indivisible link between access to a place to live and employment as part of a joined-up approach to helping make the New Forest as prosperous a place as it can be. NFDC will work with partners to ensure the district meets the needs of its businesses and residents in order to support high quality employment, economic growth and investment.		
<b>Definition</b>	The % of residents (aged 16-64) of New Forest District who are in employment ('Employment' measures the number of people in paid work or who had a job that they were temporarily away from (for example, because they were on holiday or off sick)). These district level estimates are less precise than national or regional figures because they are based on smaller numbers of survey respondents.		
<b>Formula</b>	Number		
<b>Worked example</b>	Data from ONS	<b>Good performance</b>	A change to the employment rate is not a measure of performance of NFDC, rather it is an indicator of the wider health of the local and national economy
<b>Collection interval</b>	Annual. Current data covers the period October 2022 to September 2023 and was published in November 2023	<b>Data source</b>	The data source is the Office for National Statistics (ONS) Annual Population Survey
<b>Return format</b>	Percentage (%)	<b>Decimal places</b>	One
<b>Reporting frequency</b>	Annual	<b>Data availability</b>	Annual data October up to and including September, published year end + 2 months (i.e. November)
<b>Target rationale</b>	This is a monitor only indicator		

<b>Target profile</b>	<b>Q1 2024</b>	<b>Q2 2024</b>	<b>Q3 2024</b>	<b>Q4 2024</b>	<b>2024/25 Total</b>
	N/A	N/A	N/A	N/A	Monitor
	<b>Q1 2025</b>	<b>Q2 2025</b>	<b>Q3 2025</b>	<b>Q4 2025</b>	<b>2025/26 Total</b>
	N/A	N/A	N/A	N/A	Monitor
	<b>Q1 2026</b>	<b>Q2 2026</b>	<b>Q3 2026</b>	<b>Q4 2026</b>	<b>2026/27 Total</b>
	N/A	N/A	N/A	N/A	Monitor
	<b>Q1 2027</b>	<b>Q2 2027</b>	<b>Q3 2027</b>	<b>Q4 2027</b>	<b>2027/28 Total</b>
	N/A	N/A	N/A	N/A	Monitor
<b>Reporting organisation</b>	Economic Development, NFDC				
<b>Spatial level</b>	District council				
<b>Further guidance</b>	Estimates of employment are based on the Annual Population Survey. ONS data on employment, unemployment and economic inactivity in New Forest can be found at <a href="http://www.ons.gov.uk/visualisations/labourmarketlocal/E07000091/#employment-rate">www.ons.gov.uk/visualisations/labourmarketlocal/E07000091/#employment-rate</a>				
<b>Accountable Service Manager</b>	James Carpenter		Agreed date: 08/04/2024		
<b>Data owner</b>	Sally Igra		Agreed date: 08/04/2024		

<b>PROSPERITY THEME – Priority: Championing skills and access to job opportunities</b>			
<b>NFDC ID - Short name</b>	033 - Proportion of employee jobs with hourly pay below the living wage.		
<b>Long name</b>	Estimates of the number and proportion (in percentage terms) of UK employee jobs with hourly pay below the living wage, as defined by the Living Wage Foundation.		
<b>Rationale and context</b>	Proportion of employee jobs paid below the living wage are an indicator of the 'quality' of jobs within a local economy, especially in a district where the hospitality sector is an important employer. Nationally, hospitality ('Accommodation and food services') had the highest proportion of jobs paid below the Living Wage in April 2021. The Corporate Plan acknowledges the indivisible link between access to a place to live and employment as part of a joined-up approach to helping make the New Forest as prosperous a place as it can be. NFDC will work with partners to ensure the district meets the needs of its businesses and residents in order to support high quality employment, economic growth and investment.		
<b>Definition</b>	The data is based on estimates from the Annual Survey of Hours and Earnings (ASHE). ASHE covers employee jobs in the United Kingdom. It does not cover the self-employed, nor does it cover employees not paid during the reference period. Hourly and weekly estimates are provided for the pay period that included a specified date in April. They relate to employees on adult rates of pay, whose earnings for the survey pay period were not affected by absence. Annual estimates are provided for the tax year that ended on 5th April in the reference year. They relate to employees on adult rates of pay who have been in the same job for more than a year. ASHE is based on a 1% sample of jobs taken from HM Revenue and Customs' Pay As You Earn (PAYE) records. Consequently, individuals with more than one job may appear in the sample more than once. ASHE data are weighted to UK population totals from the Labour Force Survey (LFS) based on classes defined by region, occupation, age and sex.		
<b>Formula</b>	Number		
<b>Worked example</b>	Data from ONS	<b>Good performance</b>	A change to the proportion (in percentage terms) of employee jobs with hourly pay below the living wage is not a measure of performance of NFDC, rather it is an indicator of the wider health of the local & national economy and the quality of jobs within the district.
<b>Collection interval</b>	Annual Data; 2023 data released in January 2024	<b>Data source</b>	The data source is the Office for National Statistics (ONS) Annual Survey of Hours and Earnings (ASHE)
<b>Return format</b>	Percentage (%)	<b>Decimal places</b>	One
<b>Reporting frequency</b>	Annual	<b>Data availability</b>	Annual Data released year end + 1 month (i.e. January)

<b>Target rationale</b>	This is a monitor only indicator				
<b>Target profile</b>	<b>Q1 2024</b>	<b>Q2 2024</b>	<b>Q3 2024</b>	<b>Q4 2024</b>	<b>2024/25 Total</b>
	N/A	N/A	N/A	N/A	Monitor
	<b>Q1 2025</b>	<b>Q2 2025</b>	<b>Q3 2025</b>	<b>Q4 2025</b>	<b>2025/26 Total</b>
	N/A	N/A	N/A	N/A	Monitor
	<b>Q1 2026</b>	<b>Q2 2026</b>	<b>Q3 2026</b>	<b>Q4 2026</b>	<b>2026/27 Total</b>
	N/A	N/A	N/A	N/A	Monitor
	<b>Q1 2027</b>	<b>Q2 2027</b>	<b>Q3 2027</b>	<b>Q4 2027</b>	<b>2027/28 Total</b>
N/A	N/A	N/A	N/A	Monitor	
<b>Reporting organisation</b>	Economic Development, NFDC				
<b>Spatial level</b>	District council				
<b>Further guidance</b>	<a href="#">The data source is the Office for National Statistics (ONS) Annual Survey of Hours and Earnings (ASHE)</a>				
<b>Accountable Service Manager</b>	James Carpenter		Agreed date: 08/04/2024		
<b>Data owner</b>	Sally Igra		Agreed date: 08/04/2024		



<b>FUTURE NEW FOREST THEME – Priority: Putting our customers at the heart</b>					
<b>NFDC ID - Short name</b>	034 - Resident satisfaction with Council services				
<b>Long name</b>	Percentage resident satisfaction with Council services in perception measures.				
<b>Rationale and context</b>	It is important that we deliver good services and that these are gauged by our residents. This measures uses satisfaction scores of our resident survey conducted every 2 years, starting from 2022.				
<b>Definition</b>	Taking the perception score from our service, those answering the top two satisfaction scores as a proportion of all scores.				
<b>Formula</b>	Total number of respondents answering top two scores / total number of respondents				
<b>Worked example</b>	(375 / 500) * 100 = 75.0%	<b>Good performance</b>		High	
<b>Collection interval</b>	2 years	<b>Data source</b>		Resident survey	
<b>Return format</b>	Percentage (%)	<b>Decimal places</b>		One	
<b>Reporting frequency</b>	2 years	<b>Data availability</b>		2 years	
<b>Target rationale</b>	Residents must consciously give a positive (and not indifferent or negative response).				
<b>Target profile</b>	<b>Q1 2024</b>	<b>Q2 2024</b>	<b>Q3 2024</b>	<b>Q4 2024</b>	<b>2024/25 Total</b>
	N/A	N/A	N/A	N/A	78%
	<b>Q1 2025</b>	<b>Q2 2025</b>	<b>Q3 2025</b>	<b>Q4 2025</b>	<b>2025/26 Total</b>
	N/A	N/A	N/A	N/A	N/A
	<b>Q1 2026</b>	<b>Q2 2026</b>	<b>Q3 2026</b>	<b>Q4 2026</b>	<b>2026/27 Total</b>
	N/A	N/A	N/A	N/A	78%
	<b>Q1 2027</b>	<b>Q2 2027</b>	<b>Q3 2027</b>	<b>Q4 2027</b>	<b>2027/28 Total</b>
	N/A	N/A	N/A	N/A	N/A
<b>Reporting organisation</b>	Performance, NFDC				
<b>Spatial level</b>	District council				

<p><b>Further guidance</b></p>		
<p><b>Accountable Service Manager</b></p>	<p>Saq Yasin</p>	<p>Agreed date: 19/04/2024</p>
<p><b>Data owner</b></p>	<p>Saq Yasin</p>	<p>Agreed date: 19/04/2024</p>

FUTURE NEW FOREST THEME – Priority: Putting our customers at the heart					
<b>NFDC ID - Short name</b>	035 - Staff satisfaction score with NFDC ICT services.				
<b>Long name</b>	Staff survey average satisfaction score of 3.5 or higher (out of 5) for the question what would be your overall rating of the NFDC ICT service				
<b>Rationale and context</b>	Designed to monitor how effective the ICT service is perceived to be by council staff with questions designed around specific topics to allow further focus. The aim is measuring the average 'satisfaction' internally on the quality of ICT services. 3.5 would be the target average across all responses to that question.				
<b>Definition</b>	[For the question, What would be your overall rating of the NFDC ICT service]. Average of all respondent scores				
<b>Formula</b>	AVERAGE of score responses				
<b>Worked example</b>	=AVERAGE (of all scores)	<b>Good performance</b>	>=3.5		
<b>Collection interval</b>	Annual	<b>Data source</b>	Internal Staff Survey scores		
<b>Return format</b>	Number (Num)	<b>Decimal places</b>	One		
<b>Reporting frequency</b>	Annual	<b>Data availability</b>	Annual		
<b>Target rationale</b>	Designed to measure perceived satisfaction from internal staff of the digital services offered to them in order to support delivery of council services. Where targets are not met, feedback will be explored and opportunities for continuous improvement explored.				
<b>Target profile</b>	<b>Q1 2024</b>	<b>Q2 2024</b>	<b>Q3 2024</b>	<b>Q4 2024</b>	<b>2024/25 Total</b>
	N/A	N/A	N/A	N/A	>=3.5
	<b>Q1 2025</b>	<b>Q2 2025</b>	<b>Q3 2025</b>	<b>Q4 2025</b>	<b>2025/26 Total</b>
	N/A	N/A	N/A	N/A	N/A
	<b>Q1 2026</b>	<b>Q2 2026</b>	<b>Q3 2026</b>	<b>Q4 2026</b>	<b>2026/27 Total</b>
	N/A	N/A	N/A	N/A	>=3.5
	<b>Q1 2027</b>	<b>Q2 2027</b>	<b>Q3 2027</b>	<b>Q4 2027</b>	<b>2027/28 Total</b>
N/A	N/A	N/A	N/A	N/A	
<b>Reporting organisation</b>	ICT, NFDC				

<b>Spatial level</b>	District council	
<b>Further guidance</b>	Industry best practice recognises staff surveys as a tool to collect feedback to feed into action plans for continuous improvement	
<b>Accountable Service Manager</b>	Rich Bird/ Kim Gray	Agreed date: 26/04/2024
<b>Data owner</b>	Rich Bird/ Kim Gray	Agreed date: 26/04/2024

FUTURE NEW FOREST THEME – Priority: Putting our customers at the heart					
<b>NFDC ID - Short name</b>	036 - Resident satisfaction score with the quality of NFDC digital services				
<b>Long name</b>	Resident survey average satisfaction score of 3.5 or higher (out of 5) for the question How do you rate the quality of digital services at the council				
<b>Rationale and context</b>	Designed to monitor how effective the councils’ digital services are perceived to be by our residents with questions designed around specific topics to allow further focus. The aim is measuring the average ‘satisfaction’ externally on the quality of Digital services. 3.5 would be the target average across all responses to that question.				
<b>Definition</b>	[For the question, How do you rate the quality of digital services at the council]. Average of all respondent scores				
<b>Formula</b>	AVERAGE of score responses				
<b>Worked example</b>	=AVERAGE (of all scores)	<b>Good performance</b>	>=3.5		
<b>Collection interval</b>	2 years	<b>Data source</b>	External Resident survey scores		
<b>Return format</b>	Number (Num)	<b>Decimal places</b>	One		
<b>Reporting frequency</b>	Annual	<b>Data availability</b>	Annual		
<b>Target rationale</b>	Designed to measure perceived satisfaction from our residents of the digital services offered to them in order to support delivery of council services. Where targets are not met, feedback will be explored and opportunities for continuous improvement explored				
<b>Target profile</b>	<b>Q1 2024</b>	<b>Q2 2024</b>	<b>Q3 2024</b>	<b>Q4 2024</b>	<b>2024/25 Total</b>
	N/A	N/A	N/A	N/A	>=3.5
	<b>Q1 2025</b>	<b>Q2 2025</b>	<b>Q3 2025</b>	<b>Q4 2025</b>	<b>2025/26 Total</b>
	N/A	N/A	N/A	N/A	N/A
	<b>Q1 2026</b>	<b>Q2 2026</b>	<b>Q3 2026</b>	<b>Q4 2026</b>	<b>2026/27 Total</b>
	N/A	N/A	N/A	N/A	>=3.5
	<b>Q1 2027</b>	<b>Q2 2027</b>	<b>Q3 2027</b>	<b>Q4 2027</b>	<b>2027/28 Total</b>
N/A	N/A	N/A	N/A	N/A	
<b>Reporting organisation</b>	ICT, NFDC				

<b>Spatial level</b>	District council	
<b>Further guidance</b>	Industry best practice recognises staff surveys as a tool to collect feedback to feed into action plans for continuous improvement	
<b>Accountable Service Manager</b>	Rich Bird/ Kim Gray	Agreed date: 26/04/2024
<b>Data owner</b>	Rich Bird/ Kim Gray	Agreed date: 26/04/2024

<b>FUTURE NEW FOREST THEME – Priority: Being an employer of choice</b>					
<b>NFDC ID - Short name</b>	037 - Percentage of vacancies filled first time.				
<b>Long name</b>	Percentage of NFDC vacancies filled in the first recruitment round.				
<b>Rationale and context</b>	We want to attract the best staff and ensure our recruitment processes are as effective as possible. We will consider new ways of ensuring we have a competitive advantage in recruiting new staff.				
<b>Definition</b>	This will count all new posts or existing posts that have become vacant. The first round of recruitment shall be the first wave of recruitment activity (ultimately, unsuccessful round)				
<b>Formula</b>	No of second or more recruitments waves for unique posts / total number of posts advertised over the reporting period.				
<b>Worked example</b>	If there were 5 posts, 2 recruited first time, numerator would be 2. Denominator would be 5. In this case, $2/5 \times 100 = 40\%$	<b>Good performance</b>		Good performance will be typified by higher percentages	
<b>Collection interval</b>	Calendar Quarters (for the previous 3 months)	<b>Data source</b>		iTrent	
<b>Return format</b>	Percentage (%)	<b>Decimal places</b>		One	
<b>Reporting frequency</b>	Quarterly	<b>Data availability</b>		We would want this at Q end	
<b>Target rationale</b>	80% is a good target to aim for, considering difficulties in recruitment Nationally in Local Government.				
<b>Target profile</b>	<b>Q1 2024</b>	<b>Q2 2024</b>	<b>Q3 2024</b>	<b>Q4 2024</b>	<b>2024/25 Total</b>
	80%	80%	80%	80%	80%
	<b>Q1 2025</b>	<b>Q2 2025</b>	<b>Q3 2025</b>	<b>Q4 2025</b>	<b>2025/26 Total</b>
	80%	80%	80%	80%	80%
	<b>Q1 2026</b>	<b>Q2 2026</b>	<b>Q3 2026</b>	<b>Q4 2026</b>	<b>2026/27 Total</b>
	80%	80%	80%	80%	80%
	<b>Q1 2027</b>	<b>Q2 2027</b>	<b>Q3 2027</b>	<b>Q4 2027</b>	<b>2027/28 Total</b>
80%	80%	80%	80%	80%	
<b>Reporting organisation</b>	Recruitment Team, Human Resources, NFDC				

<b>Spatial level</b>	District council	
<b>Further guidance</b>	N/A	
<b>Accountable Service Manager</b>	Heleana Aylett	Agreed date: 08/04/2024
<b>Data owner</b>	Heleana Aylett	Agreed date: 08/04/2024



<b>FUTURE NEW FOREST THEME – Priority: Being an employer of choice</b>					
<b>NFDC ID - Short name</b>	038 - Percentage staff turnover.				
<b>Long name</b>	The rate of staff leaving NFDC.				
<b>Rationale and context</b>	Although a degree of turnover is healthy and brings outside experience into the authority, high turnover brings unnecessary costs and retention rates need to be monitored in this respect				
<b>Definition</b>	This will include all turnover of staff including permanent, fixed term and temporary posts. It will include resignations and contract terminations.				
<b>Formula</b>	Number of leavers/Number of staff				
<b>Worked example</b>	If the total number of leavers in a year is 90, then 90/800 (total staff average) = 11%	<b>Good performance</b>		Good performance will be typified by a decreasing rate.	
<b>Collection interval</b>	Annual	<b>Data source</b>		iTrent	
<b>Return format</b>	Percentage (%)	<b>Decimal places</b>		One	
<b>Reporting frequency</b>	Annual	<b>Data availability</b>		Annual	
<b>Target rationale</b>	The turnover rate for 2022/23 was 13.48%. A realistic target would be 11%.				
<b>Target profile</b>	<b>Q1 2024</b>	<b>Q2 2024</b>	<b>Q3 2024</b>	<b>Q4 2024</b>	<b>2024/25 Total</b>
	N/A	N/A	N/A	N/A	11%
	<b>Q1 2025</b>	<b>Q2 2025</b>	<b>Q3 2025</b>	<b>Q4 2025</b>	<b>2025/26 Total</b>
	N/A	N/A	N/A	N/A	11%
	<b>Q1 2026</b>	<b>Q2 2026</b>	<b>Q3 2026</b>	<b>Q4 2026</b>	<b>2026/27 Total</b>
	N/A	N/A	N/A	N/A	11%
	<b>Q1 2027</b>	<b>Q2 2027</b>	<b>Q3 2027</b>	<b>Q4 2027</b>	<b>2027/28 Total</b>
N/A	N/A	N/A	N/A	11%	
<b>Reporting organisation</b>	Human Resources, NFDC				
<b>Spatial level</b>	District council				

<b>Further guidance</b>	N/A	
<b>Accountable Service Manager</b>	Heleana Aylett	Agreed date: 08/04/2024
<b>Data owner</b>	Heleana Aylett	Agreed date: 08/04/2024

FUTURE NEW FOREST THEME – Priority: Being an employer of choice					
<b>NFDC ID - Short name</b>	039 - Average number of days sickness absence per employee.				
<b>Long name</b>	Average number of days sickness absence per NFDC FTE employee.				
<b>Rationale and context</b>	We want to ensure our colleagues can remain at work well in an environment that supports their health and wellbeing. We will review our absence management framework to ensure it strikes the balance of proactive attendance management with effective health and wellbeing support.				
<b>Definition</b>	This will include all sickness absences over a 12 months rolling period for all employees.				
<b>Formula</b>	Number of sickness absence days / FTE				
<b>Worked example</b>	If there were 7000 sickness days / 800 FTE = 8.75 sickness days per FTE over 12 months	<b>Good performance</b>		Good performance will be typified by a decreasing rate	
<b>Collection interval</b>	Calendar quarters (for the previous 3 months)	<b>Data source</b>		iTrent	
<b>Return format</b>	Number (Num)	<b>Decimal places</b>		Two	
<b>Reporting frequency</b>	Quarterly	<b>Data availability</b>		Monthly	
<b>Target rationale</b>	The Councils current absence rate is 9.88 days per FTE. The CIPD Health and Wellbeing Survey 2023 identified the average public sector rate is 10.6 days per FTE. In 2020 the Councils absence rate was 8.66 days per FTE and CIPD identified a UK public sector average of 8 days. The Council is working toward returning to the pre-pandemic absence rate aiming for 8 days per FTE.				
<b>Target profile</b>	<b>Q1 2024</b>	<b>Q2 2024</b>	<b>Q3 2024</b>	<b>Q4 2024</b>	<b>2024/25 Total</b>
	2	2	2	2	8
	<b>Q1 2025</b>	<b>Q2 2025</b>	<b>Q3 2025</b>	<b>Q4 2025</b>	<b>2025/26 Total</b>
	2	2	2	2	8
	<b>Q1 2026</b>	<b>Q2 2026</b>	<b>Q3 2026</b>	<b>Q4 2026</b>	<b>2026/27 Total</b>
	2	2	2	2	8
	<b>Q1 2027</b>	<b>Q2 2027</b>	<b>Q3 2027</b>	<b>Q4 2027</b>	<b>2027/28 Total</b>
2	2	2	2	8	

<b>Reporting organisation</b>	Human Resources, NFDC	
<b>Spatial level</b>	District council	
<b>Further guidance</b>	CIPD Health and Wellbeing Data	
<b>Accountable Service Manager</b>	Heleana Aylett	Agreed date: 08/04/2024
<b>Data owner</b>	Sophie Taylor	Agreed date: 08/04/2024

FUTURE NEW FOREST THEME – Priority: Being an employer of choice					
<b>NFDC ID - Short name</b>	040 - Number of council apprenticeships				
<b>Long name</b>	Number of apprentices currently in posts at NFDC and the number of existing staff undertaking an apprenticeship.				
<b>Rationale and context</b>	Learning opportunities and the development of our staff will be a key element of becoming an Employer of Choice.				
<b>Definition</b>	This will include those on full apprenticeships and also existing staff undertaking an apprenticeship.				
<b>Formula</b>	Number of staff on recognised apprenticeships				
<b>Worked example</b>	Number of apprenticeships	<b>Good performance</b>		Good performance will be typified by an increase in the rate.	
<b>Collection interval</b>	Annual	<b>Data source</b>		LMS	
<b>Return format</b>	Number (Num)	<b>Decimal places</b>		One	
<b>Reporting frequency</b>	Annual	<b>Data availability</b>		Annual	
<b>Target rationale</b>	Delivery of the People Strategy will inform the resources required to be able to focus on the training and development of our staff, including apprenticeships.				
<b>Target profile</b>	<b>Q1 2024</b>	<b>Q2 2024</b>	<b>Q3 2024</b>	<b>Q4 2024</b>	<b>2024/25 Total</b>
	Monitor	Monitor	Monitor	Monitor	Monitor
	<b>Q1 2025</b>	<b>Q2 2025</b>	<b>Q3 2025</b>	<b>Q4 2025</b>	<b>2025/26 Total</b>
	TBC	TBC	TBC	TBC	TBC
	<b>Q1 2026</b>	<b>Q2 2026</b>	<b>Q3 2026</b>	<b>Q4 2026</b>	<b>2026/27 Total</b>
	TBC	TBC	TBC	TBC	TBC
	<b>Q1 2027</b>	<b>Q2 2027</b>	<b>Q3 2027</b>	<b>Q4 2027</b>	<b>2027/28 Total</b>
	TBC	TBC	TBC	TBC	TBC
<b>Reporting organisation</b>	Human Resources, NFDC				
<b>Spatial level</b>	District council				

<b>Further guidance</b>	N/A	
<b>Accountable Service Manager</b>	Heleana Aylett	Agreed date: 08/04/2024
<b>Data owner</b>	Heleana Aylett	Agreed date: 08/04/2024

<b>FUTURE NEW FOREST THEME – Priority: Being financially responsible</b>					
<b>NFDC ID - Short name</b>	041 - Percentage variance to Council budget +/- (General fund budget variations).				
<b>Long name</b>	The percentage in year anticipated budget variation from the approved budget.				
<b>Rationale and context</b>	To ensure that the Council's net expenditure remains within an acceptable variation level from the approved budget.				
<b>Definition</b>	All reported budget variations from the approved budget as a percentage of the set budget for the year.				
<b>Formula</b>	Net Budget variations/Total Original Net Budget Requirement				
<b>Worked example</b>	If budget variation is +£250,000 and total budget is £25m, reported variance would be 1.00%	<b>Good performance</b>		Good performance will be typified by variations remaining within tolerance set (+/- 3%)	
<b>Collection interval</b>	Quarterly	<b>Data source</b>		Unit 4/ Cabinet Financial Monitoring Reports	
<b>Return format</b>	Percentage (%)	<b>Decimal places</b>		One	
<b>Reporting frequency</b>	Quarterly	<b>Data availability</b>		Quarterly	
<b>Target rationale</b>	+/-3% variation is considered to be a reasonable tolerance level within reserve amounts available				
<b>Target profile</b>	<b>Q1 2024</b>	<b>Q2 2024</b>	<b>Q3 2024</b>	<b>Q4 2024</b>	<b>2024/25 Total</b>
	+/- 3%	+/- 3%	+/- 3%	+/- 3%	+/- 3%
	<b>Q1 2025</b>	<b>Q2 2025</b>	<b>Q3 2025</b>	<b>Q4 2025</b>	<b>2025/26 Total</b>
	+/- 3%	+/- 3%	+/- 3%	+/- 3%	+/- 3%
	<b>Q1 2026</b>	<b>Q2 2026</b>	<b>Q3 2026</b>	<b>Q4 2026</b>	<b>2026/27 Total</b>
	+/- 3%	+/- 3%	+/- 3%	+/- 3%	+/- 3%
	<b>Q1 2027</b>	<b>Q2 2027</b>	<b>Q3 2027</b>	<b>Q4 2027</b>	<b>2027/28 Total</b>
+/- 3%	+/- 3%	+/- 3%	+/- 3%	+/- 3%	
<b>Reporting organisation</b>	Accountancy, NFDC				
<b>Spatial level</b>	District council				

<b>Further guidance</b>	N/A	
<b>Accountable Service Manager</b>	Kevin Green	Agreed date: 09/04/2024
<b>Data owner</b>	Kevin Green	Agreed date: 09/04/2024



<b>FUTURE NEW FOREST THEME – Priority: Being financially responsible</b>					
<b>NFDC ID - Short name</b>	042 - Percentage variance to Housing Revenue budget +/- (HRA budget variations).				
<b>Long name</b>	The percentage in year anticipated budget variation from the approved budget.				
<b>Rationale and context</b>	To ensure that the Council's net expenditure remains within an acceptable variation level from the approved budget.				
<b>Definition</b>	All reported budget variations from the approved budget as a percentage of the set budget for the year.				
<b>Formula</b>	Net Budget variations/Total Original Income or Expenditure Budget				
<b>Worked example</b>	If budget variation is +£100,000 and total budget is £30m, reported variance would be 0.33%	<b>Good performance</b>		Good performance will be typified by variations remaining within tolerance set (+/- 3%)	
<b>Collection interval</b>	Quarterly	<b>Data source</b>		Unit 4/ Cabinet Financial Monitoring Reports	
<b>Return format</b>	Percentage (%)	<b>Decimal places</b>		One	
<b>Reporting frequency</b>	Quarterly	<b>Data availability</b>		Quarterly	
<b>Target rationale</b>	+/-3% variation is considered to be a reasonable tolerance level within reserve amounts available				
<b>Target profile</b>	<b>Q1 2024</b>	<b>Q2 2024</b>	<b>Q3 2024</b>	<b>Q4 2024</b>	<b>2024/25 Total</b>
	+/- 3%	+/- 3%	+/- 3%	+/- 3%	+/- 3%
	<b>Q1 2025</b>	<b>Q2 2025</b>	<b>Q3 2025</b>	<b>Q4 2025</b>	<b>2025/26 Total</b>
	+/- 3%	+/- 3%	+/- 3%	+/- 3%	+/- 3%
	<b>Q1 2026</b>	<b>Q2 2026</b>	<b>Q3 2026</b>	<b>Q4 2026</b>	<b>2026/27 Total</b>
	+/- 3%	+/- 3%	+/- 3%	+/- 3%	+/- 3%
	<b>Q1 2027</b>	<b>Q2 2027</b>	<b>Q3 2027</b>	<b>Q4 2027</b>	<b>2027/28 Total</b>
+/- 3%	+/- 3%	+/- 3%	+/- 3%	+/- 3%	
<b>Reporting organisation</b>	Accountancy, NFDC				
<b>Spatial level</b>	District council				

<b>Further guidance</b>	N/A	
<b>Accountable Service Manager</b>	Kevin Green	Agreed date: 09/04/2024
<b>Data owner</b>	Kevin Green	Agreed date: 09/04/2024

FUTURE NEW FOREST THEME – Priority: Being financially responsible					
<b>NFDC ID - Short name</b>	043 - Percentage of Council Tax collected in year				
<b>Long name</b>	The percentage of council tax due to be collected in the year.				
<b>Rationale and context</b>	The percentage of council tax due in 2024/25 collected in the year.				
<b>Definition</b>	The percentage of council tax due in 2024/25 collected in the year.				
<b>Formula</b>	The total amount of council tax collected as a percentage of the total amount of council tax due				
<b>Worked example</b>	If we are due to collect £100m and we collect £95m our collection rate is 95%	<b>Good performance</b>	We aim to be at least 95% by the end of Q4		
<b>Collection interval</b>	Calendar Quarters (for the previous 3 months)	<b>Data source</b>	NEC		
<b>Return format</b>	Percentage (%)	<b>Decimal places</b>	One		
<b>Reporting frequency</b>	Quarterly	<b>Data availability</b>	Monthly		
<b>Target rationale</b>	We aim to maximise collection. Cumulative target.				
<b>Target profile</b>	<b>Q1 2024</b>	<b>Q2 2024</b>	<b>Q3 2024</b>	<b>Q4 2024</b>	<b>2024/25 Total</b>
	98.5% by Q4	98.5% by Q4	98.5% by Q4	98.5% by Q4	98.5%
	<b>Q1 2025</b>	<b>Q2 2025</b>	<b>Q3 2025</b>	<b>Q4 2025</b>	<b>2025/26 Total</b>
	98.5% by Q4	98.5% by Q4	98.5% by Q4	98.5% by Q4	98.5%
	<b>Q1 2026</b>	<b>Q2 2026</b>	<b>Q3 2026</b>	<b>Q4 2026</b>	<b>2026/27 Total</b>
	98.5% by Q4	98.5% by Q4	98.5% by Q4	98.5% by Q4	98.5%
	<b>Q1 2027</b>	<b>Q2 2027</b>	<b>Q3 2027</b>	<b>Q4 2027</b>	<b>2027/28 Total</b>
98.5% by Q4	98.5% by Q4	98.5% by Q4	98.5% by Q4	98.5%	
<b>Reporting organisation</b>	Revenue and Benefits, NFDC				
<b>Spatial level</b>	District council				

<b>Further guidance</b>	N/A	
<b>Accountable Service Manager</b>	Ryan Stevens	Agreed date: 09/04/2024
<b>Data owner</b>	Ryan Stevens	Agreed date: 09/04/2024

FUTURE NEW FOREST THEME – Priority: Being financially responsible					
<b>NFDC ID - Short name</b>	044 - Percentage of Non-domestic Rates collected in year				
<b>Long name</b>	The percentage of non-domestic rates due to be collected in the year.				
<b>Rationale and context</b>	The percentage of non-domestic rates due in 2024/25 collected in the year.				
<b>Definition</b>	The percentage of non-domestic rates due in 2024/25 collected in the year.				
<b>Formula</b>	The total amount of business rates collected as a percentage of the total amount of business rates due				
<b>Worked example</b>	If we are due to collect £100m and we collect £95m our collection rate is 95%	<b>Good performance</b>		We aim to be at least 95% by the end of Q4	
<b>Collection interval</b>	Calendar Quarters (for the previous 3 months)	<b>Data source</b>		NEC	
<b>Return format</b>	Percentage (%)	<b>Decimal places</b>		One	
<b>Reporting frequency</b>	Quarterly	<b>Data availability</b>		Monthly	
<b>Target rationale</b>	We aim to maximise collection. Cumulative target.				
<b>Target profile</b>	<b>Q1 2024</b>	<b>Q2 2024</b>	<b>Q3 2024</b>	<b>Q4 2024</b>	<b>2024/25 Total</b>
	98.5% by Q4	98.5% by Q4	98.5% by Q4	98.5% by Q4	98.5%
	<b>Q1 2025</b>	<b>Q2 2025</b>	<b>Q3 2025</b>	<b>Q4 2025</b>	<b>2025/26 Total</b>
	98.5% by Q4	98.5% by Q4	98.5% by Q4	98.5% by Q4	98.5%
	<b>Q1 2026</b>	<b>Q2 2026</b>	<b>Q3 2026</b>	<b>Q4 2026</b>	<b>2026/27 Total</b>
	98.5% by Q4	98.5% by Q4	98.5% by Q4	98.5% by Q4	98.5%
	<b>Q1 2027</b>	<b>Q2 2027</b>	<b>Q3 2027</b>	<b>Q4 2027</b>	<b>2027/28 Total</b>
98.5% by Q4	98.5% by Q4	98.5% by Q4	98.5% by Q4	98.5%	
<b>Reporting organisation</b>	Revenue and Benefits, NFDC				
<b>Spatial level</b>	District council				

<b>Further guidance</b>	N/A	
<b>Accountable Service Manager</b>	Ryan Stevens	Agreed date: 09/04/2024
<b>Data owner</b>	Ryan Stevens	Agreed date: 09/04/2024

<b>FUTURE NEW FOREST THEME – Priority: Designing modern and innovative services</b>					
<b>NFDC ID - Short name</b>	045 - Benefit realisation from ICT investment				
<b>Long name</b>	70% of benefits realised at project closure across all ICT projects in the annual work programme.				
<b>Rationale and context</b>	Designed to track successful benefits realisation within ICT projects through regular investment of the Digital Strategy. Benefits could be financial, efficiency, effectiveness, compliance for example.				
<b>Definition</b>	Each project will have a defined set of objectives with this KPI monitoring YES / NO realisation. Further details of benefit realisation is covered within project level documentation.				
<b>Formula</b>	$(\text{Total Project Benefits Realised} / \text{Total ICT Project Benefits}) \times 100$				
<b>Worked example</b>	$(70 / 100) * 100 = 70\%$	<b>Good performance</b>		>=70%	
<b>Collection interval</b>	6 Months	<b>Data source</b>		ICT Project Reporting	
<b>Return format</b>	Percentage (%)	<b>Decimal places</b>		One	
<b>Reporting frequency</b>	Every 6 Months	<b>Data availability</b>		Every 6 Months	
<b>Target rationale</b>	Measuring performance of projects through benefits realisation to provide assurance of ICT investment and return on investment.				
<b>Target profile</b>	<b>Q1 2024</b>	<b>Q2 2024</b>	<b>Q3 2024</b>	<b>Q4 2024</b>	<b>2024/25 Total</b>
	70%	70%	70%	70%	70%
	<b>Q1 2025</b>	<b>Q2 2025</b>	<b>Q3 2025</b>	<b>Q4 2025</b>	<b>2025/26 Total</b>
	70%	70%	70%	70%	70%
	<b>Q1 2026</b>	<b>Q2 2026</b>	<b>Q3 2026</b>	<b>Q4 2026</b>	<b>2026/27 Total</b>
	70%	70%	70%	70%	70%
	<b>Q1 2027</b>	<b>Q2 2027</b>	<b>Q3 2027</b>	<b>Q4 2027</b>	<b>2027/28 Total</b>
	70%	70%	70%	70%	70%
<b>Reporting organisation</b>	ICT, NFDC				
<b>Spatial level</b>	District council				

<b>Further guidance</b>	KPI will depend on the number of projects in progress and reaching a status of closed. This time could mean the KPI is static for extended periods until project closure or post project realisation.	
<b>Accountable Service Manager</b>	Rich Bird	Agreed date: 26/04/2024
<b>Data owner</b>	Rich Bird	Agreed date: 26/04/2024



FUTURE NEW FOREST THEME – Priority: Designing modern and innovative services					
<b>NFDC ID - Short name</b>	046 - Percentage of ICT incidents resolved within SLA.				
<b>Long name</b>	Percentage of ICT incidents resolved within SLA.				
<b>Rationale and context</b>	To measure the volume of incident tickets being logged that are being resolved in a timely manner and within set parameters.				
<b>Definition</b>	Includes all ICT incidents that are logged with the ICT Service Desk which have been resolved within its service level agreement.				
<b>Formula</b>	$(\text{Total number of incidents resolved within SLA parameters} / \text{Total number of incidents}) \times 100$				
<b>Worked example</b>	$(95 / 100) * 100 = 95\%$	<b>Good performance</b>	Good performance is indicated by the target being met or within an agreed tolerance		
<b>Collection interval</b>	Quarterly	<b>Data source</b>	ICT Service Management Platform		
<b>Return format</b>	Percentage (%)	<b>Decimal places</b>	One		
<b>Reporting frequency</b>	Quarterly	<b>Data availability</b>	Quarterly		
<b>Target rationale</b>	Target to resolve incidents within an agreed SLA and restore digital services in a timely manner for staff to continue providing council services.				
<b>Target profile</b>	<b>Q1 2024</b>	<b>Q2 2024</b>	<b>Q3 2024</b>	<b>Q4 2024</b>	<b>2024/25 Total</b>
	95%	95%	95%	95%	95%
	<b>Q1 2025</b>	<b>Q2 2025</b>	<b>Q3 2025</b>	<b>Q4 2025</b>	<b>2025/26 Total</b>
	95%	95%	95%	95%	95%
	<b>Q1 2026</b>	<b>Q2 2026</b>	<b>Q3 2026</b>	<b>Q4 2026</b>	<b>2026/27 Total</b>
	95%	95%	95%	95%	95%
	<b>Q1 2027</b>	<b>Q2 2027</b>	<b>Q3 2027</b>	<b>Q4 2027</b>	<b>2027/28 Total</b>
	95%	95%	95%	95%	95%
<b>Reporting organisation</b>	ICT, NFDC				
<b>Spatial level</b>	District council				

<b>Further guidance</b>	Industry best practice such as ITIL, recognises the importance of resolving incidents within an agreed SLA.	
<b>Accountable Service Manager</b>	Kim Gray	Agreed date: 26/04/2024
<b>Data owner</b>	Kim Gray	Agreed date: 26/04/2024

FUTURE NEW FOREST THEME – Priority: Designing modern and innovative services					
<b>NFDC ID - Short name</b>	047 - ICT projects to be delivered on time and on budget in the annual work programme				
<b>Long name</b>	70% of ICT projects are delivered on time and on budget in the annual work programme when measuring against the latest project board approved project plan.				
<b>Rationale and context</b>	Designed to monitor project delivery being on time and on budget as two examples of typical project success measures.				
<b>Definition</b>	Each project will have an agreed budget with appropriate spend tracking against this amount. Project plans can evolve across the lifetime of a project so the tracked 'on time' element of the KPI will be against the latest approved project plan or approved strategic delivery date.				
<b>Formula</b>	$(\text{Total Projects on Time and On Budget} / \text{Total Number of ICT Projects}) \times 100$				
<b>Worked example</b>	$(70 / 100) * 100 = 70\%$	<b>Good performance</b>		>=70%	
<b>Collection interval</b>	Quarterly	<b>Data source</b>		ICT Project Reporting	
<b>Return format</b>	Percentage (%)	<b>Decimal places</b>		One	
<b>Reporting frequency</b>	Quarterly	<b>Data availability</b>		Quarterly	
<b>Target rationale</b>	Aiming to deliver projects in a timely manner and within agreed budget thresholds.				
<b>Target profile</b>	<b>Q1 2024</b>	<b>Q2 2024</b>	<b>Q3 2024</b>	<b>Q4 2024</b>	<b>2024/25 Total</b>
	70%	70%	70%	70%	70%
	<b>Q1 2025</b>	<b>Q2 2025</b>	<b>Q3 2025</b>	<b>Q4 2025</b>	<b>2025/26 Total</b>
	70%	70%	70%	70%	70%
	<b>Q1 2026</b>	<b>Q2 2026</b>	<b>Q3 2026</b>	<b>Q4 2026</b>	<b>2026/27 Total</b>
	70%	70%	70%	70%	70%
	<b>Q1 2027</b>	<b>Q2 2027</b>	<b>Q3 2027</b>	<b>Q4 2027</b>	<b>2027/28 Total</b>
70%	70%	70%	70%	70%	
<b>Reporting organisation</b>	ICT, NFDC				
<b>Spatial level</b>	District council				

<b>Further guidance</b>	KPI will depend on the number of active projects, can be updated quarterly to reflect in progress status of budget and plan then a final review of the project at closure stage.	
<b>Accountable Service Manager</b>	Rich Bird	Agreed date: 26/04/2024
<b>Data owner</b>	Rich Bird	Agreed date: 26/04/2024

FUTURE NEW FOREST THEME – Priority: Designing modern and innovative services					
<b>NFDC ID - Short name</b>	048 - Percentage unscheduled downtime for critical systems				
<b>Long name</b>	Percentage unscheduled downtime for critical systems				
<b>Rationale and context</b>	To measure availability of critical ICT infrastructure and applications				
<b>Definition</b>	Includes critical (tier 1) infrastructure services and applications that have a significant impact on service delivery if unavailable. This is for unscheduled downtime within hours (8am - 5pm Monday to Friday, excluding bank holidays)				
<b>Formula</b>	Percentage of unscheduled downtime within defined period This is a quantified amount of downtime for tier 1 systems (time unit) / availability for all tier 1 systems (time unit), expressed as a percentage				
<b>Worked example</b>	2/375 = 0.0053	<b>Good performance</b>	Good performance is indicated by the target being met and a decrease in the rate		
<b>Collection interval</b>	Quarterly	<b>Data source</b>	ICT Reporting: P1 incident management process		
<b>Return format</b>	Percentage (%)	<b>Decimal places</b>	Up to 2 (two)		
<b>Reporting frequency</b>	Quarterly	<b>Data availability</b>	Quarterly		
<b>Target rationale</b>	Target for critical system downtime to be kept to a minimum and core systems to be available as much as possible.				
<b>Target profile</b>	<b>Q1 2024</b>	<b>Q2 2024</b>	<b>Q3 2024</b>	<b>Q4 2024</b>	<b>2024/25 Total</b>
	<5%	<5%	<5%	<5%	<5%
	<b>Q1 2025</b>	<b>Q2 2025</b>	<b>Q3 2025</b>	<b>Q4 2025</b>	<b>2025/26 Total</b>
	<5%	<5%	<5%	<5%	<5%
	<b>Q1 2026</b>	<b>Q2 2026</b>	<b>Q3 2026</b>	<b>Q4 2026</b>	<b>2026/27 Total</b>
	<5%	<5%	<5%	<5%	<5%
	<b>Q1 2027</b>	<b>Q2 2027</b>	<b>Q3 2027</b>	<b>Q4 2027</b>	<b>2027/28 Total</b>
<5%	<5%	<5%	<5%	<5%	
<b>Reporting organisation</b>	ICT, NFDC				

<b>Spatial level</b>	District council	
<b>Further guidance</b>	Industry best practice such as ITIL, recognises the importance of resolving incidents within an agreed SLA and proactive maintenance to prevent unplanned downtime.	
<b>Accountable Service Manager</b>	Kim Gray	Agreed date: 26/04/2024
<b>Data owner</b>	Kim Gray	Agreed date: 26/04/2024

**Council – 16 September 2024**

**Report of Cabinet – [4 September 2024](#)**

## **Part I – Items Resolved by Cabinet**

### **1. Financial Monitoring Report**

**Portfolio** – Finance and Corporate

#### **Cabinet Resolution:**

That Cabinet:

1. Notes the latest budget forecasts of the General Fund, HRA and Capital.
2. Approves the supplementary budgets of £50,000 and £90,000 in the Housing Revenue Account for additional trees maintenance costs.
3. Approves the supplementary budget provision of £125,000 for additional operating costs of the Green Waste service, funded from additional income from the Green Waste service.

#### **Cabinet Discussion:**

The Portfolio Holder for Corporate and Finance introduced the report and explained that it was the first monitoring report of the 2024-2025 financial year. One of the few supplementary budget items for approval was £125,000 additional funding for the Green Waste scheme, however this would be more than covered by additional revenue from the Green Waste scheme itself. It was heard that the Green Waste scheme was proving very popular with residents and that there had been a large number of subscribers. The Portfolio Holder referenced some of the additional costs, such as the Appletree Court East Wing roof repair but explained that this cost had been met from within overall maintenance budgets. Finally, Cabinet heard that car parking income levels were lower than forecast but were still significantly higher than previous years. Cabinet understood the lower-than-expected car parking levels to be partly due to the weather conditions over the Summer. Capital expenditure was listed within the report and the Portfolio Holder acknowledged that there were a couple of variations to note.

The Strategic Director, Corporate Resources S151 and Transformation supported the summary provided by the Portfolio Holder for Corporate and Finance.

A member of the Council asked whether car parking prices would be increased next year, to which the Portfolio Holder for Corporate and Finance explained that t when budgets are reviewed each year, every aspect of Council income and expenditure would be assessed and revised as necessary.



## **Part II – Recommendations to Council**

### **2. Customer Strategy**

**Portfolio** – Finance and Corporate

**Recommended:**

That Council approves the Customer Strategy.

**Cabinet Discussion:**

The Portfolio Holder for Corporate and Finance introduced the report and emphasised that the core principle of the new Customer Strategy was to put the customer at the heart of Council services. Cabinet heard that the Council would continue to put its residents first and would continue to offer direct contact channels and face-to-face meeting time through its various offices.

The Revenues, Benefits and Customer Services Service Manager summarised the new Customer Strategy and explained that extensive research had been undertaken and feedback had been gathered through internal and external consultation and that from this, the needs of the customer could be understood and assessed/improved. The Strategy would ensure that nobody would be excluded from contacting the Council and being assisted where possible. To ensure this, staff, residents and Town & Parish Councils were among the groups who had been consulted during the development of the Strategy.

From the insight gained and feedback from the consultation and subsequent development of the Strategy, there were four key customer outcomes considered. In order to achieve the outcomes, the four key principles would be:

- Putting the customer at the heart of what the Council does.
- Providing customers with a consistent experience through all interactions with the Council.
- Utilising technology to meet customer needs.
- Using data to shape and improve service delivery.

The Revenues, Benefits and Customer Services Service Manager explained that within the Strategy was an Action Plan which provides details on the range of activities, along with timescales, to be completed. The Action Plan would enable the Strategy to meet its customer outcomes.

Finally, it was explained that the Strategy supports the new corporate plan and transformation programme and would then move the customer experience forward by investing in staff and technology to modernise services and embody a culture of putting customers at the heart of Council business.

A member of the Council asked a question on hard-to-reach residents in the District. The Portfolio Holder for Corporate and Finance explained that the Council would not be able to reach each and every resident in the District but reassured the Cabinet that NFDC worked cooperatively with other organisations locally to ensure that customers are still supported and signposted to the authorities that can assist them. The Leader gave the example of the information boards used at the New Forest Show, along with informative Council Z-cards, that could be disseminated across Town & Parish Councils to put the Council's contact channels and information in the heart of the various communities.

## **Appendix 1 – [Background Report to Cabinet](#)**

### **3. Christchurch Bay & Harbour Flood & Coastal Erosion Risk Management (FCERM) Strategy**

**Portfolio** – Environment and Sustainability

#### **Cabinet Resolution:**

That Cabinet approve the following:-

1. To note that there is no statutory duty upon NFDC as the Coast Protection Authority to undertake coast protection works, nor does the adoption of the strategy bind NFDC to commit to the provision of any funding for the delivery of the identified options.
2. To note that throughout the development of the strategy extensive engagement and consultation has been undertaken with:  
1. Residents & wider communities (including landowners, community groups, organisations and individuals)  
2. Key stakeholders,  
3. Officers & members.

#### **Recommended:**

That Council approve the following:-

3. Approve and adopt the recommended leading options identified in the Christchurch Bay & Harbour Flood & Coastal Erosion Risk Management (FCERM) Strategy for the New Forest 44 District

Council area, subject to securing the necessary funding contributions.

4. In approving and adopting the strategy, commits to developing a Funding Strategy that will seek to identify and aim to secure the necessary funding contributions to enable the national or local leading options to be implemented via future capital schemes and maintenance of existing/new schemes, noting that the exact amount of contributions will need to be confirmed as schemes are developed.

### **Cabinet Discussion:**

The Portfolio Holder for Environment and Sustainability introduced the report and explained that the Strategy identified the future risks to the District's communities as a result of sea level rise, climate change and the increasing number of storms. By identifying the flood and erosion threats facing the coastline, the Strategy provides risk management measures to mitigate against this, along with the funding requirements needed to deliver the identified options.

The Portfolio Holder emphasised that despite the significant financial requirements needed to implement the Strategy's identified options, there was no obligation for NFDC to meet these costs. Work would, however, continue with the Council's partners (such as BCP Council and the Environment Agency((EA)) to aim to develop a funding plan to meet these costs.

The Service Manager of Coastal summarised the detailed, technical report and explained that the Strategy covered the coastline from Christchurch Harbour to Hurst Spit. A further strategy was being considered, covering Hurst Spit to Lymington River, due for completion by September 2026. A strategy for the Eastern side of the coast, where risk is primarily through flooding, would potentially be developed by the EA following the completion of current projects.

Work on the FCERM Strategy started in 2021 alongside BCP and the EA. Development and creation of the Strategy had been fully funded by grant funding through Central Government. Now, both BCP and NFDC are going through the process of adopting the Strategy, with the EA expected to give assurance to the strategy in early 2025. The Strategy itself identifies the long term risks over a 100 year period to the properties, assets and environment and considers approaches on how to manage those risks. The Strategy aligns with the Shoreline Management Plans (SMPs) already in existence from 2010 and the strategic element means that the Strategy spans boundaries, enabling collaborative work between various authorities.

The existing defences in place are 70 years old and at the end of their life expectancy, which was demonstrated by some failures along Milford frontage. From this, the Strategy identifies that there are 1300 homes at risk of erosion, generally split 50/50 between Barton and Hordle Cliff to Milford on Sea. 140 homes are at risk of flooding in the East of the Milford area, with car parks, public toilets and beach huts all facing the same risks.

On cost, the Barton frontage options of cliff stabilisation and drainage, would cost around £27million with only around £3mil in grant aid. For Hordle to Milford on Sea, the scheme cost, depending on which option was taken, would be between £10-£30mil with only around £4mil in grant aid.

Engagement with local residents and stakeholders had taken place and would continue to take place, both in person and online.

Members of the Cabinet thanked the Officers and congratulated them on all of the hard, detailed work that they had undertaken throughout the process.

Members of the Council were reassured that there would not be a funding obligation upon NFDC.

Cabinet were informed, following a comment on a strategy for the Eastern coastline of the District, that a senior EA officer would be attending the Place & Sustainability O&S Panel in January 2025 to talk through the members' concerns on flooding.

## **Appendix 2 – [Background Report to Cabinet](#)**

### **4. Strategic Risk Register**

**Portfolio** – Leader / all

#### **Recommended:**

That Council adopt the Strategic Risk Register.

#### **Cabinet Discussion:**

The Leader introduced the report and explained that in light of the new Corporate Plan for 2024-2028 the Council had revised its Strategic Risk Register to reflect the current risks facing NFDC. The Leader noted the valuable input of the Audit Committee toward the Strategic Risk Register

(SRR). It was emphasised how important it was for the Council to understand the significant risks that may impact its communities.

The Insurance and Risk Officer explained that risk management aimed to identify the risks that may impact on the Council achieving its objectives. Its purpose is to evaluate, design and implement effective measures to reduce both the likelihood and potential impact of these risks occurring. The SRR outlines the most significant, overarching risks to achieving the current Corporate Plan and the proposed actions to mitigate these risks.

The risks had been identified through collaboration between senior and executive council officers and Portfolio Holders to ensure a unified approach in identifying and recording these risks.

The Insurance and Risk Officer highlighted some of the updates to the SRR following the Audit Committee's input and further consideration to the recent, global ICT outage. These changes had been integrated into the SRR.

It was emphasised that the SRR was a 'living document' and would evolve over its lifespan in order to adapt to the potential risks that may arise.

A member of the Cabinet acknowledged how each of the eight identified risks have all been marked with a separate improvement outcome.

A member of the Council posed a question on Risk 6 and the wording of the lead statement on responding to any political change that impacts the District. The Chief Executive reassured the member that the Executive Management Team would take this into account and would seek to escalate and mitigate any detrimental impact that political change may have on the Council.

### **Appendix 3 – [Background Report to Cabinet](#)**

This page is intentionally left blank

## Cabinet – 4 September 2024

## Customer Strategy

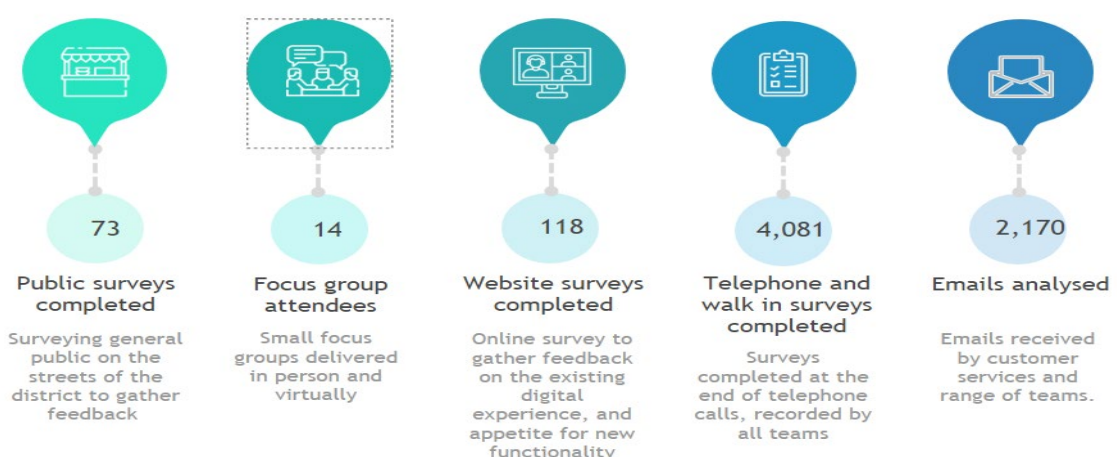
Purpose	For decision
Classification	Public
Executive Summary	<p>This strategy sets out the Council’s vision and commitment to achieve the best possible experience for our customers, whoever they are and whenever they deal with us.</p> <p>Through consultation we recognise that many of our customers want a more immediate service and expect to be able to contact us when it is convenient for them. Although we will adopt a digital by design approach to utilise technology to encourage self-service, access to services will still be available via telephone and face to face to support our vulnerable customers to ensure nobody is excluded.</p> <p>The Customer Strategy will embed a culture of the customer being at the heart of what we do to ensure the customer receives a professional and modern experience when interacting with the Council.</p>
<b>Recommendation</b>	<b>That Cabinet recommend that Council approve the Customer Strategy</b>
Reasons for recommendation	The Customer Strategy supports our commitment of putting the customer at the heart of what we do by understanding our customers’ needs and providing efficient, modern, and professional services to our customers.
Wards	All
Portfolio Holder	Councillor Jeremy Heron – Finance & Corporate
Strategic Director	Alan Bethune – Strategic Director Corporate Resources and Transformation
Officer Contact	<p>Ryan Stevens Service Manager Revenues, Benefits and Customer Services</p> <p>02380 285693 <a href="mailto:Ryan.stevens@nfdc.gov.uk">Ryan.stevens@nfdc.gov.uk</a></p>

## Introduction and background

1. The recently approved Corporate Plan sets our vision of “Investing in our people and services to meet customer needs” and “putting the customer at the heart of what we do,” with the focus being on our customers to ensure we provide “easy to use services and efficient working practices and processes”. Underpinning the Corporate Plan is the Transformation Strategy, Future New Forest (Transforming tomorrow, together) which identifies four challenges facing the Council: financial, capacity, modernising services, and climate. The strategy specifies four themes, of which Customer and Digital is one. The Customer and Digital theme is about how we redesign our services to improve the customer experience and make better use of technology. There are three objectives, these are:
  1. Our customers will be at the heart of our digital-by-design approach
  2. We will use data and insight to plan services, manage performance and direct our focus for transformation
  3. We will have the right systems, processes, and devices to ensure work can be done in the right place, right time and in the most efficient way
2. The Customer Strategy sets out how we will provide services to our customers, whoever they are and however they want to interact with us. The Customer Strategy supports both our Corporate Plan and the Transformation Strategy and our commitment to our customers by ensuring the customer is central to our thinking when reviewing process, utilising technology to modernise services to be more efficient, releasing capacity and reducing our environmental impacts.

## Customer Insight

3. During 2023 we worked with Ignite consultancy to gather customer insight to understand our customers and to support shaping the strategy. The following activities were undertaken.





4. From the customer insight gathered there were some key themes, notably:
  - customers want assurance that their contact is being dealt with along with clear timescales
  - customers want to be able provide information once
  - 33% of the emails received were follow-up
  - 66% of customers want to do things for themselves online
  - there should be a range of access channels – including non-digital for those customers unable to interact online
5. Customers also stated that:
  - human contact gives us confidence
  - services are not always joined up
  - issues are usually resolved quickly when calling
  - staff are polite and professional
  - their feedback is not always listened to
  - they could not find, or do what they needed to do online, causing them to call
6. All of the insight gathered was considered when developing the Customer Strategy.

### **Consultation with staff and partners**

7. Meetings were held with Change Champions who represented a range of teams from across the council. The group discussed the insight and research and current processes and procedures, alongside potential initiatives and technological enhancements which could be utilised to improve customer service. The strategy has also been discussed in Chief Executive staff briefings and shared with the Executive Management Team, the Leadership Team, and with teams providing customer services.
8. The draft strategy has been shared with Town and Parishes' where they provide an Information service on our behalf, residents who attended the focus groups in 2023, Tenant Involvement Group, and Citizens Advice New Forest. Feedback received from this consultation was reviewed and the strategy amended where appropriate.

### **Customer outcomes and principles**

9. From the insight and research 4 key customer outcomes were considered which underpin the Customer Strategy, these are summarised as:

Understand	understanding the needs of our customers
Experience	providing customers with a positive experience
Access	providing a range of access channels for customers
Trust	keeping data secure and doing what we say

10. To achieve these outcomes four key principles have been considered, these are:

1	We will put customers at the heart of what we do
2	We will provide our customers with a consistent experience through all interactions with us
3	We will utilise technology to meet customer needs
4	We will use data to shape and improve service delivery

11. These outcomes and principles will be embedded into our culture across the Council, and we will ensure that when we are designing processes and procedures and implementing technology, we will do so with customer in mind to ensure we meet our customers' needs. The strategy supports a two-way relationship with our customers, listening to feedback and working together to create efficient and accessible services and getting things right first time.
12. Within the strategy there is a Channel Strategy to support our digital by design approach as we know that some customers want to do things for themselves, have easy to use access to services and reduce the use of email. The strategy is clear to ensure that those customers not able to interact digitally will not be excluded.

### **Customer promise and standards**

13. The Change Champions group developed a *Customer Promise* which defines the way that all staff across the council will deal with our customers and supports the delivery of the customer outcomes and principles. This ensures we listen and learn, provide a positive experience, be open and honest and take responsibility. The promise also defines how we want customers to interact with us.
14. The group have also developed corporate standards to support providing a consistent customer service across the council.

15. Managers will endorse and promote the promise and standards to ensure they are embedded and adhered to.

### **Action plan and implementation**

16. The Customer Strategy is ambitious and within the strategy is an Action Plan which provides details on the range of activities, along with timescales, to be undertaken. The Action Plan has been considered to ensure alignment with the ICT Digital Strategy and workplan. There will be some *quick wins* and activities to embed the customer centric culture, but due to timescales for procurement, installing, testing and implementation, some changes will not occur straight away, such as a new Customer Relationship Manager.
17. Using resources from ICT, Transformation, Customer Services, and key Officers from across the council, working groups will be established to deliver the activities in the Action Plan, and staff will be updated through various communication channels, including Monthly Meet and staff briefings, to ensure engagement.

### **Resources and Transformation Overview and Scrutiny Panel comments**

18. The Panel fully support the Customer Strategy and recognise the need to invest and utilise technology to support those customers wanting to do more online for themselves. The Panel were reassured of the commitment to ensure that nobody is excluded from our services and access to services by telephone and face to face would continue, especially to support our most vulnerable residents.

### **Corporate plan priorities**

19. The Customer Strategy supports our Future New Forest transformation programme and our Corporate Plan by putting the customers at the heart of what we do. The Customer Strategy is aligned to our commitment to investing in people and services and using insight and data to develop efficient working practices and processes, including easy to use digital services, to meet customer needs. Access to services by telephone and face to face will remain available to ensure we support our vulnerable customers.

### **Options appraisal**

20. The Customer Strategy is a key strand to support and underpin our Transformation programme and has been developed using data, customer insight and in consultation with staff and partners.

### **Financial and resource implications**

21. There are financial implications with the investment in modern technology that will support the customer strategy. These indicative

costings, which are significant, are included in the Transformation Business Case. Understanding our customers, reducing avoidable contact, utilising technology, and working more efficiently will provide opportunities to reduce costs and/or release capacity.

### **Legal implications**

22. There are no legal implications arising directly from this report.

### **Risk assessment**

23. There are no risk assessments required, however each project will have a detailed project plan, scope, and governance which will include an analysis of associated risks which will be regularly discussed and reviewed.

### **Environmental / Climate and nature implications**

24. The customer strategy supports initiatives which promote positive environmental impacts, such as a reduction in paper usage.

### **Equalities implications**

25. The customer strategy will ensure we understand the various channels different groups need to access our services and recognises that some customers are unable to access online services and is committed to supporting our vulnerable customers so that nobody is excluded. This includes providing access via telephone and in person and considering customer needs when designing services.

### **Crime and disorder implications**

26. There are no crime and disorder implications arising directly from this report.

### **Data protection / Information governance / ICT implications**

27. The Customer Strategy is aligned to the ICT work plan and officers will work closely with ICT on any technological implementations, for example a new Customer Relationship Management system, and consider any data protection implications, including reviewing and updating privacy notices.

### **Conclusion**

28. The Customer Strategy sets out our vision and commitment to achieve the best possible experience for our customers and ensure there is a customer centric culture across the Council. It is ambitious and will take time to achieve. Although the strategy has utilising and enhancing technology to enable customers to self-service as an objective, we are committed to ensure nobody is excluded and that we still support vulnerable customers through telephone and face to

face. The strategy applies to all council employees and having the customer at the heart of what we do will ensure processes are designed to meet their needs. This strategy supports the wider Transformation Strategy and Corporate Plan.

### **Appendices**

Appendix 1 – Customer Strategy

### **Background Papers:**

Minutes of the Resources and Transformation Overview and Scrutiny Panel meeting of 25 July 2024



# Customer Strategy

## 2024-2028



## Foreword

I am very pleased to support the publication of this strategy as part of the Council's ongoing transformation programme "Future New Forest, transforming tomorrow, together" where we will have committed to "investing in our people and services to meet customer needs". Customer is one of the four 4 themes that underpins the Transformation strategy, and will support and compliment other key strategies, such as digital and tenancy engagement, to ensure the customer is at the heart of what we do.

This strategy sets out the Council's vision and commitment to achieve the best possible experience for our customers, whoever they are (residents, businesses, or partners) and whenever they deal with us. This strategy sets out our plan to achieve this by implementing 4 key principles:

- creating a culture of putting customers at the heart of what we do
- ensuring customers receive a consistent experience when interacting with us
- utilising technology and embedding a digital by design culture across the Council
- use the data we hold to provide a better customer experience

Through consultation we recognise that many of our customers want a more immediate, personalised service and expect to be able to contact us when it is convenient for them. I am keen to ensure all customer channels, including digital, telephone and face-to-face, enhance the customer experience and are available to support our vulnerable customers. Equally our changes will aim to reduce avoidable contact and provide opportunities for greater customer feedback, whilst our capacity to reflect and respond to this will be built into our services to improve them. We will ensure our customers can interact with us easily, effectively, and when convenient, and we will manage expectations. A new set of customer standards will ensure a consistent experience from services across the council, and we will regularly monitor and review feedback and performance against them.

We want to ensure the customer receives a professional and modern experience when interacting with us and I am proud of how this strategy supports this aim.

**Cllr Jill Cleary**

Leader, New Forest District Council



## Introduction

This strategy sets out the Council's plan for delivering our services to customers across multiple teams and communication channels.

We have recognised that our view of customers is not always joined up and that customers can be a customer of more than one service across the Council. We will transform how we work and deliver our services, focussing on understanding and examining our customers' experience, expectations to improve choices, our systems, and processes.

We must develop more cost-effective ways for our customers to interact with us, and support customers to self-help wherever possible by embracing technological solutions.

Therefore, we will ensure that:

- our customers have easy access to information
- we reduce demand through design of our services,
- we have the right skills and capacity to support complex or vulnerable customers
- we embed a positive customer focussed culture meeting agreed standards of service across the Council

The need for us to provide an effective and efficient customer experience is important to help us meet increasing demand for services, tackle complex problems and work within our resource levels. Our ambition is to get things right first time, every time, and deliver high quality, value for money services organised around our customers needs.

In delivering this Customer Strategy we aim to raise the profile of the customer throughout the organisation and ensure that our plans, decisions, actions, and culture, are customer focused. Customers will benefit from the delivery of this strategy as they will be able to give feedback, be listened to, have assurance, and have services designed to meet their needs. This will ensure we understand our customers, build trust, deliver services that are accessible and provide a consistent professional customer experience in a culture where we strive to continually improve the customer experience.



## Our customers

### Who are our customers?

We have 83,077 households and 7,900 businesses across the district, and a population of 175,778 residents, which is expected to increase to 182,800 by 2029.

The Council is the landlord to 5,200 tenants.

45% of our residents are economically inactive.

55.2% of our residents are of employable age.

29.4% of residents are aged over 65.

93% of residents access the internet (source: Residents Survey 2022).

3.6% of the population is aged 85 and above, this is forecast to be 6% in 2029.

28% of the population live in rural areas.

4 out of 114 neighbourhoods across the New Forest are in the top 20% most deprived neighbourhoods for income deprivation in England (2019 Index of Multiple Deprivation).

### Customer experience in numbers

Delivering services to local residents and businesses, enabling them to report and request services, dealing with enquiries across all service channels and enabling residents to access information, is a significant part of our core purpose.

### During 2022 and 2023

The following information about customer interactions gives just a flavour of the volume of interactions handled by our teams during 2022/23.

Number of phone calls - 151,801 from our Housing, Revenues and Benefits and Customer Services.

3,612 webchats and 102,063 emails to general inbox of highest customer contact teams and our website had over 1.1 million page views

There were 34,141 in person visits to our Information Offices.

The Council operates 4 Information Offices located in Hythe, Lymington, Lyndhurst and New Milton, and work in partnership with 4 town and parishes in Fawley, Fordingbridge, Ringwood, and Totton, to deliver in person customer services and support.

90% of customer interactions currently arrives via phone or email, even if an online form is used (Source: analysis of customer contacts 2023)

Our data tells us we have different types of customer enquiries for council services, and these can be summarised as follows:

- initial access. For example, reporting, paying, applying, or enquiring.
- report access (avoidable contact). For example, following up.
- mistaken access. For example, non-council services.
- ongoing interactions. For example, visits and inspections.



## Our challenges

New Forest District Council (NFDC) has an ambitious Corporate Plan for 2024 to 2028 to meet the needs of local residents and businesses. We will be delivering this plan in the context of a rapidly changing world, and to support this we are delivering a transformation strategy.

To deliver the outcomes of the corporate plan, we are going to need to change as an organisation, responding to four key challenges identified in the transformation strategy which will impact every aspect of our operation. How we will interact with our customers is one of the objectives of the transformation strategy. We need to develop more cost-effective ways for our customers to contact us. We need to manage demand for our services, supporting customers to self-help and embrace technology, whilst recognising some customers will need support, and to improve the customer experience.

### 1. Modernising services

We will need to focus on customer needs and outcomes when redesigning services and seek feedback to improve. Our systems and processes need to keep pace with the advancing digital technologies and the impact these are having on people's lives and expectations.

There is growing demand for digital access to council services, accompanied by a high level of access to the internet and growing capability among our residents. We need to improve the customer experience by joining up our data and systems. We need to make it easier for customers to find the services they need and be able to connect with us at a time and place they choose.

### 2. Financial constraints

Rising costs of service delivery combined with new challenges and burdens means we are facing potentially significant budget deficits over the next four years. We must continue to find ways to reduce the cost of delivery and we must embed financial responsibility into all that we do. We will need to reduce service costs through redesign and encourage adoption of lower costs channels without impacting service quality.

### 3. Capacity and capability

The world is changing fast with the rapid growth of technology and artificial intelligence (AI). We need to develop new skills to respond to the opportunities and challenges we face. However, most councils are facing recruitment and retention problems. We need to identify and release capacity from parts of the organisation through greater use of technology to enable increased focus on our priorities. We need to develop a more agile workforce to respond to a changing local government landscape and a digital world without leaving our vulnerable customers behind.

### 4. Climate and sustainability

Meeting national and local targets to reduce emissions and support nature will require us to change the way we use resources and deliver services. We declared a Climate Change and Nature Emergency in 2021 and are committed to reducing emissions to reach net zero and supporting nature recovery. We must work in partnership with residents, businesses, and other public services to make a real impact. These changes will affect all aspects of council operations, and we will need to design services to be delivered in ways that promote positive environmental impacts.

## Opportunities for change

We have undertaken extensive customer research to find out the views of our customers. This can be summarised as:

### Connecting services

- Services are not always joined up
  - » Customers said they have to provide the same information to different teams
  - » 29% of telephone calls are transferred
  - » Customers are not always able to give feedback

### A consistent customer experience

- There can be different customer experiences depending on which service you are accessing
  - » Customers said that they did not always get an acknowledgement or assurance on timescales
  - » 33% of emails received were follow up enquiries chasing the original enquiry

### Increasing online capabilities

- Some customers want to be able to do more online
  - » 84% of customers from our web survey said it was easy to find information on our website
  - » 47% of customers said they could not find what they were looking for online, or do what they needed to do online
  - » 66% of customers want an online account where they can do things for themselves
  - » 74% of customers want to be able to upload documents online
  - » 71% of customers want easier forms to fill in

### Increasing online capabilities

- We do not always utilise all the data we hold
  - » We hold lots of data and do not always use this to help design services

We are mindful that there are 10% of our customers who are not comfortable using online services and 7% of our population have no access to the internet. This strategy is clear in that we will continue to support our vulnerable customers.

### Customer feedback 2023

"Provides an excellent service over the phone"

"Issues are usually resolved quickly when calling up the council"

"We don't like being passed around when we call"

"Human contact gives us confidence. We want to know it'll be done"



## Customer outcomes

From reviewing customer feedback and the customer research we undertook, we have identified 4 key organisational outcomes that we will embed into our culture across the council as part of this customer strategy. This will underpin what we do and will ensure that customers have a professional experience when interacting with us.

In delivering our services we will understand our customers, provide a consistent and professional experience, enable customers to contact us in different ways and be trusted.

### 1. Understand

We will understand our customers and communities: who they are, what they need and their priorities and why they have contacted us. We will talk to them, listen to their feedback, and we will act on it where possible. We will create opportunities to engage with our customers. We will use customer data and insight to plan our services.

### 2. Experience

We will provide an efficient and professional customer experience. We will automate tasks where this can improve communication with customers and speed up outcomes. We will connect teams and share information so that customers do not have to repeat themselves. We will use feedback to continuously improve our customers' experience.

### 3. Access

Customers will be able to contact us in a range of different ways, according to their needs, including by phone and face to face. We will ask customers about how they need to be contacted and respect those needs whenever we can. We will invest in technology to make it possible for customers to access all services online, on any device, at any time.

### 4. Trust

Our customers will trust us to act on their requests and have confidence however they contact us. Customers will be able to track and check the status of their requests. We will always be fair and honest. We will keep data secure and use it for the benefit of customers, and we will have a reputation as a professional and efficient organisation.



## Our customer promise

Our Customer Promise defines the way that all of our staff across the council will deal with our customers, whether they are residents, businesses, partners, or suppliers. Our Customer Promise will help us to deliver our outcomes of understand, experience, access and trust.

### Listen and learn

To understand we will listen and learn by:

- actively seeking your feedback to improve services
- monitoring customer demand to identify what we can do differently and respond accordingly
- making it simple for you to tell us if we get something wrong and follow up with you where required
- providing you with opportunities to be involved in shaping our services

### Positive experience

To ensure you have a positive experience we will be clear with you by:

- doing things when we say we will
- working towards making our website accessible to everyone
- providing information that is clear and easy to understand
- providing clear guidance on different ways you can contact us

### Fair treatment

To ensure access we will be open, honest and respectful by:

- treating you fairly and with respect
- being understanding, approachable, open and honest
- providing a professional service
- updating you on progress so you know what is happening next and by when

### Taking responsibility

To build trust we will take responsibility by:

- taking ownership for resolving your problem with you
- actively seeking to resolve customer concerns
- setting clear expectations about our services
- working together to get the best outcome

### A respectful environment

We would like you to:

- treat us with respect and courtesy
- tell us what you think about our services
- use our website and online services to access services and information you need if you can
- sign up to resident emails if able to do so
- provide information we request in time
- tell us when something changes



## Our 4 principles

Our Customer Outcomes and Promise will shape how we provide services to meet customer needs.

Our whole organisation approach will ensure we embed consistent behaviours, measure performance, and constantly review our services. We will design our services with our outcomes in mind to meet the needs of customers and make the best use of technology. This will help us meet our challenges, reduce the cost of delivering services and allow us to focus even more on supporting customers with complex needs.

Central to our principles is that the customer will have a positive experience wherever, and however, they interact with us. Our four principles will have our outcomes at their core, these are:

### Principle 1

Understand: we will put customers at the heart of what we do.

### Principle 2

Experience: we will provide our customers with a consistent experience through all interactions with us.

### Principle 3

Access: we will utilise technology to meet our customer's needs.

### Principle 4

Trust: we will use data to shape and improve service delivery.



## Principle 1

We will put the customer at the heart of what we do.

We will consider what is important to our customers and take a whole organisation approach to bring services together so that we join up services. We aim to reduce avoidable contact, use our resources effectively and ensure our customers receive a good experience, by reviewing our processes and designing services to meet our customer needs and delivering first time resolution. We will ask for feedback to tell us how we are doing, and we will make improvements where appropriate. This will ensure we understand our customers.

To ensure we understand our customer we will:

- review and redesign services to meet customer needs
- understand and address the causes of avoidable contact
- actively listen to our customers and enable customers to give feedback
- work with partners to support our customers
- ensure access to our services are inclusive
- learn when we get it wrong and have a clear and transparent complaints procedure with a feedback loop to improve services and ensure lessons are learned
- embed positive staff behaviours at all levels across the Council
- set up a resident customer focus groups to hear their views
- ensure council policies are customer focussed

## How will this be measured

### Measure 1:

Devise a customer service training programme and deliver refresher training every 2 years.

Target: All staff dealing with customers

Timescale: End of year 1

### Measure 2:

New starters to undertake customer service training as part of their corporate induction.

Target: 100%

Timescale: End of year 1

### Measure 3:

Monitor complaint trends to ensure improvements have been embedded and problems not recurring.

Target: 100% of all complaints

Timescale: End of year 1

### Measure 4:

Reduce face to face visits for payments.

Target: By 20%

Timescale: End of year 2

### Measure 5:

Develop a customer focus group.

Target: To hold 2 meetings a year

Timescale: End of year 2

### Measure 6:

Number of key customer interactions reviewed to understand the customer journey.

Target: To review the 10 highest customer interactions

Timescale: Year 2



## Principle 2

We will provide our customers with a consistent experience through all interactions with us.

We want to make interacting with us easy and effective and our teams work together to give customers an easy, convenient, and joined-up experience, with assurances given so customers do not need to follow up with further contact. We join up information and train staff so that you do not have to give us the same information multiple times. Our aim is to achieve excellent customer service and provide customers with a consistent experience.

To ensure we provide a professional experience we will:

- have clear processes so customers understand how to contact us and understand what to expect
- keep customers informed and provide assurance and timescales
- take responsibility and aim to get a first-time resolution.
- adopt an “every contact counts” approach, adding value to every contact
- set up a Council wide Customer Focus Group to share ideas and good practice
- train staff with key skill which are logged on our Learning Management System (LMS)
- review how phone call calls are answered to free up resources to focus on other tasks
- work with town and parishes to understand and support our customers
- promote and embed our Customer Promise and standards
- standardise processes involving customers and bring these together where similar

### How will this be measured

#### Measure 1:

Reduce phone calls and call transfers.

Target: 10% reduction

Timescale: End of year 2

#### Measure 2:

Customer satisfaction surveys.

Target: To confirm once systems in place and baseline agreed

Timescale: End of year 2

#### Measure 3:

Staff complete training on our LMS.

Target: 100%

Timescale: End of year 2

#### Measure 4:

Quality assessments through sampling of calls for high customer contact services.

Target: To be agreed once baseline confirmed

Timescale: End of year 2



## Principle 3

We will utilise technology to meet our customer's needs.

We make better use of technology to provide modern and efficient services to our customers and opportunities for them to do things for themselves and "self-serve." We help customers use our website and provide alternative methods for access for those who are not able to. This will ensure customers can access our services.

To ensure customers can access our services we will:

- increase online services so that customers can do things for themselves
- simplify processes and automate where possible
- enable customers to interact and access services digitally at a time that suits them
- enable customers to provide information once
- implement a new Customer Records Management system
- review our wider technology such as phone, Webchat, and email management
- ensure our webpages are accessible, up-to-date and easy to read on all devices
- reduce our paper usage wherever possible
- have information available for staff to deal with customer queries
- have devices so work can be done in the right place, right time, and the most efficient way
- work with partner organisations to build digital skills
- have digital champions who will work with staff to educate and promote digital activities

### How will this be measured

#### Measure 1:

Increase digital payments.

Target: TBC

Timescale: End of year 1

#### Measure 2:

Ensure website is accessible 24/7.

Target: 100%

Timescale: End of year 1

#### Measure 3:

Reduce use of paper to shift interactions to digital methods for high transactions.

Target: To be agreed once baseline confirmed

Timescale: End of year 2

#### Measure 4:

Increase online forms and self-services for high customer contact and key transactions.

Target: TBC

Timescale: End of year 2

#### Measure 5:

Reduce number of cheque payments.

Target: 50%, Timescale: End of year 2

Target: 100%, Timescale: End of year 3



## Principle 4

We will use data to shape and improve service delivery.

We keep data secure, accurate, and compliant and only ask for information that we need. We research and analyse data to understand and to help make decisions about services. We will join up the data we hold across different services to provide a positive experience for the customer and aim to create a “golden record” of our customers so we can see all their data and avoid having to repeat providing information. This will ensure customers trust the council.

To ensure customers can trust our services we will:

- hold council wide data for staff to view when interacting with customers
- provide services using data and insight to ensure that we meet customer needs
- ensure our records are stored securely, are accurate and up to date
- provide a simplified customer experience
- improve data analysis and use it inform decisions with the customer in mind
- monitor performance data to inform and support decision making and responses
- join up our view of data to provide better customer service and better understand needs
- review and redesign customer journeys across all channels

- use data to size our services according to need and demand

### How will this be measured

#### Measure 1:

Up to date data retention policies and compliance.

Target: 100%

Timescale: End of year 1

#### Measure 2:

Number of interactions through a customer portal.

Target: To be confirmed once portal is available

Timescale: End of year 2



## Customer standards

We strive not only to meet customer expectations but to exceed them. To achieve our values and deliver our 4 principles to ensure our customers have a consistent experience, no matter which service they contact, we will implement the following customer standards:

We will:

- aim to deal with your request by the first person you contact for all non-complex contact
- aim to answer your call in 3 minutes
- acknowledge customer contact and give timescales for replying when not able to do so immediately
- give a name, department, and contact number to call back when leaving a message
- always communicate clearly and in plain language
- respond to enquiries and written communication within 10 working days
- embed corporate response standards when using email, letters, record taking, and voicemails
- have online services which are accessible 24//7
- adhere to our corporate style guide for communications
- acknowledge, clarify, and respond to complaints within published timescales

## Channel strategy

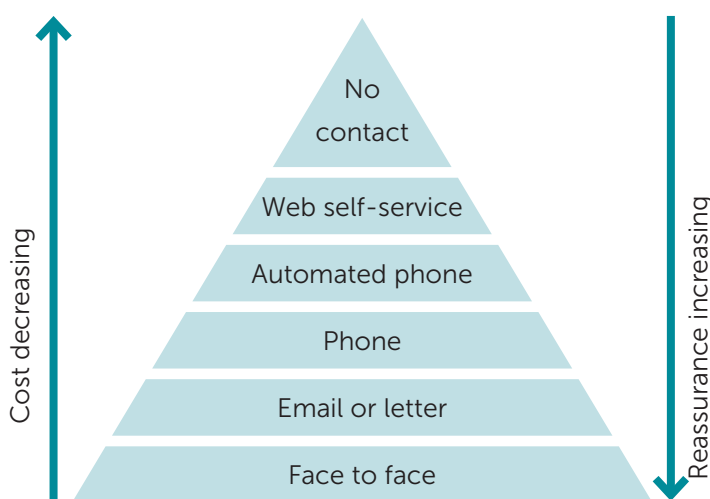
The channels through which public services are delivered and by which the public has contact with the Council, (for example by telephone, online, through social media, in person, or via other means), are an important part of how we provide our services, and there is an ongoing need for them to be managed effectively and efficiently for everyone. A channel strategy is an organisation's plan for the channels it will use to deliver services to, and interact with, its customers, and it explains how the council will meet the contact demands of its customers using the resources it has available and is not simply a plan to move service provision to online channels.

Research states that 99% of the UK is online and since the pandemic 65% of those have tried something new online, such as shopping or paying bills, and most (90%) have sustained this (Source: UK Consumer Digital Index 2022). We know that 93% of our residents have access to the internet (Residents survey 2022) and from our research we know our customers want to do more online, with access to easy-to-use forms, which are simple to complete, and at a time that suits them.

From our research we know customers like to contact the Council by telephone, as this gives assurance. However, we know that getting customers to do more online is cost effective and cheaper for the council, but assurance is needed. Providing access to services and being able to self-serve which is accessible and easy to use will mean customers can interact when convenient to them and avoid having to contact the council.

There is still the need for face to face and telephone contact and this is an important part

of our strategy to ensure we support vulnerable customers and that they are not excluded, our services will be inclusive and accessible. This may include using our offices to create hubs and have support available to customers where they can be supported.



This diagram shows how communication types that are high in reassurance will be high in cost, whilst types that are low in cost will be low in reassurance.

The channel strategy is part of the wider customer strategy and describes how the vision, outcomes and objectives of the customer strategy will affect how customers can contact the council in the future. There will be a mix of access channels, giving the customer choice, which are accessible, well managed and designed and customer experiences will be reviewed to improve access and customer journeys.



## Our key channel strategy principles

### **Digital by design**

We will provide a choice of contact channels, including telephone, for all our services.

We will prioritise development of digital channels for high demand, low complexity services, and services with high levels of avoidable demand.

### **Easy to access**

We will simplify how customers contact us by providing one primary customer portal and minimising published phone numbers.

We will ensure our services are accessible and do not exclude those with disabilities or additional needs, for example translation services.

### **Meet customer needs**

We will direct customers to the channels most likely to meet their needs.

We will prioritise telephone and face-to-face for customers who cannot use digital channels, have complex needs, or where these channels can help prevent future demand.

### **Keep customers informed**

We will use digital channels to proactively update customers about cases they have raised and issues affecting their neighbourhoods, to reduce the need to contact and chase us.

We will keep all case-related information and updates between staff against their case, to provide them with the latest updates.

### **Minimise email and post**

We will minimise the use of email and post as a channel for new requests and providing documents by utilising and encouraging use of digital channels.

### **Digital payments**

We will prioritise digital channels for payments unless specific exemption criteria are met.



## Key tasks

This strategy is ambitious and central to achieving our aims and meeting our future challenges. As we embark on our transformation journey, the four customer outcomes and principles will be applied to all transformational activity to ensure they support the objectives. We will embed this strategy over 4 years and there are several key tasks to undertake to provide the foundations to implementing.

Each part of this journey needs to be assessed to ensure it meets our aims, resources are planned, and it is responsive to changing technology and evolving customer expectations and needs. To understand and develop this strategy there are some key tasks aligned to our transformation strategy that need to be undertaken, these are:

### Year 1:

Define a core set of digital capabilities and devices to support service redesign

Identify opportunities to streamline and automate business processes

Align the Digital Strategy and road map

Review the activity analysis of high transactional services

Review action plans identified from research

Scope and procure digital solutions, including a Customer Relationship Management (CRM) system, that supports our digital by design approach

### Year 2:

Service and process redesigns

Identify data sets to monitor performance and provide real time information

Review standards are embedded

Develop and embed CRM solution and customer focused digital solutions

Embed customer feedback

### Year 3:

Review corporate standards

Align Digital Strategy and review

### Measure 4:

Review strategy

# Annexe 1

## Action plan

Whilst working through the key activities there are still actions which can be undertaken to embed this customer strategy over the next two years, which we will continually review. There are summarised as:

### Principle 1

We will put customers at the heart of what we do.

#### Actions:

Year 1: Establish a residents Focus Group

Year 1: To review how customers can give their feedback

Year 1: Understand and address the causes of avoidable contact in high customer contact services

Year 2: Review the induction programme for new starters

Year 2: Devise a customer service training programme which is undertaken every 2 years

Year 2: Develop feedback channels for customers

### Principle 2

We will provide our customers with a consistent experience through all interactions with us.

#### Actions:

Year 1: Launch customer standards and staff to attend awareness sessions

Year 1: Establish a council wide Customer Focus Group

Year 1: Launch Customer Promise

Year 1: Review Service Level Agreements with Town and Parishes

Year 2: Adopt a "make every contact count" approach

Year 2: Sample check to ensure customer standards adhered to

Year 2: Liaise with key partners for feedback on customer experience

### Principle 3

We will utilise technology to meet customer needs.

#### Actions:

Year 1: Scope and procure CRM and consider wider customer access channels

Year 1: Review use of paper to shift to digital

Year 2: Review website to ensure it is accessible

Year 2: Review our online forms

Year 2: Provide real-time information on key performance indicators

Year 2: Review CRM and access channels to ensure meeting specifications

### Principle 4

We will use data to share and improve service delivery.

#### Actions:

Year 1: Identify datasets that help us to understand customers and demand

Year 2: Join up data to avoid customers having to duplicate information

Year 2: End to end mapping of high customer contact journeys

This page is intentionally left blank



Cabinet – 4 September 2024

## Christchurch Bay & Harbour Flood & Coastal Erosion Risk Management (FCERM) Strategy

Purpose	For Decision
Classification	Public
Executive Summary	<p>BCP Council, NFDC, and the Environment Agency have worked collaboratively to develop a FCERM Strategy for Christchurch Bay and Harbour that extends from Hengistbury Head Long Groyne to the western end of Hurst Spit on the open coast.</p> <p>There are large areas of open space and sites of significant environmental importance around much of the frontage. This diverse coastal environment provides extensive access and recreation opportunities.</p> <p>The coastline is complex with a variety of risks including, tidal flood risk around Christchurch Harbour and coastal erosion / landslide risk along parts of the open coast. The risk of coastal flooding and erosion will likely increase significantly through the predicted climate change impacts.</p> <p>Without implementing measures to manage the risks, over 1,200 properties are at risk of erosion and over 100 properties at risk from coastal flooding by 2124. The estimated damage from the risk of coastal flooding and erosion over the next century if we do nothing is £1.21 billion (cash) or £186 million (when discounted).</p> <p>The recommended leading options identify where and when potential defence schemes can be implemented along the frontage in order to mitigate these risks. In some parts of the Strategy area, local leading options are also identified; these options would provide greater local benefits to communities, though require additional funding and have been informed by the stakeholder feedback that has been received.</p> <p>Stakeholder engagement has been a key part of the development of the Strategy. Engagement and consultation included face-to-face drop-in</p>

	<p>events, public online presentations with Q&amp;A sessions, stakeholder workshops and surveys. In total, over 12,000 people have viewed our website information.</p> <p>The key difference between the national and local leading options is timing and/or cost. For either option the Strategy identifies a significant funding challenge in order to deliver the national and/or local options as only a proportion of the total costs are eligible to access national Grant in Aid funding.</p> <p>The scale of the contributions required over the next 100 years in cash terms across the NFDC area ranges from £88m-£99m, depending on which combination of recommended options are taken forward. Over the next 20 years, the contributions required in cash terms are estimated to be between £39m-£50m. It should be noted that these are indicative and may change (up or down) as more work is done to refine schemes, works, costs, etc.; as such these values act as a guide to the likely level of contributions that will need to be secured to enable FCERM investments to occur in line with the identified leading options.</p> <p>If funding contributions are not achieved, then in some areas a back-up option is identified that will provide a minimum amount of intervention to manage risks for a period of time, but this will eventually cease and the do nothing scenario will become more likely, leading eventually to the scale of damages and loss described above. In some cases, any intervention, even if funding can be secured, is unlikely to mitigate the long-term risks posed by climate change in terms of increasing risk of coastal flooding, erosion and land sliding. Therefore, the measures set-out in this Strategy need to be considered as buying time and reflected in wider-Local Planning policy.</p>
<p><b>Recommendation(s)</b></p>	<p><b>i. That Cabinet recommend that Full Council approve and adopt the recommended leading options identified in the Christchurch Bay &amp; Harbour Flood &amp; Coastal Erosion Risk Management (FCERM) Strategy for the New Forest</b></p>

	<p><b>District Council area, subject to securing the necessary funding contributions.</b></p> <p><b>ii. In approving and adopting the strategy, that NFDC commits to developing a Funding Strategy that will seek to identify and aim to secure the necessary funding contributions to enable the national or local leading options to be implemented via future capital schemes and maintenance of existing/new schemes, noting that the exact amount of contributions will need to be confirmed as schemes are developed.</b></p> <p><b>iii. Cabinet notes that there is no statutory duty upon NFDC as the Coast Protection Authority to undertake coast protection works, nor does the adoption of the strategy bind NFDC to commit to the provision of any funding for the delivery of the identified options.</b></p> <p><b>iv. Cabinet notes that throughout the development of the strategy extensive engagement and consultation has been undertaken with:</b></p> <p><b>1. Residents &amp; wider communities (including landowners, community groups, organisations and individuals)</b></p> <p><b>2. Key stakeholders,</b></p> <p><b>3. Officers &amp; members</b></p>
<p>Reasons for recommendation(s)</p>	<p>Approval and Adoption of this FCERM Strategy by BCP Council, New Forest District Council and the Environment Agency, ensures that technically feasible, environmentally acceptable and economically viable options are developed to reduce the risks from coastal flooding and erosion to people, their properties and the environment over the next 100 years for the coastline from Hengistbury Head to Hurst Spit.</p> <p>Without such an approach, it is likely that current management approaches would continue in the short term and future coastal defence works would be managed on an 'ad-hoc' or reactive</p>

	<p>basis which would lead to poor cost efficiency and a general increase in the coastal flood and erosion risk over time.</p> <p>The adoption of the strategy supports the Place priority no.2 within the Corporate Plan for better "Protecting our climate, coast and natural world".</p>
Ward(s)	Barton & Becton Ward and Milford & Hordle Ward
Portfolio Holder(s)	Cllr Geoff Blunden –Environment & Sustainability
Strategic Director(s)	James Carpenter – Place, Operations and Sustainability
Officer Contact	<p>Steve Cook</p> <p>Service Manager Coastal</p> <p>02380 285311</p> <p><a href="mailto:Steve.cook@nfdc.gov.uk">Steve.cook@nfdc.gov.uk</a></p>

## **Introduction and background**

1. Bournemouth, Christchurch and Poole Council (BCP), New Forest District Council (NFDC), and the Environment Agency have been working to develop a new FCERM Strategy for Christchurch Bay and Harbour (hereafter referred to as The Strategy) since the Spring of 2021. There has been extensive engagement with local communities and statutory stakeholders alike to identify and now recommend an adaptive approach to how the risks of coastal flooding, erosion and land-sliding in this area can be managed sustainably over the next 100 years in a changing climate.
2. The strategy identifies where, when and what type of works are needed to manage the risks of coastal flooding and erosion over the next century and what they may cost Report should flow with continuous single numbering, for ease of reading.
3. As Coast Protection Authorities, BCP and NFDC do not have any statutory duty to undertake coast protection work but can use permissive powers to protect the coastline and work with communities to help them adapt to future coastal change.

## **Why A Strategy Is Required**

4. Coastal strategies sit at the second tier in the hierarchy of coastal management in England, sitting below the high-level Shoreline Management Plan policies (see table 2.1 of StAR). It is the role of the Strategy to consider how coastal flood and erosion risk is likely to change in the future, in response to climate change and to develop sustainable and robust options to manage the risks associated with coastal flooding and erosion. Developing a Strategy ensures that technically feasible, environmentally acceptable and economically viable options are recommended to reduce the risks from coastal flooding and erosion to people their properties and the environment.
5. For NFDC, this area of our coastline will experience significant risk to property and asset losses, through exposure to the greatest storm impacts from the southwest, along with a series of complex cliffs that are significantly affected by groundwater issues. Current coastal defence assets throughout the bay are at the end of their lifespan, with failures already being experienced, such as at Westover in 2020.
6. Without a strategic approach, it is likely that current management approaches would continue in the short term and future coastal defence works would be managed on an 'ad-hoc' or reactive basis which would lead to poor cost efficiency and a general increase in the coastal flood and erosion risk over time. A Strategy is also important to deliver an integrated approach to the management of our coastline. Holistic wider-level thinking behind Strategy decisions ensures that the management options implemented in one area do

not increase the coastal flood and erosion risk in adjacent areas, and that opportunities to deliver wider benefits are not missed.

7. Importantly the Strategy is required to help gain approval for future schemes and obtaining public funding from central government for coastal defences known as flood and coastal erosion risk management grant in aid (FCERM-GiA).
8. However, it is important to note that there is no guarantee that any of the options recommended in the Strategy will be progressed. Implementation of options will be subject to funding availability and to gaining required consents. Public funds for coastal management are not widely available, so significant funding from a variety of sources will be needed to progress any options in this Strategy.

## **Strategy Development**

### **The Strategy Area**

9. Since the Spring of 2021, supported by £525,000 Flood and Coastal Erosion Risk Management (FCERM) Grant-in-Aid from central Government, BCP Council, NFDC and the Environment Agency have worked collaboratively with the Engineering and Environmental Consultancy AECOM, to develop a new FCERM Strategy for Christchurch Bay and Harbour.
10. Due to the connectivity of the physical processes across Christchurch Bay and Harbour the Strategy area extends from Hengistbury Head Long Groyne to the western end of Hurst Spit at Milford-on-Sea on the open coast, and to Tuckton Bridge and Knapp Mill on the lower Rivers Stour and Avon within Christchurch Harbour respectively.
11. The coastline is complex with various risks including tidal flood risk around Christchurch Harbour and coastal erosion/ landslide risk along parts of the open coast. The population of the strategy area, including the towns of Christchurch, Highcliffe, Barton-on-Sea, Milford-on-Sea and New Milton is estimated to be over one hundred thousand.
12. The area contains a mix of residential and commercial properties. There are large areas of open space and sites of significant environmental importance around much of the frontage, including environmental designations and historical landmarks. This diverse and interesting coastal environment provides extensive access and recreation opportunities and is widely used for leisure by many visitors each year. Christchurch Bay beaches are popular with swimmers, surfers, sailors and walkers alike.

## Current Defences

13. Many parts of the Strategy frontage are already defended; however, the condition, standard of protection (SoP) against coastal flooding and erosion and the expected life of these defences is highly variable.
14. Coastal defences are owned and maintained by both councils (BCP and NFDC), the Environment Agency and by private landowners. Many of the defences are in poor condition and are close to the end of their residual life. These assets require significant investment to withstand the impacts of climate change now and into the future.

## Present And Future Coastal Flood & Erosion Risk

15. Significant areas of land around Christchurch Harbour are at risk of flooding from large storm events. Parts of the open coast are at threat from coastal erosion.
16. In the future, with the increased storminess and rising sea levels that are predicted because of climate change, the risk of coastal flooding and erosion is likely to increase significantly.
17. Without actively implementing measures to manage coastal flood and erosion risks, over 1,600 properties are likely to be at risk of erosion and over 2,200 properties at risk from coastal flooding by 2124, in the strategy area. The table below identifies the properties within the New Forest District at risk. In addition to the property losses there will be losses of amenity / recreation land, along with other assets, such as beach huts, car parks and public conveniences.

Strategic Management Zone (SMZ)*	Properties at risk of coastal erosion by 2124**	Properties at risk of coastal flooding by 2124	Economic damages over the next 100 years (£k - cash)
4 (Naish Cliff & Barton-on-Sea)	597	0	184,139
5 (Taddiford)	1	0	707
6 (Milford-on-Sea)	661	139	208,216
	<b>1,259</b>	<b>139</b>	<b>393,062</b>

\* See section 4 for explanation of SMZs

\*\*Properties at risk from table 3.2 StAR & damage costs table 3.8 Economic Appraisal Report

18. In economic terms, the estimated damage from the risk of coastal flooding and erosion along the strategy frontage over the next century if we do nothing is £1.21 billion (cash) or £186 million (when discounted following HM Treasury guidance to allow for a comparison of future values in terms of their value in the present day).

### **The Strategy Development Approach**

19. The Strategy has been developed in a staged approach. The first stages were focused on understanding the key features, issues and opportunities that exist within the Strategy area. To achieve this, several studies and activities were undertaken during the early stages of developing the Strategy. These included:
  - i) Site walkovers and visual asset inspections to determine the location, type and condition of coastal defences and assets;
  - ii) A study of coastal processes to understand waves, tides, sediment movements and to look at the longer-term coastal flood and erosion risk to both the open and harbour coastlines;
  - iii) Identification of important environmental and heritage features along the frontage – so that key environmental objectives and legal requirements to protect the environment can be accounted for in the Strategy;
  - iv) Baseline economic assessment, including wider benefit assessment such as Gross Value Added assessment;
  - v) Identifying potential broader outcomes and opportunities – to capture ideas as to how the Strategy can be funded as well as deliver wider benefits to communities.
20. Having developed the above understanding, the latter stages of the Strategy development focused on identification and evaluation of a range of strategic approaches to managing coastal flood and erosion risks from long-list to short-list and then to leading preferred options (further details are provided below and in Appendix 1).

### **OPTIONS APPRAISAL APPROACH**

21. The options appraisal process to identify and evaluate the range of strategic options involved identifying with stakeholders a wide-range of potential long-list options, appraising those against a multi-criteria appraisal matrix (also informed by stakeholder feedback) to identify a short-list of options, and then more detailed appraisal of that short-list to determine leading preferred options.
22. The options appraisal for the Strategy has been undertaken across a spatial framework consisting of six high level Strategic Management Zones (SMZs) shown in Figure 1. These have been further sub-divided into a total of eighteen smaller Option Development Units



(ODUs) shown in the table below and in Figures 2 to 4 (NFDC area only). By dividing the Strategy frontage into these distinct areas, it has allowed the appraisal to develop options that are strategic in nature, but also consider local risks and opportunities at the ODU level. It also ensures that the Strategy considers the impact of options on nearby and adjacent locations.



Figure 1 The Strategy Management Zones defined across the Christchurch Bay & Harbour area.

SMZ	Authority	ODUs
1 - Mudford Sandbank	BCP	1 & 2
2 - Christchurch Harbour	BCP	3, 4, 5, 6, 7, 8, 9, 10 & 11
3 - Christchurch Beaches & Cliffs	BCP	12 & 13
4 - Naish Cliff & BoS	NFDC	14
5 - Taddiford	NFDC	15
6 - MoS	NFDC	16, 17 & 18



Figure 2 The ODUs defined in SMZ4 of the strategy area.

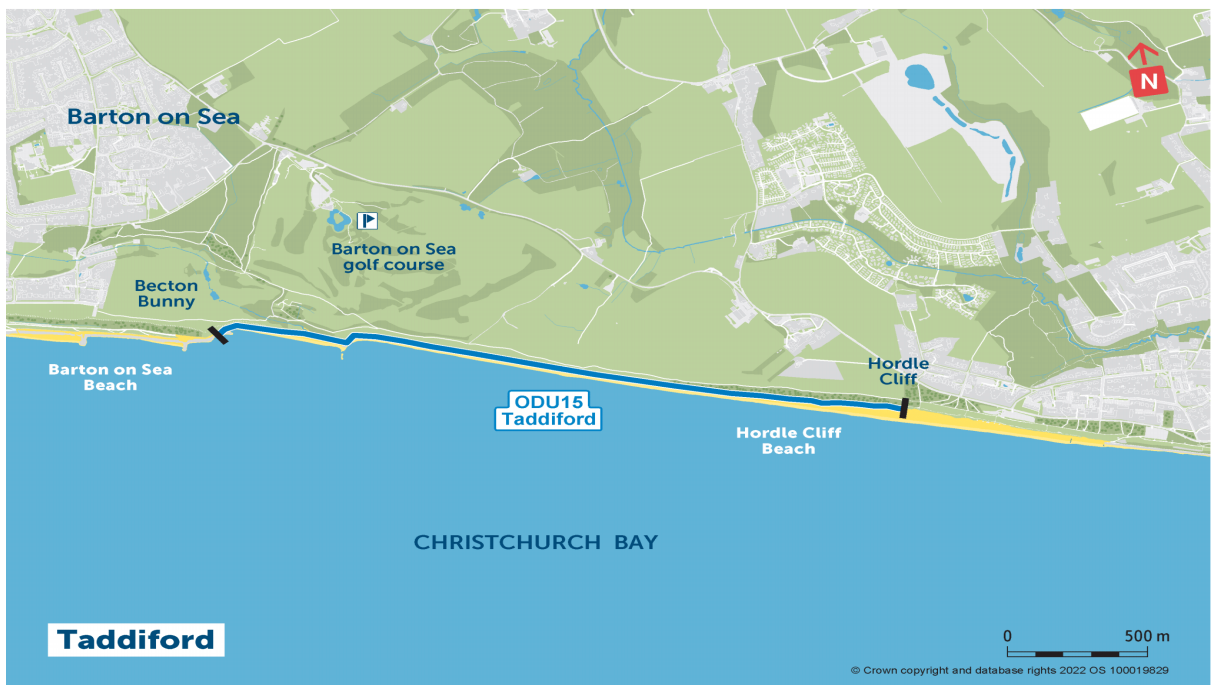


Figure 3 The ODUs defined in SMZ5 of the strategy area

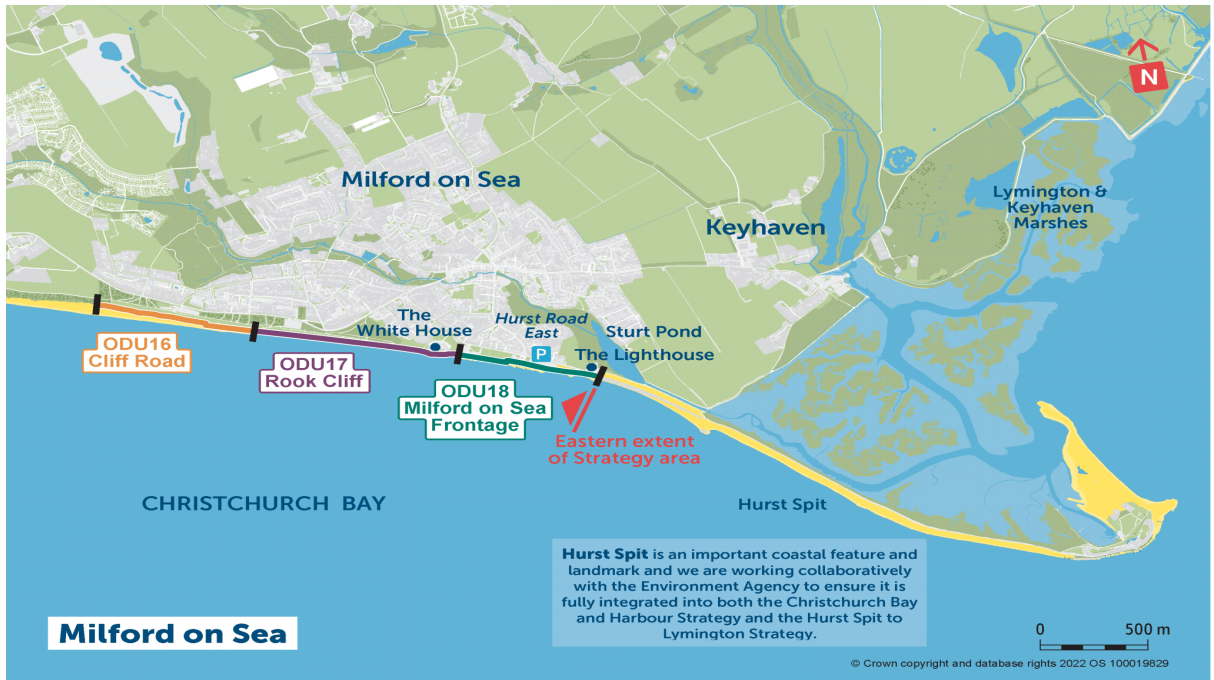


Figure 4 The ODU's defined in SMZ6 of the strategy area.

23. The options developed for the Strategy outline what the strategic intent of the option is (Do Nothing, Do Minimum, Maintain, Managed Realignment, Sustain or Improve the standard of protection) and the timings of the defence measures that are required to achieve this. The timings of defence measures were developed based on three-time epochs in the Strategy:
- Epoch 1 (short term): between 2024-2044
  - Epoch 2 (medium term): between 2044-2074
  - Epoch 3 (long term): between 2074-2124
24. In each ODU, up to three types of proposed leading options have been identified. These include:
- the National Economic leading option, which is identified by following the Environment Agency's FCERM Appraisal Guidance. This option has been identified in each ODU and forms the basis of the appraisal;
  - the Local Aspirational leading option has been identified in some ODUs and considers local opportunities, wants and needs to deliver wider benefits (informed by stakeholder engagement during development of the Strategy). This option typically costs more than the National Economic leading option and/or would be delivered sooner; and
  - the Back-up option has been identified in some ODUs when there is a large funding shortfall. It is typically a lower cost option that will be more easily delivered if funding is limited and may not reduce risks in the longer-term.

25. Each type of option outlines the planned coastal defence interventions during the different epochs, in the form of an adaptive pathway for each ODU.
26. Given that funding is a key constraint that has been identified, alongside other factors, including uncertainty such as the onset of coastal flooding and erosion risks and the rate of change that may occur in these risks due to climate change, identifying these adaptive pathways provides a flexible approach that will enable the ability to adjust course depending on the risks / funding availability. For example, if more funding becomes available than expected, the delivery team could switch from delivering the National Economic Leading Option to the Local Aspirational Option.
27. Further details on the options appraisal process are provided in Appendix 1.

## **THE RECOMMENDED PREFERRED OPTIONS FOR NFDC**

### **(Refer also to Appendix 1 and Appendix 2)**

28. SMZ 4 – Naish Cliff and Barton on Sea
  - SMZ 4 (Naish Cliff and Barton on Sea) includes the settlement of Barton on Sea and the currently undefended stretch of coastline at Naish Cliff. There is only one ODU in this zone, ODU 14, and the main risk facing this area is from erosion. ODU 14 is characterised by steep topography and an active cliff face that is environmentally designated as a Site of Special Scientific Interest (SSSI). The cliff in this area is a complex cliff and when undefended it erodes from the combined influence of sea erosion of the cliff toe and groundwater induced instability. Considering affordability constraints, and environmental designations along the cliff, it is unlikely to be possible to completely stop cliff erosion in this location.

- The leading options in ODU 14 are likely to obtain central government funding for only a small proportion of the scheme costs (around 12%). Therefore, the majority of the cost will need to be funded from alternative sources, total cash value over 100 years estimated to be £41.5m.
- The recommended preferred options in this SMZ are summarized in the following table:

<b>ODU</b>		<b>National Economic Leading Option</b>	<b>Local Aspirational Leading Option</b>	<b>Backup Option</b>
14 – Naish Cliff and Barton on Sea	<b>Option</b>	Managed Realignment A	-	Managed Realignment B; or Managed Realignment D; or Maintain
	<b>Details</b>	Improved toe defences and cliff stabilisation / drainage in the area between Marine Drive West and the eastern end of Barton on Sea during the first part of epoch 1. This would help to slow rates of cliff top recession but not stop it entirely.	-	Managed Realignment B: As per Managed Realignment A, except defence improvements would be undertaken during epoch 2.  Managed Realignment D: As per Managed Realignment B, except no new cliff drainage and toe protection at Marine Drive West.  Maintain: Maintain existing defences and functioning drainage but no new defences constructed.
	<b>Option cost present value<sup>1</sup> (PV £k)</b>	22,211	-	Managed Realignment B: 19,718  Managed Realignment D: 14,218  Maintain: 5,927
	<b>Option benefits (PV £k)</b>	23,489	-	Managed Realignment B: 20,077  Managed Realignment D: 14,391  Maintain: 5,959
	<b>ABCR (Average Benefit Cost Ratio)</b>	1.06	-	Managed Realignment B: 1.02  Managed Realignment D: 1.01  Maintain: 1.01
	<b>Estimated partnership funding (PF) score for initial intervention</b>	12%	-	-
	<b>Estimated GiA availability for initial intervention (cash £k)</b>	3,215	-	-

<sup>1</sup> When comparing costs and benefits across different time periods we discount the future. Discounting gives Present Value (PV), which is a way of representing the current value of future cash flows, based on the principle that money in the present is worth more than money in the future. More details on discounting can be found in the [Green Book](#).

## 29. SMZ 5 – Taddiford

- SMZ 5 (Taddiford) includes ODU15 and covers the area between Barton on Sea and Hordle Cliff. The area is currently undefended with no defences in front of the cliff. The beach provides the only protection to the cliff toe from erosion and also holds a recreational / amenity benefit. A permissive path exists along the cliff top (part of European long-distance path, route E9). There is no risk from tidal flooding in this location and the main source of risk is from erosion. However, relative to other parts of the frontage the erosion risk to properties is very low with minimal properties at risk (there are therefore no economic damages in this unit). This zone's full length is fronted by a marine Special Protection Area designation, and the cliffs are part of the Site of Special Scientific Interest (SSSI).
- The option for this SMZ is do nothing, no defence maintenance (there are no defences) or beach management undertaken. If appropriate undertake health and safety activities following cliff erosion events to make safe public spaces.
- The Do-Nothing option is in line with SMP policy and due to there being minimal properties at risk there is no justification to construct new defences. There is potential to place additional beach material in this unit as part of a wider beach nourishment scheme and due to the longshore transport direction being from west to east, this would provide benefit to SMZ 6 to the east. Options for material placement may be explored after the Strategy during the outline design of future schemes in SMZ 6.

## 30. SMZ 6 – Milford – on – Sea

- SMZ 6 (Milford on Sea) includes ODUs 16, 17 and 18 and covers the frontage between Hordle Cliff and the western end of Hurst Spit. The cliff elevation reduces from west to east in this zone. There is a risk of coastal erosion in this location and there is also localised flood risk at the eastern end of ODU 18 where the cliff elevation is reduced. Here wave overtopping can occur from the open coast, and there is also a risk of tidal inundation and fluvial flooding from the Sturt Pond and Danes Stream area. A key issue for this frontage is the management of beach levels. There has been a recent trend of beach erosion that has increased the pressure on the defences at the back of the beach. Here a beach is required to protect the toe of the existing seawall and in the past low beach levels have contributed to seawall failures. The leading options focus on managing the beach levels in this location through periodic nourishment and larger scale beach nourishment schemes.

- The appraisal of options for Hurst Spit itself is being led by the adjacent Hurst Spit to Lymington Strategy. Both project teams have collaborated to ensure a joined-up approach is taken. The leading options in ODUs 16-18 will ensure that the options for managing Hurst Spit can also be undertaken (and vice-versa).

o The recommended preferred options in this SMZ are summarized in the following table:

ODU		National Economic Leading Option	Local Aspirational Leading Option	Backup Option
16 – Cliff Road	Option	Managed Realignment C	Managed Realignment A or B	Maintain
	Details	From second half of epoch 2 undertake beach nourishment and construct local strong point to control rate of cliff erosion. Cliff top recession would still occur but intent would be to prevent it reaching Cliff Road.	As per Managed Realignment C, except beach nourishment and strong point would be constructed much sooner, in either epoch 1 (Managed Realignment A) or start of epoch 2 (Managed Realignment B)	Maintain existing defences and undertake beach recycling to control beach levels. In the long term this is likely to lead to more erosion than the Managed Realignment options.
	Option cost (PV £k)	4,405	5,069 – 5,612	1,791
	Option benefits (PV £k)	7,400	7,400	3,017
	ABCR	1.68	1.32 – 1.46	1.68
	Estimated PF score for initial intervention	19%	21% – 29%	-
	Estimated GiA availability for initial intervention (cash £k)	1,932	1,301 – 1,564	-
17 – Rook Cliff	Option	Improve C	Improve A or B	Maintain
	Details	Refurbish existing cliff toe defences in epoch 1. From second half of epoch 2 upgrade defences at cliff toe.	As per Improve C, except toe defence improvements would be constructed much sooner, in either epoch 1 (Managed Realignment A) or start of epoch 2 (Managed Realignment B)	Maintain existing defences at the toe of the cliff. Long term sustainability of this approach is uncertain given lowering beach levels in this location and this option is therefore likely to lead to more erosion than the Improve options.
	Option cost (PV £k)	9,055	9,376 – 11,471	4,110
	Option benefits (PV £k)	11,516	11,516	4,222
	ABCR	1.27	1.00 – 1.23	1.03
Estimated PF score for initial intervention	20%	15% - 18%	-	



ODU		National Economic Leading Option	Local Aspirational Leading Option	Backup Option
	Estimated GiA availability for initial intervention (cash £k)	3,457	2,400 – 2,676	-
18 – Milford on Sea	Option	Improve A / Improve B	-	Maintain
	Details	Upgrade seawall, construct new groynes and undertake major beach nourishment from epoch 1. Construct setback tidal flood defences at eastern end of Milford on Sea to reduce risk of flooding from Sturt Pond direction in epoch 2.  Improve B: As per Improve A, except upgrade coastal defences and beach nourishment in epoch 2. Refurbish existing defences in epoch 1 to extend service life until upgrade.	-	Maintain: Maintain existing defences and undertake beach recycling. Long term effectiveness is uncertain.
	Option cost (PV £k)	11,060 (Improve A) / 11,035 (Improve B)	-	Maintain: 8,872
	Option benefits (PV £k)	11,155 (Improve A or Improve B)	-	Maintain: 8,933
	ABCR	1.01 (Improve A or Improve B)	-	Maintain: 1.01
	Estimated PF score for initial intervention	12%	-	-
	Estimated GiA availability for initial intervention (cash £k)	1,355	-	-

- The leading options in this SMZ are likely to obtain central government funding for only a small proportion of the scheme costs (around 12-29%). Therefore, the majority of the cost will need to be funded from alternative sources, totaling cash value over 100 years estimated to be in excess of £57m.

31. The Strategy's recommended leading options identify where and when potential defence schemes can be implemented along the frontage but identifies a significant funding challenge in order to deliver the national and/or local options.

### **Corporate plan priorities**

32. The strategy supports the "Place Priorities" identified within the Corporate Plan, particularly priority 2 – "Protecting our climate, coast and natural world."
33. Priority 2 specifically refers working with partners to deliver FCERM strategies, which will set actions for protecting our coastline. This strategy identifies risk, mitigation actions and funding requirements for better protecting our coastline, communities and the environment.

### **Options appraisal**

34. See section 21 to 27 above that outline options approach.

### **Consultation undertaken**

35. Stakeholder engagement and consultation have been key to the Strategy's development. Since July 2021, four phases of engagement with key stakeholders, residents, and the wider community (including landowners, community groups, organisations and individuals) had sought to understand their aspirations and concerns, and to help shape the Strategy as it developed. The fifth phase of stakeholder communication was a formal 3-month public consultation on the draft leading options to manage the risk of coastal flooding and erosion and which closed in August 2023.
36. Engagement and consultation included face-to-face drop-in events, public online presentations with Q&A sessions, stakeholder workshops and surveys with a combination of traditional and online promotion. In total, over 12,000 people have viewed our website information, approximately 9,000 have engaged with our social media posts, around 730 people have attended our face-to-face and online events and 345 people have completed a survey. The table below outlines the engagement events undertaken throughout the strategy development.

	<b>2021</b>	<b>2022</b>		<b>2023</b>	
<b>Event</b>	<b>Round 1</b>	<b>Round 2</b>	<b>Round 3</b>	<b>Round 4</b>	<b>Round 5</b>
Public engagement (inc. online briefings & exhibitions)	July to August	May to June	July	Nov to Jan	June to Aug
Online Councillor briefings	8 <sup>th</sup> July 2021	18 <sup>th</sup> May 2022		21 <sup>st</sup> Nov	27 <sup>th</sup> June*
Councillor & officer drop in event (ATC)					23 <sup>rd</sup> Nov

\* Link to youtube recoding of 27th June public briefing:

<https://www.youtube.com/watch?v=kNTisSoJ4bs+&feature=youtu.be>

37. In spring 2025 we intend to undertake a sixth round of communications to inform stakeholders about the final approved Strategy, explain what it means, and what the next steps are to begin to implement the Strategy in the areas identified as being those needing to be prioritised due to the immediacy of risk and/or condition of existing defences.
38. Alongside the 3-month public consultation, the draft Strategic Environmental Assessment, and Habitat Regulations Assessment, Water Framework Directive Assessment and Marine Conservation Zone Assessment have been consulted on with Statutory Consultees (i.e. Natural England, Historic England and the Environment Agency).
39. The feedback from this statutory consultation has been analysed and used to inform the selection of final leading preferred options that this paper is seeking approval of. The consultation report can be viewed as a background paper to this report.

### **Financial and resource implications**

40. As identified above, following the current central government partnership funding rules means that the recommended leading strategic options do not qualify for full central government FCERM grant in aid (GiA) funding and will therefore need contributions from alternative sources to be delivered.
41. The current partnership funding mechanism encourages those benefiting from schemes to contribute to their cost to supplement government grants. By working together, schemes which are still viable but have less economic benefits would still be able to unlock national funding to boost and prioritise schemes to implement the Strategy. Raising sufficient funding will:

- Allow development and delivery of the recommended coastal defence schemes.
  - Increase the standard of protection of defences.
  - Improve the quality of materials used (e.g. to better fit the character of a location)
  - Increase certainty and accelerate the delivery of schemes.
  - Deliver wider benefits to communities associated with schemes, such as improved landscaping, access and public realm.
  - Deliver environmental enhancements to increase biodiversity.
42. Under these current funding rules, the scale of the funding contributions required over the next 100 years in cash terms across the NFDC area ranges from £88m - £99m, depending on which combination of recommended strategic options (national, local or backup) are eventually taken forward.
43. Over the next 20 years, the contributions required in cash terms are estimated to be between £39m - £50m; or £2.0m - £2.5m per year if annualized. Within the NFDC area, capital investments that comprise a significant proportion of the required contributions are needed as follows:

ODU	Likely timing of capital intervention to replace aged defences from year 0 (2024)	
	National Economic Leading Option	Local Aspirational Leading Option
14	5 -9 years	N/A – no local option defined
15	N/A – no capital intervention expected	N/A – no local option defined
16	35-39 years	5-9 years
17	35-39 years (refurbishment in year 5-9 years)	5-9 years
18	5-9 years	N/A – no local option defined

44. The balance of contributions required reflect the need for ongoing revenue expenditure by the asset owners to undertake maintenance works to ensure estimated defence life is provided to reach the anticipated replacement capital investment timing indicated above, as well as implementing property level protection in some ODUs for which other non-GiA funding sources may be available.
45. It should be noted that the level of funding contributions required are indicative and may change (up or down) as more work is undertaken to develop schemes and refinement of required works, costs, etc are

developed; as such these values act as a guide to the likely level of contributions that will need to be secured in the coming years to enable FCERM investments to occur in line with the leading options identified in this Strategy.

46. If these funding contributions are not achieved, then the Strategy in some areas identifies a back-up option that will provide a minimum amount of intervention to manage risks for a period of time, but that will eventually cease and the do-nothing scenario will become more likely, leading eventually to the scale of damages and loss described above.
47. In some cases, any intervention – even if funding can be secured – is unlikely to mitigate the long-term risks posed by climate change in terms of increasing risk of coastal flooding, erosion, and land sliding. Therefore, the measures set-out in this Strategy need to be considered as buying time and reflected in wider local planning policy with a view to the potential need for land-use adaptation longer-term (up to and beyond the 100-year horizon adopted in developing this Strategy).
48. The following tables illustrate the estimated timing of funding contributions required over the 100-year period in order to deliver the Strategy in the NFDC area as a whole, along with requirements for each Option Development Unit:

Leading Option	Option Overview (Epoch 1)	Epoch 1 Costs (£K)	Indicative GiA (£K & % amount)	Partnership Funding Required (£K)
<b>Naish Cliff and Barton – on - Sea</b>				
ODU 14 - National	Improve toe defences, cliff stabilization & drainage	27,165	3,215 (12%)	23,680
ODU 14 – Backup B	Maintenance works only in epoch 1	1,020	N/A	1,020
ODU 14 – Backup D	Maintenance works only in epoch 1	1,020	N/A	N/A
ODU 14 – Backup Maintain	Maintenance with some refurb	6,126	N/A	N/A
<b>Cliff Road</b>				
ODU 16 - National	Maintenance works only in epoch 1	392	N/A	N/A
ODU 16 – Local	Beach recharge & rock structure construction	5,032	1,301 (26%)	3,731
ODU 16 - Backup	Maintain existing defences and undertake beach recycling (reliant on recharge in other units). In the long term this is likely to lead to more erosion than the Managed Realignment options.	785	N/A	N/A
<b>Rook Cliff</b>				
ODU 17 - National	Refurbishment of existing defences	3,986	N/A	3,986
ODU 17 – Local	Improve defences	13,825	2,400 (17%)	11,425
ODU 17 - Backup	Maintain toe defences	3,985	N/A	3,985
<b>Milford – on- Sea</b>				
ODU 18 - National	Seawall repairs, control structures & small scale recharge	11,964	1,355 (11%)	10,609
ODU 18 – Backup B	Refurb existing defences & beach recharge. Major works in epoch 2	5,301	N/A	5,301
ODU 18 - Maintain	Ongoing beach management, refurb of defences & beach recharge	6,752	N/A	6,752

Leading Option	Description	Indicative non-GiA funding contribution required (£k) – cash*														Total	
		Epoch 1 (years)				Epoch 2 (years)						Epoch 3 (years)					
		0-4	5-9	10-14	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-59	60-69	70-79	80-89		90-99
National		1,206	7,180	30,044	507	870	786	4,493	22,961	659	659	3,584	15,413	1,568	7,193	1,550	98,673
Local**	(With National where no Local)	1,206	17,880	30,083	546	659	659	6,040	659	659	659	7,986	13,739	1,568	4,465	1,553	88,361

\*Indicative funding for major capital scheme in option (if multiple capital schemes, not all have been assessed).

\*\*Local option funding does not include GiA for ODUs 14 and 18 even though some could be available. This is because the BCR for the local option in these ODUs is <1, and it is uncertain if it will be viable to proceed with these if funding contributions are not forthcoming

## **Legal implications**

49. The works required to implement the Strategy recommended leading options are undertaken under permissive powers granted to BCP and NFDC under the Coast Protection Act 1949 and Land Drainage Act 1991, and the Environment Agency under the Water Resources Act 1991. However, there is no statutory legal duty on these authorities to undertake these schemes if there is no justification and/or insufficient funding to do so.

## **Risk assessment**

50. No formal risk assessment is required for the adoption of this strategy.
51. As detailed within the recommendations the adoption of the strategy does not commit NFDC to the provision of any funding to support the preferred delivery option.
52. Key risks have been identified with regard to flood and erosion risk to assets within the strategy area that will occur with non – delivery of the options for each ODU.

## **Environmental / Climate and nature implications**

53. As part of developing the Strategy, a Strategic Environmental Assessment (SEA) has been undertaken. This has considered the implications of the range of technical options considered against a range of topics, objectives, and assessment questions, known as the SEA framework, to determine the sustainability of options in relation to: biodiversity and geodiversity; climate change; landscape; historic environment; land, soil and water resources; population and communities; and transport and movement.
54. In undertaking the SEA assessment, consideration has included whether options offer the potential for biodiversity net gain or other environmental enhancements. The full SEA environmental report can be viewed as one of the background papers to this report, and the findings of the SEA have informed the selection of the leading preferred options.
55. The SEA has been consulted on with statutory consultees including Natural England and Historic England, who have also provided letters of support (and they can be viewed as background papers to this report).
56. A key outcome of the SEA, alongside informing selection of more sustainable leading options, is to identify monitoring requirements to implement in the near future in order that improved data is provided

to inform decision making as schemes to implement the Strategy are developed in future years.

57. Alongside the SEA, a Habitat Regulations Assessment (HRA), Marine Conservation Zone (MCZ) Assessment and Water Framework Directive (WFD) Assessment have also been completed and agreed with the respective statutory consultees.
58. The HRA Stage 1 (Screening) identified potential for significant impacts on qualifying designated features associated with SAC and SPAs in the Strategy area. The HRA Stage 2 (Appropriate Assessment) considered these aspects in greater detail and concluded that mitigation will in the main be possible by only undertaking future works at specific times of year / states of water level – aspects that will need to be taken into account as and when detailed scheme designs are developed in future years to implement the Strategy. The HRA did not identify any requirement to provide compensatory habitat to mitigate any potential coastal squeeze impacts by continuing to defend areas against coastal flood and erosion risk.
59. The MCZ and WFD Assessments concluded that there are some potential limited, temporary impacts of construction works in relation to increased sediment turbidity but no longer-term impacts of the proposed strategic options. These potential impacts will need to be considered further when detailed scheme designs are developed in future years to implement the Strategy.

### **Equalities implications**

60. NFDC Equality Impact Assessment completed 25th April 2024. No impacts were identified as a result of the assessment.

### **Crime and disorder implications**

61. None identified.

### **Data protection / Information governance / ICT implications**

62. None identified.

### **Conclusion**

63. The Strategy's recommended leading options identify where and when potential defence schemes can be implemented along the frontage but identifies a significant funding challenge in order to deliver the national and/or local options.



64. In some cases, any intervention – even if funding can be secured – is unlikely to mitigate the long-term risks posed by climate change in terms of increasing risk of coastal flooding, erosion and landsliding. Therefore, the measures set-out in this Strategy need to be considered as buying time and reflected in wider-Local Planning policy with a view to the potential need for land-use adaptation longer-term (up to and beyond the 100-year horizon adopted in developing this Strategy).
65. Place & Sustainability Panel recommended that Cabinet agree to the report recommendations as set out in the panel report on 18<sup>th</sup> July 2024.

### **Appendices**

Appendix 1 - Strategy Appraisal Report

Appendix 2 – Strategy Action Plan

### **Background Papers:**

Strategic Environmental Assessment (SEA) for the Christchurch Bay & Harbour FCERM

Natural England and Historic England letters of support

Phase 5 Consultation

Link to strategy website:  
[Christchurch Bay and Harbour FCERM Strategy 2021-2024 - Poole & Christchurch Bays Flood and Coastal Erosion Risk Management \(twobays.net\)](#)

# Strategy Appraisal Report

Authority scheme reference	WXC500E/001A/675A
----------------------------	-------------------

Defra/WAG LDW number	LDW 42765
----------------------	-----------

Promoting authority	Bournemouth, Christchurch and Poole Council / New Forest District Council
---------------------	---

Strategy name	Christchurch Bay & Harbour FCERM Strategy
---------------	---



Aerial photograph of flooding in Christchurch Harbour and the lower River Avon (BCP Council, January 2023)

Date	25/05/2024
------	------------

Version	V1
---------	----



StAR for *Christchurch Bay & Harbour FCERM Strategy*

Version	Status	Signed off by:	Date signed	Date issued
1	Version issued to BCP / NFDC for approval			

Template version – April 2011

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page i

## CONTENTS

	For technical approval of the business case .....	V
	Non-financial scheme of delegation .....	V
	Approval history sheet .....	vi
<b>1</b>	<b>EXECUTIVE SUMMARY .....</b>	<b>1</b>
	1.1 Purpose of this Report.....	1
	1.2 Background .....	1
	1.3 Options Considered.....	2
	1.4 Leading Options and Adaptive Pathways .....	2
	1.5 Economic and Funding Case .....	4
	1.6 Strategic Factors .....	4
	1.7 Implementation.....	6
	1.8 Strategy Plan.....	7
<b>2</b>	<b>INTRODUCTION AND BACKGROUND .....</b>	<b>9</b>
	2.1 Purpose of this report .....	9
	2.2 Background .....	9
	2.3 Current Approach to Coastal Flood and Erosion Risk Management .....	16
<b>3</b>	<b>PROBLEM DEFINITION AND OBJECTIVES.....</b>	<b>18</b>
	3.1 Outline of the problem .....	18
	3.2 Consequences of doing nothing .....	19
	3.3 Strategic issues.....	24
	3.4 Key constraints.....	26
	3.5 Objectives .....	27
<b>4</b>	<b>OPTIONS FOR MANAGING COASTAL FLOOD AND EROSION RISK.....</b>	<b>29</b>
	4.1 Framework for option appraisal .....	29
	4.2 Long list of strategic options .....	33
	4.3 Potential FCERM measures .....	33
	4.4 FCERM measures rejected at preliminary stage .....	34
	4.5 Options short-listed for appraisal .....	37
<b>5</b>	<b>OPTIONS APPRAISAL AND COMPARISON .....</b>	<b>40</b>
	5.1 Technical issues.....	40
	5.2 Environmental assessment .....	41
	5.3 Social and community impacts .....	43
	5.4 Option costs .....	46
	5.5 Options benefits (Damages avoided).....	47
<b>6</b>	<b>SELECTION AND DETAILS OF THE LEADING OPTIONS.....</b>	<b>48</b>
	6.2 SMZ 1 (Mundeford Sandbank) .....	50
	6.3 SMZ 2 (Christchurch Harbour).....	55
	6.4 SMZ 3 (Christchurch Beaches and Cliffs).....	72
	6.5 SMZ 4 (Naish Cliff and Barton on Sea).....	77
	6.6 SMZ 5 (Taddiford) .....	82
	6.7 SMZ 6 (Milford on Sea) .....	83
	6.8 Summary of strategy .....	91
<b>7</b>	<b>IMPLEMENTATION.....</b>	<b>95</b>
	7.1 Project planning .....	95
	7.2 Procurement strategy .....	102
	7.3 Delivery risks.....	103
<b>8</b>	<b>APPENDICES .....</b>	<b>105</b>

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page ii

## TABLES

Table 1-1: Indicative key dates for defence upgrades over the next 20 years, subject to acquiring suitable funding and adaptive pathways / trigger thresholds	7
Table 2-1: Overview of SMP2 policies along the Strategy frontage	10
Table 2-2: Existing coastal defences and beach management	16
Table 3-1: Tidal extreme water levels and return period in Christchurch Harbour.	18
Table 3-2: Properties at risk from coastal flooding and erosion (1 in 200 year event, 0.5% AEP) and Do Nothing Damages over the next 100 years	23
Table 4-1: FCERM measures considered in the option development and appraisal	34
Table 4-2: FCERM measures taken forward (highlighted in green)	36
Table 5-1: Key technical considerations for the appraisal	40
Table 5-2: Key environmental considerations for the appraisal	42
Table 5-3: Key social considerations for the appraisal	44
Table 6-1: Benefit-cost assessment for SMZ 1	51
Table 6-2 Present Value Costs of Leading Options in SMZ 1	55
Table 6-3: Benefit-cost assessment for SMZ 2 (NPV comparisons for ODUs 3, 4, 5, 6 & 11)	56
Table 6-4: Benefit-cost assessment for SMZ 2 (AEP comparisons for ODUs 7, 9 and 10)	60
Table 6-5: IBCR comparison for ODU 4	62
Table 6-6: IBCR comparison for ODU 5	63
Table 6-7: IBCR comparison for ODU 7	64
Table 6-8: IBCR comparison for ODU 9	65
Table 6-9: IBCR comparison for ODU 10	66
Table 6-10: Summary of HRA Appropriate Assessment for SMZ 2	69
Table 6-11 Present Value Costs of Leading Options in SMZ 2	70
Table 6-12: Indicative Partnership Funding scores for major capital schemes as part of the Leading Options in SMZ 2	71
Table 6-13: Benefit-cost assessment for SMZ 3 (NPV comparisons for ODUs 12 and 13)	73
Table 6-14 Present Value Costs of Leading Options in SMZ 3	76
Table 6-15: Indicative Partnership Funding scores for major capital schemes as part of the Leading Options in SMZ 3	77
Table 6-16: Benefit-cost assessment for SMZ 4 (NPV comparisons for ODU 14)	78
Table 6-17 Present Value Costs of Leading Options in SMZ 4	81
Table 6-18: Indicative Partnership Funding scores for major capital schemes as part of the Leading Options in SMZ 4	82
Table 6-19: Benefit-cost assessment for SMZ 5 (NPV comparisons for ODU 15)	83
Table 6-20: Benefit-cost assessment for SMZ 6 (NPV comparisons for ODUs 16-18)	84
Table 6-21: Summary of HRA Appropriate Assessment for SMZ 6	88
Table 6-22 Present Value Costs of Leading Options in SMZ 6	89
Table 6-23: Indicative Partnership Funding scores for major capital schemes as part of the Leading Options in SMZ 6	90
Table 6-24 Summary of strategy	94
Table 6-25 Local Economic Impacts	94
Table 7-1: Strategy implementation programme by ODU and time epoch	99
Table 7-2 Indicative key dates for defence upgrades in epoch 1, subject to acquiring suitable funding and adaptive pathways / trigger thresholds	101
Table 7-3 Outcome measures contributions	102
Table 7-4 High level risk schedule and mitigation	103

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page iii

## APPENDICES

Appendix A	Project Appraisal Data Sheet
Appendix B	List of Reports Produced
Appendix C	Leading Option Report
Appendix D	Long List to Short List Report
Appendix E	Adaptive Pathway Illustrations
Appendix F	Economic Appraisal Report
Appendix G	Action and Implementation Plan
Appendix H	Cost and Funding Profiles
Appendix I	List of Consultees
Appendix J	Stakeholder Engagement Report
Appendix K	SEA Report
Appendix L	HRA Report
Appendix M	WFD Report
Appendix N	MCZ Assessment Report
Appendix O	Natural England and Historic England Letters of Support
Appendix P	Carbon Technical Note
Appendix Q	Coastal Processes Report
Appendix R	Defence Condition Assessment
Appendix S	Stakeholder Engagement Phases 1-5 Summary Reports
Appendix T	Option Development Unit Maps

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page iv

**For technical approval of the business case**  
**Environment Agency Region:**

**Project name:**

**Approval Value:**        £

**Sponsoring Director:**    **David Jordan**                      **Director of Operations**

**Non-financial scheme of delegation**

Part 11 of the Non-financial scheme of delegation states that approval of FCERM Strategies/Complex Change Projects, following recommendation for approval from the Large Projects Review Group, is required from the Regional Director or Director, Wales and Director of Operations.

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page v



# Approval history sheet

APPROVAL HISTORY SHEET (AHS)			
<b>1. Submission for review (to be completed by team)</b>			
Project Title: Christchurch Bay and Harbour FCERM Strategy		Project Code: WXC500E/001A/675A	
Project Manager: Alan Frampton		Date of Submission: 01/05/24	
Lead Authority: Bournemouth, Christchurch and Poole Council (BCP)		Version No: v1	
Consultant Project Manager: Ben Taylor		Consultant: AECOM	
<i>The following confirm that the documentation is ready for submission to PAB or LPRG. The Project Executive has ensured that relevant parties have been consulted in the production of this submission.</i>			
Position	Name	Signature	Date
Project Executive			
	Job Title:		
<b>2. Review by: Large Projects Review Group (LPRG)</b>			
Date of Meeting(s):		Chairman:	
Recommended for approval: In the sum of £:		Date:	Version No:
<b>3. Environment Agency NFSoD approval</b> <i>Officers in accordance with the NFSoD.</i>			
Version No:		Date:	
Project Approval	By: In the sum of: £	Date:	
<b>4. Defra or WAG approval</b> <i>(Delete as appropriate)</i>			
Submitted to Defra / WAG or Not Applicable (as appropriate)		Date:	
Version No. (if different):			
Defra/ WAG Approval: or Not applicable (as appropriate)		Date:	
Comments:			

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page vi

**NON FINANCIAL SCHEME OF DELEGATION (NFSoD) COVERSHEET FOR A FCRM  
COMPLEX CHANGE PROJECT / STRATEGIC PLAN**

1. Project name				Start date	
				End date	
Business unit			Programme		
Project ref.		Regional SoD ref.		Head Office SoD ref.	-

2. Role	Name	Post Title
Project Sponsor		
Project Executive		
Project Manager		

3. Risk Potential Assessment (RPA) Category	Low	<input type="checkbox"/>	Medium	<input type="checkbox"/>	High	<input type="checkbox"/>
---	-----	--------------------------	--------	--------------------------	------	--------------------------

4. NFSoD value	£k
Whole Life Costs (WLC) of Complex Change Project / Strategic Plan	

5. Required level of Environmental Impact Assessment (EIA)	N/A	Low	Medium	High
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. NFSoD approver name	Post title	Signature	Date
	Regional Director/Director Wales		
	Director of Operations		
NFSoD consultee name	Post title	Signature	Date
	LPRG Chair		

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page vii



# 1 Executive summary

## 1.1 Purpose of this Report

- 1.1.1 This report is the Strategy Appraisal Report (StAR) for the Christchurch Bay and Harbour Flood and Coastal Erosion Risk Management (FCERM) Strategy.
- 1.1.2 The Strategy sets out the leading options, adaptive pathways and timings to sustainably address coastal flood and erosion risk over the next 100 years for the 13km coastal frontage between Hengistbury Head Long Groyne and the landward end of Hurst Spit, and 14km of shoreline within Christchurch Harbour, extending to Tuckton Bridge on the River Stour and Knapp Mill on the River Avon.

## 1.2 Background

- 1.2.1 The Strategy frontage is highly varied and ranges from a sheltered environment within Christchurch Harbour and an exposed open coast environment with beaches and steep cliffs within Christchurch Bay. It contains a mix of developed residential and commercial areas with the coastal towns of Christchurch, Barton on Sea and Milford on Sea. There are also areas of open space and sites of environmental significance across much of the frontage.
- 1.2.2 Much of the Strategy frontage is fronted by coastal defence structures that help to manage coastal flooding and erosion risks. The defences are typically owned and maintained by the Environment Agency, Bournemouth, Christchurch and Poole Council (BCP) and/or New Forest District Council (NFDC) but there are also sections of privately owned and maintained defences. Many of the defences are ageing and have a limited residual life before needing to be replaced or improved.
- 1.2.3 Beach management is also a key method in which the coastal flooding and erosion risks are managed within the bay. This occurs on a frequent basis (annually in some locations such as at Milford on Sea) and takes the form of either beach recycling or small-scale beach renourishment.
- 1.2.4 There are significant coastal flooding and erosion risks facing the Strategy frontage over the next 100 years which are projected to increase in severity due to climate change and sea level rise. Higher sea levels and increased storminess will reduce the performance and standard of protection provided by existing coastal defences.
- 1.2.5 In the Strategy area there are estimated to be 120 properties (total residential and non-residential) currently at risk from coastal flooding from a 1 in 200 return period event (0.5% Annual Exceedance Probability - AEP). Due to climate change and sea level rise, this number is projected to increase to 2,227 properties for the 1 in 200 (0.5% AEP) return period in 100 years' time.
- 1.2.6 There are estimated to be 1,365 properties (total residential and non-residential) at risk of coastal erosion over the next 100 years if nothing is done to manage the risk. Several historic landfill sites are also at risk of erosion in the future.
- 1.2.7 The 'Do Nothing' economic damages from the flooding and erosion risk have been calculated for the Strategy frontage for the next 100 years. Damages to the national economy are estimated to be over £186million in present value (PV) terms and

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 1

£1,213million in undiscounted cash terms, with the damages concentrated in Christchurch Harbour, Christchurch Beaches and Cliffs, Barton on Sea and Milford on Sea.

- 1.2.8 Under the Do Nothing scenario there are also expected to be wider damages to the local economy from the flooding and erosion risks, such as the Gross Value Added damages, potential damages to tourism, health and wellbeing and council revenue. These local economic damages far exceed the national damages over the duration of the appraisal period.
- 1.2.9 There is currently no existing strategy in place to provide a framework for the long term management of the coastline and to deliver the higher level management policies of the Poole and Christchurch Bay Shoreline Management Plan 2 (2011). Currently defence maintenance and improvements are undertaken on a reactive basis governed largely by the availability of Local Authority revenue budgets or through applications for emergency FCERM Grant in Aid following asset failures.
- 1.2.10 A Strategy is required to set out a plan for managing the flooding and erosion risks facing the Strategy frontage in a cohesive and joined-up way. The Strategy sets out the leading options, adaptive pathways and trigger thresholds and the estimated investment that is required. If approved by the Environment Agency, the Strategy will demonstrate that strategic planning has been undertaken which will improve the case for attracting funding for future schemes from FCERM Grant in Aid and also from non-Grant in Aid contributions.

### 1.3 Options Considered

- 1.3.1 In order to manage the risks posed by coastal flooding and erosion over the next century, a range of Strategic Options were considered across 18 Option Development Units (ODUs). Each ODU covers a different part of the Strategy frontage and the strategic links between areas were considered. See Figure 4-1 for a map of the ODU locations.
- 1.3.2 The Strategic Options were developed and appraised in line with the updated Defra’s Flood and Coastal Erosion Risk Management Appraisal Technical Guidance (FCERM-ATG, 2022), originally published in 2010 (FCERM-AG, 2010) and then updated in 2022.
- 1.3.3 The Strategic Options outline the intent of the interventions over the next 100 years, such as doing nothing, maintaining the defences, sustaining the defences, improving the defences or undertaking managed realignment.
- 1.3.4 The Strategic Options are made up of a ‘package’ of FCERM measures. The measures refer to the local level defences that would be constructed or maintained (e.g. a seawall, setback floodwall, beach recycling etc.). Often it is necessary to combine a variety of these measures into a ‘package’ and therefore strategic options generally include a combination of FCERM measures that would be implemented over time to deliver the option.

### 1.4 Leading Options and Adaptive Pathways

- 1.4.1 Within each ODU up to three types of leading option have been identified, as follows:
  - National Leading Option – the leading option identified by following FCERM-AG decision rules;

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 2

- Local Aspirational Option – an option that takes into account local opportunities, wants, and needs to deliver greater or wider benefits. The Local Aspirational Option is typically a higher cost than the National Leading Option.
- Backup Option – an option that is more deliverable from a funding perspective than either the National Leading Option or the Local Aspirational Option. Backup Options typically have lower present value costs and smaller capital funding requirements but deliver less benefits.

1.4.2 With multiple leading options identified, the Strategy has the required flexibility to move between the leading options as it is being implemented over the next 100 years. The different routes that can be followed between implementing the options are known as ‘adaptive pathways’. This approach increases the adaptive capacity of the Strategy and provides the required flexibility that is required to account for uncertainties such as rates of climate change, funding availability, project costs, potentially contaminated land, land ownership, consenting and future development.

1.4.3 A summary of the leading options is provided below:

- In ODUs 1 and 2 (Hengistbury Head and Mundeford Sandbank) it is important to sustain the FCERM function of the Mundeford Sandbank as uncontrolled erosion / movement of Mundeford Sandbank could have uncertain impacts on the wider morphology of the area, potentially impacting flood risk, navigation, sediment transport and buried services in the vicinity. The Local Aspirational Options for this location are focussed on maintaining the existing FCERM function of the Sandbank over the course of the appraisal period. On a national basis there is not a strong economic case to deliver the Local Aspirational Options in ODUs 1-2, but it is important for these to be delivered to ensure the leading options in ODUs 3-10 are successful.
- In ODUs 3-10 (Christchurch Harbour) the main risk is from tidal flooding to properties and other assets. Where there is an economic case, the leading options are generally focussed on upgrading the SoP provided by defences in these locations. This could be achieved by raising existing defences or constructing new defences as required. Different timings are recommended for defence upgrades based on a range of factors such as the onset of risk and the residual life of existing defences. Another risk in ODUs 3-10 is historic landfill sites and the potentially contaminated materials that could be exposed should these locations be undefended and erode. The different approaches to managing this risk (with respect to timings and cost) have been explored in the appraisal and are picked up in the leading options.
- In ODU 11 (Mundeford Quay) it is important to sustain the FCERM function of the existing quay walls as erosion / damage to the quay could lead to more widespread morphological changes and impact flood risk elsewhere in the area. The Local Aspirational Option in this location aims to prevent the quay from eroding and provides property level protection to the properties on the quay at risk from flooding. Similar to ODUs 1 and 2, on a national basis there is not a strong economic case to sustain the function of the quay walls in ODU 11, but it is important for the function of these assets to be continued to ensure the leading options in ODUs 3-10 and ODU 12 can be delivered successfully.
- In ODUs 12-18 (Christchurch Bay open coast), the leading options are underpinned by a series of strategically placed beach nourishment interventions over time. The placement locations have been identified to provide an immediate benefit to the placement location but also to provide a long term benefit to areas downdrift over the Strategy period, including Hurst Spit. The leading options recommend beach

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 3

nourishment is undertaken in ODU 12, ODU 13, ODU 16 and ODU 18 at various points over the next 100 years. There is an opportunity to explore a joined-up approach to scheme delivery in these locations which could deliver efficiencies. The beach nourishment will ensure that the beach can continue to provide an integral part of the overall defence system along the open coast. However, in some locations it would need to be supplemented with additional hard defence structures and cliff slope stabilisation. For example at Barton on Sea (ODU 14) new cliff toe defences and cliff slope drainage is recommended and new hard defences at Milford on Sea (ODUs 16-18) are also recommended.

## 1.5 Economic and Funding Case

- 1.5.1 It is estimated that the total whole life present value cost of delivering the Strategy is approximately £140million over the next 100 years. This value is in present value terms and therefore includes a discount for the cost of future interventions that are required over the next 100 years. In undiscounted cash terms, the total whole life cost of the delivering the Strategy is estimated to be approximately £313million.
- 1.5.2 On a national basis, the total whole life present value benefits of delivering the Strategy are estimated to be approximately £168million. These are the benefits that would occur due to a reduction in flood and erosion risk compared to the baseline 'Do Nothing' scenario.
- 1.5.3 Across the Strategy frontage as a whole, the whole life present value economic benefits (£168million) exceed the estimated whole life present value costs (£140million). However, in some individual ODUs the average benefit cost ratio of the leading option is less than unity. But this is only the case when considered on a national basis (i.e. only considering nationally eligible benefits as per the FCERM-AG). As part of the Strategy, the wider local impacts of flooding and erosion in each ODU have also been calculated and when these damages (and potential benefits) are considered, this results in a much stronger economic case of the options on a local economic basis for each ODU.
- 1.5.4 For each of the leading options (National / Local Aspirational options), Partnership Funding calculations have been undertaken for the initial schemes of these options using the Environment Agency's Partnership Funding calculator. The score for the initial schemes is typically less than 50%. This indicates that significant funding contributions from non FCERM-Grant in Aid sources will need to be found to deliver the Strategy.
- 1.5.5 Typically the initial schemes are not recommended to occur for several years at least (with many recommended to occur even later during epoch 2 / 3). This provides the BCP / NFDC FCERM teams with time to source funding contributions and one of the recommendations following the Strategy is to develop a funding action plan to plan, identify and secure contributions before schemes are required.
- 1.5.6 A Strategy Action and Implementation Plan has been developed. This plan includes details of the triggers and thresholds to inform key FCERM decisions and movement through the adaptive pathways in each ODU. This includes decision tree illustrations for the adaptive pathways.

## 1.6 Strategic Factors

### Future uncertainty

- 1.6.1 There is uncertainty around the magnitude of future climate change and sea level rise and the availability of funding for FCERM projects in the future. It has therefore been

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 4

imperative that the Strategy does not set a rigid intervention approach that cannot be changed in the future.

- 1.6.2 Following the adaptive pathway approach the Strategy leading options have been developed with sufficient flexibility to move between leading options as required when the Strategy is delivered, subject to the evolution of the key uncertainties over time. Switching pathways between the leading options will not compromise the approach in adjacent areas.

**Beach sediment transport**

- 1.6.3 The role of coastal processes and beach sediment transport within Christchurch Bay is a critical strategic issue because the beach volume is a key influence on rates of coastal erosion. The dominant longshore transport direction within the Bay is from west to east. Some parts of the Strategy frontage have sufficient beach material (e.g. Highcliffe which has effective beach control structures), whereas other parts of the frontage do not have enough material (e.g. Milford on Sea).

- 1.6.4 In developing the Strategy the knock-on impact on longshore sediment transport from the proposed options has been fully considered and a series of beach nourishment interventions within the bay are proposed as part of the leading options. The joined up strategic planning undertaken as part of the option appraisal is essential for the long term sustainable management of the erosion risk facing the bay and this strategic planning is not always prevalent when FCERM interventions are developed on a scheme by scheme basis without a Strategy in place.

**Historic landfill**

- 1.6.5 A key strategic concern for the Strategy is the erosion risk to historic landfill sites of which there are several around Christchurch Harbour, including at Stanpit, Wick, the Quomps and Mudeford Quay. Erosion could release potentially contaminated materials into the environment. The contamination status of the historic landfill sites is unknown so more work is needed after the Strategy to investigate this risk further. In the option development and appraisal the Strategy has taken a conservative stance and recommended defending historic landfill sites as part of the leading options and adaptive pathways.

- 1.6.6 There is a recognition that on a national basis protecting historic landfill sites does not typically attract sufficient FCERM-GiA and therefore additional sources of funding will need to be sought and investigated to facilitate the delivery of these works.

**Hurst Spit**

- 1.6.7 Hurst Spit is located at the eastern end of the Strategy frontage and forms a vital controlling feature for the morphological evolution of Christchurch Bay. In developing the Strategy the project team has collaborated with the Hurst Spit to Lympington FCERM Strategy team. It is understood that various options for managing Hurst Spit in the future are being considered by the Hurst Spit to Lympington Strategy, including controlled rollback.

- 1.6.8 The role of beach management within Christchurch Bay has an influence on the future of the spit, as FCERM actions in the bay will influence how much material the Spit will naturally receive. Many of the leading options for the Christchurch Bay and Harbour Strategy involve beach nourishment / management and depending on the level of nourishment and the extent of recycling activities, it would be expected to increase the feed of material to Hurst Spit over time, relative to this situation today. The leading options for the Strategy have been discussed with the Hurst Spit to Lympington team and more details of the interaction between the leading options and Hurst Spit are provided in section 6.7.

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 5



- 1.6.9 The potential coastal process impacts of the rollback of the spit are uncertain and potentially wide ranging across Christchurch Bay and also the Solent area. The existing coastal processes allow the formation of offshore banks (such as Shingles Bank and Dolphin Sands) and influence the sediment distribution patterns observed within the bay.
- 1.6.10 A working assumption from both projects is that the large rock revetment at the base of Hurst Spit (landward end) will be held in place over the duration of the Strategies. This will provide an anchor point for both the Spit and also for Milford on Sea and the options have been developed in this Strategy on this basis. However, if managed rollback of the spit is the leading option that is identified in the Hurst Spit to Lymington Strategy, it will be important to fully understand the coastal processes implications of the rollback and to manage the rollback accordingly so that it does not threaten the rock revetment transition point or have significant negative impacts on wider coastal processes within the area.

### **Environmental considerations**

- 1.6.11 The majority of the frontage is environmentally sensitive and is internationally and nationally designated.
- 1.6.12 The Strategy has taken account of the potential impacts on the environment, and the potential environmental opportunities through the development of a Strategic Environmental Assessment, Habitats Regulations Assessment, Water Framework Directive Assessment and Marine Conservation Zone Assessment.
- 1.6.13 Where potential environmental impacts have been identified, the environmental assessments have identified appropriate mitigation measures and recommendations for scheme level appraisal (such as identifying appropriate alignments for new defences during design). Areas where there could be opportunities to create new habitats or improve existing habitats have also been identified around Christchurch Harbour.
- 1.6.14 Historic England and Natural England have reviewed the relevant environmental assessments (Historic England reviewed the SEA, Natural England reviewed the SEA, HRA and MCZ assessment) and have provided letters of support for the Strategy and the recommendations.

## **1.7 Implementation**

- 1.7.1 The Strategy promotes and supports long term, sustainable adaptive management of the coastal flooding and erosion risks in Christchurch Bay and Harbour over the next 100 years. The Strategy has set out the leading options for each ODU and in order to implement these options a series of phased capital interventions and scheduled maintenance is required. This work needs to be planned ahead of time through the development of business cases. Ongoing engagement with stakeholders and communities will be required to manage the risks and consequences of flooding and erosion and to build support for FCERM interventions.
- 1.7.2 Table 1-1 below outlines the indicative programme and key dates for all defence upgrades outlined in the Strategy leading options over the first 20 years of the Strategy. Delivery of these upgrades will be subject to acquiring the required funding and reaching the trigger thresholds set out in the Action and Implementation Plan.

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 6

**Table 1-1: Indicative key dates for defence upgrades over the next 20 years, subject to acquiring suitable funding and adaptive pathways / trigger thresholds**

Activity	Date
<b>ODU 3 (verge / slope armouring to historic landfill)</b> Historic landfill / contaminated land investigations Commence detailed appraisal Approval Construction start Construction completion	2026 2028 2030 2031 2032
<b>ODU 4 (lengthening / raising defence embankment)</b> Commence detailed appraisal Approval Construction start Construction completion	2030 2032 2033 2035
<b>ODU 5 (frontline / setback defence improvements)</b> Commence detailed appraisal Approval Construction start Construction completion	2026 2029 2030 2032
<b>ODU 12 (beach nourishment, groyne / seawall improvement)</b> Commence detailed appraisal Approval Construction start Construction completion	2033 2035 2036 2038
<b>ODU 13 (outflanking defence)</b> Commence detailed appraisal Approval Construction start Construction completion	2033 2035 2036 2038
<b>ODU 14</b> Drainage trial and analysis Commence detailed appraisal Approval Construction start Construction completion	2025 2028 2032 2033 2035
<b>ODU 16</b> Commence detailed appraisal Approval Construction start Construction completion	2026 2029 2030 2032
<b>ODU 17</b> Commence detailed appraisal Approval Construction start Construction completion	2026 2029 2030 2032
<b>ODU 18</b> Commence detailed appraisal Approval Construction start Construction completion	2026 2029 2030 2032

## 1.8 Strategy Plan

1.8.1 Figure 1-1 presents a plan of the Strategy frontage showing the intent of the leading options in each location. The intent of the leading options are determined from the Local Aspirational Option and/or National Option where a Local Aspirational Option does not exist.

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 7

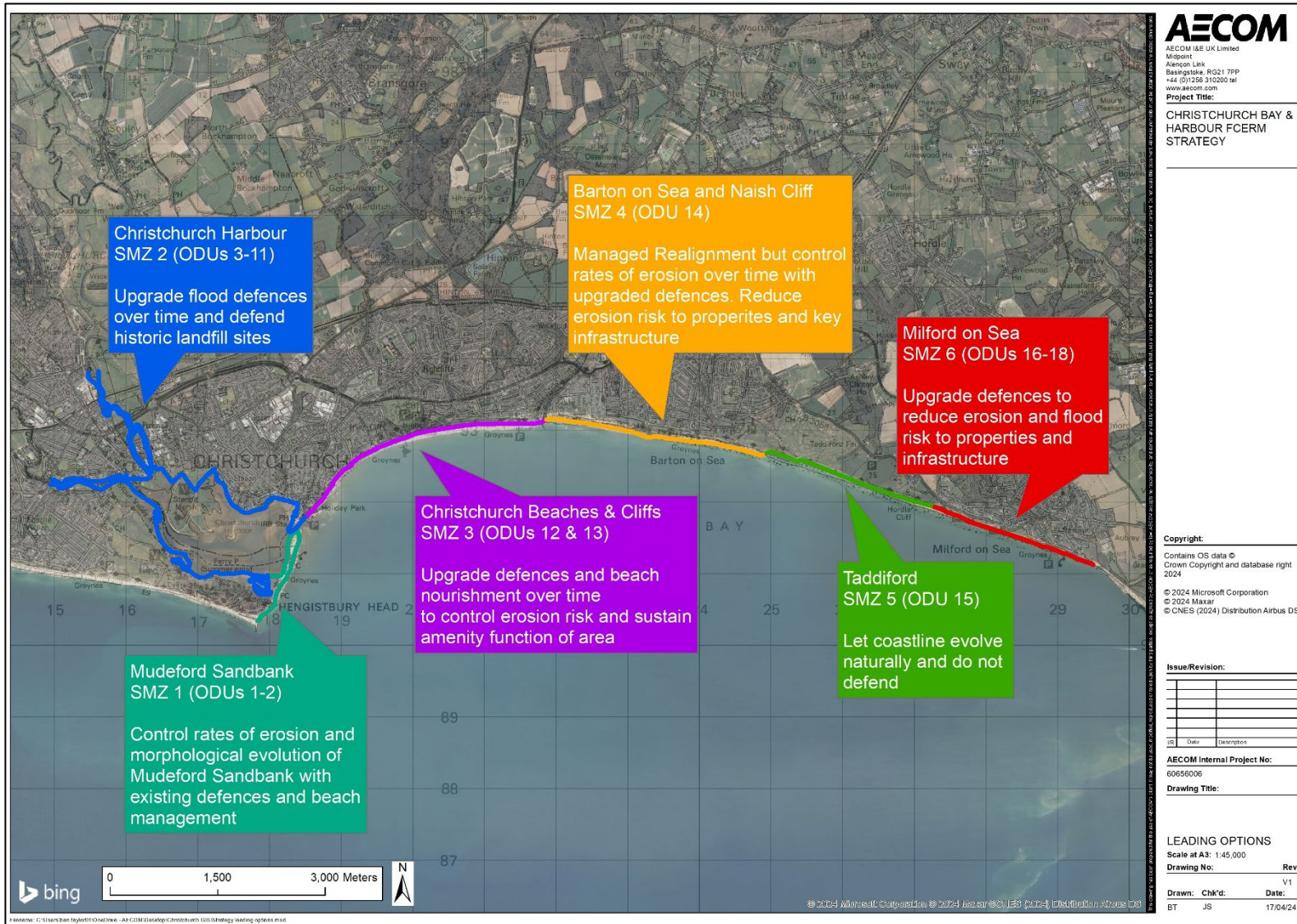


Figure 1-1: Strategy plan showing leading options in each location

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 8

## 2 Introduction and background

### 2.1 Purpose of this report

- 2.1.1 This report is the Strategy Appraisal Report (StAR) for the Christchurch Bay and Harbour Flood and Coastal Erosion Risk Management (FCERM) Strategy, herein referred to as ‘the Strategy’. The Strategy area is within the jurisdiction of Bournemouth, Christchurch and Poole Council (BCP) and New Forest District Council (NFDC) and has been collaboratively developed with both councils, with support from the Environment Agency (EA) and other key stakeholders. Technical support has also been provided from engineering consultant AECOM.
- 2.1.2 The Strategy sets out the leading options, adaptive pathways and timings for FCERM within the Strategy area over the next 100 years. The leading strategic approaches have been developed to sustainably manage the coastal flood and erosion risk between Hengistbury Head (immediately to the east of Hengistbury Head long groyne) and the landward (western) end of Hurst Spit, and encompassing the predominantly tidal flood risk area within Christchurch Harbour.
- 2.1.3 The Strategy has been developed in accordance with the updated Defra’s Flood and Coastal Erosion Risk Management Appraisal Technical Guidance (FCERM-ATG, 2022), originally published in 2010 (FCERM-AG, 2010) and then updated in 2022, supplementary documents and associated EA policies and procedures.
- 2.1.4 The purpose of this report is to seek approval of the Strategy by the Environment Agency, but no financial contributions are being sought at this time.

### 2.2 Background

#### Strategic and legislative framework

- 2.2.1 The Strategy coastline is within the area covered by the Poole and Christchurch Bay Shoreline Management Plan 2 (SMP2) (2011). The SMP provides a large-scale assessment of the coastal flooding and erosion risks between Durlston Head and Hurst Spit, including the areas of Bournemouth, Poole and Christchurch Bay. The SMP presents a policy framework to address the risks to people, the developed, historic, and natural environment.
- 2.2.2 The SMP2 policies vary along the Strategy frontage, with the most frequent policies being ‘Hold the Line’ and ‘Managed Realignment’. Table 2-1 below presents the SMP2 policies along the Strategy frontage. To facilitate the development of the Strategy, the frontage has been divided into six ‘Strategy Management Zones’ (SMZs) and then further sub-divided into eighteen ‘Option Development Units’ (ODUs). The SMP2 policies for each of the ODUs are provided in the table.

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 9

**Table 2-1: Overview of SMP2 policies along the Strategy frontage**

Location	Summary of SMP2 policies
SMZ 1: Mudeford Sandbank	ODU 1 (Hengistbury Head east): Managed Realignment ODU 2 (Mudeford Sandbank): Hold the Line into Managed Realignment
SMZ 2: Christchurch Harbour	ODU 3 (Christchurch Harbour South): No Active Intervention ODUs 4-6 (Wick, Willow Drive / Quomps, River Avon West Bank): Hold the Line ODUs 7-8 (Rossiters Quay / River Avon East Bank): No SMP policy* ODU 9 (Stanpit): Hold the Line into Managed Realignment ODU 10 (Mudeford): Hold the Line, Managed Realignment then Hold the Line ODU 11 (Mudeford Quay): Hold the Line
SMZ 3: Christchurch Beaches and Cliffs	ODUs 12-13 (Avon Beach, Highcliffe): Hold the Line
SMZ 4: Naish Cliff and Barton on Sea	ODU 14 (Naish Cliff and Barton on Sea): Managed Realignment
SMZ 5: Taddiford	ODU 15 (Barton on Sea to Hordle Cliff): No Active Intervention
SMZ 6: Milford on Sea	ODU 16 (Cliff Road): Managed Realignment ODU 17 (Rook Cliff): Hold the Line ODU 18 (Milford on Sea): Hold the Line into Managed Realignment

*\*No SMP policy in ODUs 7-8 as area is upstream along the River Avon and outside of SMP extent*

2.2.3 The Strategy frontage includes, or is adjacent to, a variety of sensitive environmental receptors and designations. Therefore the Strategy has taken into consideration the requirements of the Environment Act (1995, 2021) and undertaken several environmental assessments, including:

- Strategic Environmental Assessment (SEA);
- Habitats Regulations Assessment (HRA);
- Water Framework Directive (WFD) Assessment; and
- Marine Conservation Zone (MCZ) Assessment.

2.2.4 The various environmental assessments carried out during the development of the Strategy have formed an integral part of the option development and appraisal process. The various environmental assessments can be found in Appendices K to N, and are summarised in Section 5.2.

2.2.5 In developing the Strategy, the project team has liaised with teams from adjacent plans and strategies that are also currently in development. This has ensured that the Strategy does not contradict or hinder the delivery of other or future FCERM plans for the wider area. Liaison and alignment with the following adjacent projects / teams has occurred;

- Hurst Spit to Lymington FCERM Strategy (led by the Environment Agency);
- Hengistbury Head Long Groyne Refurbishment project (led by BCP);
- Barton on Sea Cliff Drainage Trial Scheme (led by NFDC);
- The Durlston to Hurst Sediment Resource Management Programme; and
- The Lower Stour Strategy and the Lower Avon and Harbour Modelling project (led by the Environment Agency Partnership Strategic Overview team).

2.2.6 Given the importance of Hurst Spit on the morphology of Christchurch Bay and the wider Solent area, frequent liaison, and communication with the Hurst Spit to Lymington FCERM Strategy project team was particularly important to develop a cohesive solution. Both project teams met monthly during the development of the Strategy and discussed the interaction and alignment between the two Strategies during option development. For

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 10

the public consultation phase of engagement, the two projects delivered a joined-up engagement event for the public.

## Previous studies

2.2.7 In addition to the SMP2, there have been a number of key supporting technical studies previously undertaken within the Strategy frontage and the adjacent areas that have been referred to in development of the Strategy, as summarised below.

### **Christchurch Bay and Harbour FCERM Study (2012)**

2.2.8 This Study developed a coastal flood and erosion risk management strategy for the Strategy frontage in 2012, however, this was not formally adopted by BCP / NFDC or approved by the Environment Agency.

### **Hurst Spit to Hengistbury Head Annual Survey Report (Southeast Regional Coastal Monitoring, 2021-2023)**

2.2.9 The Southeast Regional Coastal Monitoring Programme collects beach profile and volume data along the Strategy coastline at regular intervals. This information has fed into the option development and appraisal and helped determine areas where beach nourishment is likely to be required / effective.

### **Poole Bay Beach Management Scheme 2015-2032**

2.2.10 Poole Bay stretches from the Sandbanks in the west to Hengistbury Head in the east and is adjacent to the Strategy area. The beach management in Poole Bay has the potential to impact sediment transport into Christchurch Bay and therefore this scheme has been considered when developing the baseline and options for the Strategy.

### **Mudford Sandbank Beach Management Plan (HR Wallingford, 2001)**

2.2.11 The Mudford Sandbank Beach Management Plan outlines monitoring requirements and suggested interventions for beach renourishment and regrading.

## Social and political background

2.2.12 The Strategy frontage extends across two local authority jurisdictions; BCP in the west and NFDC in the east. The boundary between the two local authority areas is at Chewton Bunny, just to the east of the Highcliffe coastal defences (see Figure 2-1). It was important for the Strategy to be developed in unison across both political areas to ensure a cohesive and joined-up approach to managing the coastal processes within Christchurch Bay.

2.2.13 The Strategy has been developed in close collaboration with key personnel, officers and political representatives from both BCP and NFDC Councils which was achieved via a robust project Governance Structure. Regular briefings with members of the Councils, including the elected members, were held at key stages of the Strategy development to minimise political risks and build support.

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 11



## Location and designations

### Geographical location

- 2.2.14 As shown in Figure 2-1, the Strategy area encompasses the 13km coastal frontage between Hengistbury Head Long Groyne and the landward end of Hurst Spit. The frontage also includes approximately 14km of shoreline within Christchurch Harbour, extending to Tuckton Bridge on the River Stour and Knapp Mill on the River Avon.
- 2.2.15 At the western end of the Strategy frontage at Hengistbury Head, the long groyne acts as a man-made barrier to sediment transport into Christchurch Bay (although there is some bypassing of material). The beach to the west of Hengistbury Head is managed through the Poole Bay Beach Management Scheme (2015-2032) and aims (in part) to reduce coastal erosion and prevent a breach forming from Poole Bay into Christchurch Harbour.
- 2.2.16 The eastern end of the Strategy frontage is the rock revetment at the landward end of Hurst Spit. The management of the Spit is key to the overall morphology of Christchurch Bay (and the wider Solent area) and a long-term Strategy for managing the Spit is being developed by the adjacent Hurst Spit to Lymington FCERM Strategy (being led by the Environment Agency). Due to the importance of this Strategy for the future of Hurst Spit (and vice versa), there has been close collaboration between the two project teams throughout the development of both Strategies.
- 2.2.17 Along the River Avon and River Stour within Christchurch Harbour, the dominant source of flood risk within the Strategy boundary (downstream of Knapp Mill and Tuckton Bridge respectively) is from tidal flooding. Upstream of these locations the fluvial flood risk becomes more dominant.

### Landscape and physical characteristics

- 2.2.18 The character of the frontage is highly varied from exposed open coast within the Bay to more sheltered areas within Christchurch Harbour. Natural geomorphological features within Christchurch Bay include Hurst Spit, Mudeford Sandbank and Hengistbury Head, each of which provides a controlling influence on the shape and planform of the coastline.
- 2.2.19 Christchurch Harbour is a naturally formed Harbour, sheltered to the south by Hengistbury Head and Mudeford Sandbank, with parts of the Harbour being reclaimed. The landscape throughout the harbour is comprised of marshes, heath and woodland. The historic town of Christchurch is located on the banks of the harbour and includes many cultural heritage designations and scheduled monuments. There are also areas of historic landfill / potentially contaminated land adjacent to the harbour.
- 2.2.20 Mudeford Sandbank is a low-lying sandy spit adjacent to Hengistbury Head. It provides shelter to Christchurch Harbour from wave activity and is a key area for visitors and tourism, with beach huts and a small number of businesses. The FCERM assets on the Sandbank include rock groynes and a rock revetment and regular beach recycling is undertaken. The entrance to Christchurch Harbour is at the end of the Sandbank and this is known as 'the Run'. It is highly dynamic from a sediment transport perspective and has fast tidal flows in what is a narrow channel.
- 2.2.21 The open coast part of the frontage between Mudeford Quay and Highcliffe is comprised of a mixed beach in front of low-lying vegetated cliffs. This area is also popular for tourism and amenity. The FCERM assets include groynes and seawalls.

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 13



2.2.22 Between Highcliffe and Hordle the coast is comprised of a mixed beach in front of higher cliffs, reducing in elevation from west to east. The cliffs are actively eroding in places. Due to the sloping geological beds in the bay, the geology of the exposed cliffs changes along the frontage, with the cliffs at Barton on Sea particularly susceptible to erosion and land sliding. There are a variety of FCERM assets along this part of the frontage including rock groynes, a rock revetment and cliff drainage at Highcliffe and then rock groynes, a rock revetment and cliff drainage (in various states of repair) at Barton on Sea. These defences provide some protection to the urban areas located on the cliff top. Between Barton on Sea and Hordle Cliff the coastline is undefended.

2.2.23 At Milford on Sea, the land is lower lying and there is a risk of both flooding and coastal erosion. There are extensive FCERM assets in this area including groynes, a rock revetment, and a seawall / revetment. A key risk in this location is lowering beach levels that can lead to undermining of the defences and frequent small scale beach nourishments are undertaken here annually to top-up beach levels. Flooding can occur in this area from wave overtopping along the open coast as well as from tidal inundation / fluvial risk from Danes Stream. Milford on Sea is popular for tourism and amenity and includes disabled access.

### Environmental Designations

2.2.24 There are local, national, and international environmental designations within or in proximity to the Strategy frontage. The key designations include;

- Four Special Areas of Conservation (SAC); the Solent Maritime, Dorset Heaths, Avon River and South Wight Maritime SACs;
- Four Special Protection Areas (SPA); Solent and Southampton Water, Dorset Heathlands, Avon Valley and the Solent and Dorset Coast SPAs;
- Two Ramsar sites; Avon Valley, and Solent and Southampton Water;
- Four Sites of Special Scientific Interest (SSSIs); Hurst Castle and Lymington River, Highcliffe to Milford Cliffs, Christchurch Harbour and the Avon River;
- Two Marine Conservation Zones; the Needles MCZ and Southbourne Rough MCZ;
- Five Local Nature Reserves; Stanpit Marsh, Hengistbury Head, Steamer Point, Milford-on-Sea and Sturt Pond;
- Eight scheduled monuments including the Multiperiod Landscape on Hengistbury Head and Christchurch Priory / Monastery;
- Numerous listed buildings including Christchurch Priory, Constable’s House, Town Bridge and Highcliffe Castle that are Grade I listed.

### Social characteristics

2.2.25 The Strategy area encompasses four parishes; Christchurch, Highcliffe and Walkford, Milford on Sea and New Milton. The 2021 Census indicated that the population in these four parishes was approximately 75,000. The towns and villages to the east of Christchurch are mainly residential, with tourism and service industries providing the main form of employment. The settlements within the Strategy area typically have an older average population and are popular retirement destinations. The Index of Multiple Deprivation for England ranked the BCP and NFDC areas as 14,821 and 10,782 respectively out of a possible 32,884 (with 1 being most deprived and 32,884 being least deprived).

## History of Flooding and Coastal Erosion

### History of coastal flooding

2.2.26 The history of coastal flooding within the Strategy area is concentrated around the low-lying areas of Christchurch Harbour. Flooding has also occurred at Milford on Sea from

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 14

wave overtopping. Coastal flooding caused significant damage in the Strategy area in the winters of 2000/2001 and in 2013/2014 due to a high frequency of storms.

- 2.2.27 Within Christchurch Harbour the coastal flood risk is generally from tidal still water levels, added to by limited amounts of wind driven wave action under certain conditions. The exception is at Mudeford Quay which is adjacent to the Run (entrance to the harbour) and is more exposed to wave action. Here flooding occurs on a regular basis with waves overtopping the quay wall annually. The Rivers Avon and Stour also contribute to the flood risk within the harbour but the tidal component is the dominant source of risk in the Strategy area.
- 2.2.28 Coastal flooding has also recently occurred at the eastern end of Milford-on-Sea near the Hurst Road East Car Park. Here there are two sources of risk; from wave overtopping along the open coast and from tidal still water level flooding from the Sturt Pond direction where the land levels and defences are lower. The eastern end of Milford on Sea most recently flooded in 2014 when a high volume of wave overtopping the seawall caused seawater to flow onto Hurst Road, and the car park, causing internal flooding (up to 1m deep) in The Lighthouse
- 2.2.29 Outside of Christchurch Harbour and Milford on Sea, the rest of the open coast frontage within Christchurch Bay is characterised by steep topography and cliffs. Historically, coastal flooding to properties has therefore not been an issue (erosion is more of a concern). However, storms have led to damage to beach huts and services along the beach front; the February 2014 storms damaged beach huts at Avon Beach, washed away 80 timber beach huts at Hordle and destroyed 119 beach huts at Milford on Sea. Recently storms during 2024 have also led to beach hut damage at Hordle.

### History of coastal erosion

- 2.2.30 Historically erosion has been a significant risk along much of the open coast frontage. The cliffs within Christchurch Bay are comprised of tertiary sands and clays (i.e. soft rock cliffs). The dip of the beds, their orientation and underlying geology has a significant bearing on the stability of the cliffs. Erosion of the soft rock cliffs is controlled by a range of factors, but exposure of the cliff toe to marine erosion is often the key process. In some parts of the frontage, for example, at Barton on Sea, the role of groundwater / rainfall in inducing cliff instability is also a key factor.
- 2.2.31 The cliff line is actively eroding in several locations within the Strategy frontage, including at Naish Cliff, Barton on Sea, Hordle Cliff & Rook Cliff. At Barton on Sea extensive cliff drainage and toe defences have been constructed in the past which have slowed the rate of erosion. However, due to the complex cliff geology in this location the erosion has not stopped entirely and has continued even with these defences in place. Other parts of the Strategy frontage, such as at Highcliffe, have successful cliff drainage and toe defences that have stabilised the cliff line. However, if these defences were to fail in the future, then erosion of the cliffs would be expected to continue.
- 2.2.32 Historically the cliff stabilisation schemes within the bay have been funded by BCP / NFDC. It is recognised that moving forward, land stabilisation measures are not typically eligible for FCERM Grant in aid funding and will therefore need to be funded through different sources.
- 2.2.33 Erosion and loss of beach material is also a concern along the open coast. Lowering beach levels can be linked with rates of erosion for soft cliffs and there is also a link between low beach levels and failure of sea defences due to undermining / toe exposure. Loss of beach material is a critical issue at Milford on Sea, with significant erosion of the

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 15

beach since monitoring began in the year 2000. In 2020, a failure of the seawall occurred to the west of the White House and amongst the contributing factors was significant beach drawdown that led to the toe becoming exposed. Full analysis of beach levels in the Strategy area is provided in the Strategy Coastal Processes Report (Appendix Q).

## 2.3 Current Approach to Coastal Flood and Erosion Risk Management

### Measures to manage the probability of coastal flooding and erosion risk

- 2.3.1 Much of the Strategy frontage is fronted by coastal defence structures. The structures vary in type and include both formal and informal defences. The defences are typically owned and maintained by the Environment Agency, BCP and/or NFDC. There are also sections of privately owned and maintained defences.
- 2.3.2 Beach management is also a key method in which the coastal flooding and erosion risks are managed within the bay. This occurs on a frequent basis (annually in some locations such as at Milford on Sea) and takes the form of either beach recycling or small-scale beach renourishment.
- 2.3.3 Some parts of the frontage are currently undefended and have a 'No Active Intervention' policy in the SMP2 so nothing is done to manage the risks.
- 2.3.4 Table 2-3 outlines the key types of defences and beach management activities within the Strategy area.

**Table 2-2: Existing coastal defences and beach management**

Location	Coastal defences	Beach management	Defence Owner / Maintainer
SMZ 1: Mundeford Sandbank	- Rock revetment, rock groynes, gabions and seawall	- Beach recycling, typically moving 1,000m <sup>3</sup> of material from the end of the Sandbank back to the groyne bays (undertaken on 8 occasions between 2002-2017)	BCP
SMZ 2: Christchurch Harbour	- Quay walls, setback, embankment, setback floodwall, seawall and rock armour.  - Typically undefended in low population areas around the harbour, such as along the south side of the harbour	- No beach management within the harbour	BCP, Environment Agency, Private

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 16

Location	Coastal defences	Beach management	Defence Owner / Maintainer
SMZ 3: Christchurch Beaches and Cliffs	- Timber groynes, rock groynes, seawall, rock revetment and cliff drainage	- Beach recycling between 2011-2018 moving 57,000m <sup>3</sup> from harbour entrance onto upper beach between Avon Beach and Highcliffe.  - In 2021 beach recycling to Avon Beach, Friars Cliff and Highcliffe Beach, using material from the 4 easternmost groyne bays at Highcliffe.  - Beach nourishment between 1985-1991 at Highcliffe of 73,000m <sup>3</sup> of material that has largely been retained.	BCP, Private
SMZ 4: Naish Cliff and Barton on Sea	- Barton on Sea: Rock revetment, rock groynes and cliff drainage  - undefended at Naish Cliff	- No beach management in this location	NFDC
SMZ 5: Taddiford	- undefended	- No beach management in this location	NA
SMZ 6: Milford on Sea	- Seawall, timber groynes, rock groynes and rock revetment	- Small scale beach nourishment in 2004, 2006 and then annually since 2008. Total volume of approximately 45,000m <sup>3</sup> with an average of 2,500m <sup>3</sup> per nourishment.	NFDC

## Measures to manage the consequences of coastal flooding and erosion risk

2.3.5 To manage the consequences of coastal flooding, the Local Authorities have a number of measures in place. Both BCP and NFDC have details on their website about how to prepare properties for flooding (i.e. setting up an emergency plan, insurance, emergency box etc.) and offer advice for during flood events such as how to stay safe, when, and how to travel etc. Both councils also provide details of the Environment Agency flood warning system through social and traditional media channels and recommend that residents sign up to the flood warning service. In the event of flooding, BCP / NFDC's emergency planning officer co-ordinates the dissemination of advice and liaises with relevant organisations to advise people on what to do during a flooding emergency.

2.3.6 To manage the consequences of coastal erosion, following an erosion event, BCP and NFDC undertake an immediate inspection of the damage and risks posed. A recommendation for remedial works is then put forward to the Local Authority for funding approval from limited maintenance budgets. However, often the costs associated with failing defences is high and there is no guarantee that there would be sufficient funding available to make a repair and applications to the Environment Agency for emergency works may be required.

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 17

## 3 Problem definition and objectives

### 3.1 Outline of the problem

- 3.1.1 There is currently no existing approved FCERM Strategy in place that provides the framework for the long-term management of the coastline within Christchurch Bay and Harbour and to facilitate the delivery of the SMP2 policies. Currently defence maintenance and improvements are undertaken on a piecemeal basis by BCP and NFDC. Without a Strategy in place it is difficult for these authorities to access FCERM-Grant in Aid (GiA) funding or develop robust partnership funding strategies.
- 3.1.2 There are significant coastal flooding and erosion risks facing the Strategy frontage over the next 100 years which are projected to increase in severity due to climate change and sea level rise. Higher sea levels and increased storminess will reduce the performance and standard of protection provided by existing coastal defences.
- 3.1.3 Table 3-1 shows the return period of extreme water levels within Christchurch Harbour for the present day and indicates how this is anticipated to change in the future (return periods rounded to nearest 0.1m water level for illustration purposes). These water levels have been determined using the Coastal Design Sea Levels – Coastal Flood Boundary Dataset (Environment Agency, 2018), and have been adjusted with the UKCP18 RCP 8.5 70<sup>th</sup> percentile sea level rise projections.

**Table 3-1: Tidal extreme water levels and return period in Christchurch Harbour.**

Extreme water level (mODN)	Return period			
	2024	2044	2074	2124
1.5	1 in 2 (50% AEP)			
1.6				
1.7	1 in 10 (10% AEP)	1 in 2 (50% AEP)		
1.8	1 in 20 (5% AEP)	1 in 10 (10% AEP)		
1.9	1 in 50 (2% AEP)	1 in 20 (5% AEP)	1 in 2 (50% AEP)	
2.0	1 in 200 (0.5% AEP)	1 in 50 (2% AEP)		
2.1		1 in 200 (0.5% AEP)	1 in 10 (10% AEP)	
2.2			1 in 20 (5% AEP)	
2.3			1 in 50 (2% AEP)	
2.4			1 in 200 (0.5% AEP)	
2.5				
2.6				1 in 2 (50% AEP)
2.7				1 in 10 (10% AEP)
2.8				1 in 20 (5% AEP)
2.9				1 in 50 (2% AEP)
3.0				1 in 200 (0.5% AEP)

- 3.1.4 With respect to the flood risk, in the Strategy area there are estimated to be 120 properties currently at risk from coastal flooding from a 1 in 200 (0.5% AEP) return period event. Due to climate change and sea level rise, this number is projected to increase to 2,227 properties for the 1 in 200 (0.5% AEP) return period in 100 years' time. With respect to the erosion risk, there are estimated to be 1,365 properties at risk of coastal erosion over the next 100 years if nothing is done to manage the risk.
- 3.1.5 Many of the existing coastal defences in the Strategy area are approaching the end of their effective service life. For the full Strategy frontage, approximately 8% of the defences by defence length are in a poor condition, 32% in a fair condition, 23% in a good

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 18

condition, 1% in a very good condition and 36% in an unknown condition (private / inaccessible). If no maintenance is undertaken, the defences in the Strategy area would be expected to fail within the next 20 years, with many much sooner than this. Defence failure would exacerbate the risks of flooding and erosion to properties, infrastructure and environmental features. This includes the risk of flooding and erosion of several historic landfill sites primarily with Christchurch Harbour, which poses a threat to the coastal environment through the release of potentially contaminated materials and/or leachates.

3.1.6 Given the risks and strategic considerations faced, without robust and holistic management and suitable investment, the flooding and erosion risk has the potential to cause significant and unacceptable detrimental impacts to a range of important receptors, including people and the developed, historic and natural environment. Flooding and erosion would create significant economic damages on a national and local basis.

## 3.2 Consequences of doing nothing

3.2.1 A sound representation and understanding of the baseline flood and erosion risk under the 'Do Nothing' scenario was established to inform the Strategy development. Table 3-2 presents a summary of the properties at risk from flooding and erosion under the 'Do Nothing' scenario. Figure 3-1 presents a map of the Strategy frontage showing the 1 in 200 year (0.5% AEP) flooding extent for the present day and in 2120 and the Do Nothing erosion zones for the short term (0-20 years), medium term (20-50 years) and long term (50-100 years.)

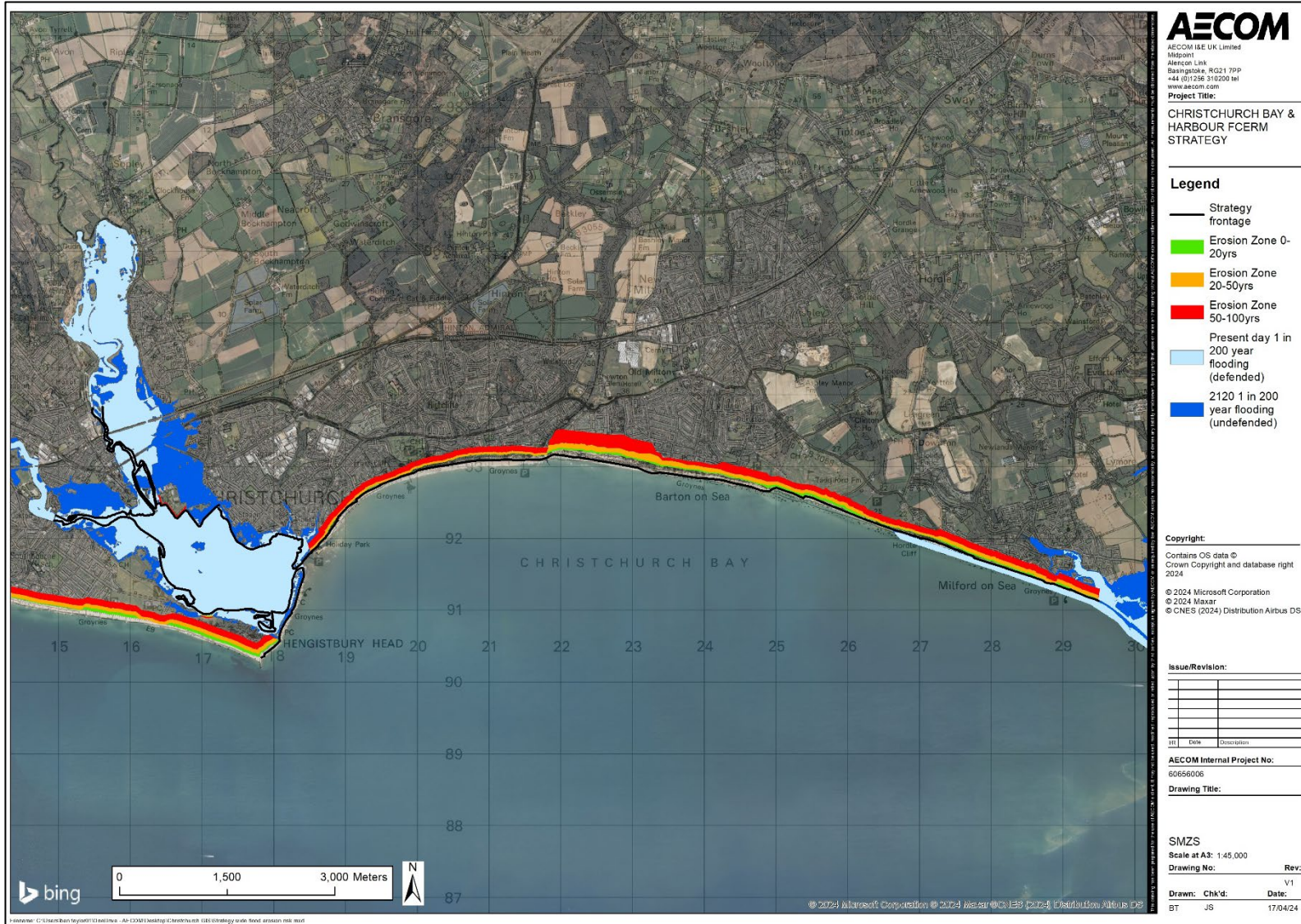
### Flood risk

3.2.2 The present day and future flood risk was identified using numerical model outputs and GIS analysis. Results from two numerical models were used:

- For Christchurch Harbour the present day flood risk was established from the numerical modelling results of the Lower River Avon and Christchurch Harbour Study. This project is ongoing and the modelling results were provided to the project team by the Environment Agency who are leading on the modelling project. The model considers tidal input and fluvial inputs from the River Avon and River Stour.
- For the future flood risk within the harbour, a GIS based approach was used that compared extreme tidal water levels to land levels. A range of checks were undertaken to check the consistency of the GIS approach against the Surface Water Management Plan outputs and emerging model results from the Lower River Avon and Christchurch Harbour Study for future return periods. The approach was endorsed by the Environment Agency members of the project team and more details can be found in the Economic Appraisal Report (Appendix F).
- For Milford on Sea the preset day and future flood risk was established from the numerical modelling results from the Hurst Spit to Lymington FCERM Strategy. This project is ongoing and the modelling results were provided to the project team by the Environment Agency who are leading on the project.

3.2.3 Sea level rise will have a significant impact on the flood risk. Extreme water levels for future return periods were projected using the UKCP18 RCP 8.5 70<sup>th</sup> percentile sea level rise projections, as per Environment Agency guidance.

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 19



**Figure 3-1: Flood and erosion risk across the Strategy frontage**

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 20

3.2.4 Within Christchurch Harbour the present-day coastal flood risk is generally focused on the banks of the harbour and low-lying areas such as Mudeford Quay, Wick Meadows, Elkins Boatyard and Stanpit Marshes. Currently there are setback flood defences at the Quomps, Rossiters Quay and Wick which prevent ingress of flood water further inland in these locations. In the future, with projected sea level rise combined with the failure / outflanking of existing defences, the flood risk in Christchurch harbour will become more extensive and extend further inland into areas such as Mudeford, Stanpit, Willow Drive and Wick. These are areas with a high concentration of properties and infrastructure which leads to significant economic damages from flooding. It is projected that 2,131 properties will be at risk from coastal flooding at Christchurch Harbour from a 1 in 200 year (0.5% AEP) event in 2124. This would include flooding to a significant number of listed buildings and parts of scheduled monuments.

3.2.5 At Milford on Sea the present day flood risk is concentrated either side of Hurst Road that runs parallel to the sea defences. This flood risk originates from wave overtopping of the sea defences from the open coast direction. In the future, with projected sea level rise, the flood risk at Milford on Sea will become more extensive and extend inland into the Sea Road area. The flood risk in the future comes from a combination of wave overtopping along the open coast and still water level flooding from the Sturt Pond direction (behind Hurst Spit, to the east of Milford on Sea). It is projected that 78 properties will be at risk from coastal flooding at Milford on Sea from a 1 in 200 year (0.5% AEP) event in 2124.

**Erosion risk**

3.2.6 The erosion risk was identified using the No Active Intervention erosion zones produced in the SMP2. The properties at risk from erosion are primarily located in three areas; Christchurch Beaches and Cliffs (primarily Highcliffe), Barton on Sea and Milford on Sea (including at Hordle Cliff). These areas generally have coastal defences at the toe of the cliffs or shoreline but there are localised exceptions.

3.2.7 At Christchurch Beaches and Cliffs there are extensive toe defences at Highcliffe that consist of a rock revetment and rock groynes. These support a successful drainage scheme installed at Highcliffe in the 1980's which has proven to be effective in stabilising the cliffs in this location in recent years. To the west of Highcliffe there is a wide mixed beach which provides protection to the cliff toe. Under a Do Nothing scenario the existing defence system would fail in the short-medium term, likely leading to an increased movement of beach material and a restart in cliff erosive processes. In addition, the defence system at Highcliffe is currently at risk of outflanking in the future because the coastline to the east at Naish Cliff is undefended and is rapidly eroding. It is estimated that 313 properties are at risk of erosion over the next 100 years under the Do Nothing scenario.

3.2.8 Barton on Sea has a history of coastal erosion, landslides and cliff instability. There are extensive rock defences at the cliff toe along the central and eastern parts of Barton on Sea, but the western part of the frontage is undefended. Cliff drainage is currently in place in the east part of Barton on Sea but has failed along the central sections of the frontage. The existing defences do not stop erosion from occurring due to the complex geology and the cliffs continue to erode at a slow rate. To the west of Barton on Sea is Naish Cliff which is undefended and eroding rapidly. Under the Do Nothing scenario erosion would be expected to continue at a fast pace at Naish Cliff and accelerate at Barton on Sea when existing defences fail. It is estimated that 477 properties are at risk of erosion over the next 100 years under the Do Nothing scenario.

3.2.9 The west part of Milford on Sea comprises Hordle and Rook Cliffs. The elevation of the coastline gradually reduces moving to the east and the eastern part of Milford on Sea is low lying. There are extensive coastal defences at Milford on Sea but they are ageing and

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 21



vulnerable to failure. The risk is increased by the trend of falling beach levels at this location, particularly at the eastern end of the frontage. A significant failure of the seawall occurred in 2020 which required emergency intervention to repair. If nothing is done to manage the risks over the next 100 years, existing defences will fail leading to erosion of 574 properties, key infrastructure such as Hurst Road (access point to Hurst Spit), numerous coastal car parks and listed buildings such as the White House.

3.2.10 The SMP2 erosion zones do not cover Mudeford Sandbank and the areas within Christchurch Harbour. However, there is still likely to be coastal change in these areas in the future under a Do Nothing scenario, as discussed in Section 3.3.

**Economic damages**

3.2.11 The Do Nothing economic damages from the flooding and erosion risk have been calculated for the Strategy frontage for the next 100 years. The damages have been calculated in accordance with the Multicoloured Manual (MCM) and FCERM-AG methodologies and include direct property related damages and indirect damages.

3.2.12 The damages calculated using the MCM and FCERM-AG methodologies (as shown in Table 3-2) represent damages to the national economy and are eligible to be included the Strategy option economic appraisal and future FCERM-GiA funding applications. It is estimated that the total FCERM damages for the Strategy frontage are over £186million in present value (PV) terms and £1,213million in undiscounted cash terms, with the damages concentrated in SMZ 2 (Christchurch Harbour), SMZ 3 (Christchurch Beaches and Cliffs), SMZ 4 (Naish Cliff and Barton on Sea) and SMZ 6 (Milford on Sea).

3.2.13 In addition to these national economic damages, in developing the Strategy the project team has also estimated wider damages to the local economy from the flooding and erosion risks, such as the Gross Value Added damages, potential damages to tourism, health and wellbeing and council revenue. These local economic damages far exceed the national damages over the duration of the appraisal period, but have not been considered when selecting the Strategy National Leading Options and will not be used in FCERM-GiA funding applications in the future. They are useful to inform local decision making and to provide a broader evidence base for FCERM and attracting non-GiA funding sources.

3.2.14 More information on the economic assessment and appraisal for the Strategy can be found in the Economics Appraisal Report (Appendix F).

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 22

**Table 3-2: Properties at risk from coastal flooding and erosion (1 in 200 year event, 0.5% AEP) and Do Nothing Damages over the next 100 years**

SMZ	Zone Characteristics	Total properties at risk of coastal flooding (residential and non-residential)				Total properties at risk of coastal erosion (residential and non-residential)			Total Do Nothing Damages (PV, £k)
		2024	2044	2074	2124	2044	2074	2124	
1 – Mundeford Sandbank	Sandbank, exposed to wave energy. Mainly beach huts with a few businesses. Area popular for recreation and tourism and buried services buried beneath the Sandbank.	4	5	6	6	0	0	0	153
2 – Christchurch Harbour	Town of Christchurch located within sheltered harbour environment. Interaction of Rivers Avon and Stour with the harbour. High density of properties leads to significant flood risk. Risk of erosion to historic landfill sites. Environmental designations.	110	527	1,132	2,131	0	0	0	111,297
3 – Christchurch Beaches and Cliffs	Open coast frontage that is important for recreation and tourism. Mixed beach exposed to wave energy. Topography increases in elevation moving east.	1	2	3	12	9	41	313	15,935
4 – Naish Cliff and Barton on Sea	Open coast frontage characterised by high cliffs that are eroding. SSSI designation of cliffs due to geological importance. Naish Cliff undefended whereas extensive cliff toe defences and drainage (some of which has failed) at Barton on Sea.	0	0	0	0	10	120	477	28,364
5 – Taddiford	Undefended open coast frontage with very few properties along the cliff top. Actively eroding cliffs and mixed beach.	0	0	0	0	0	0	1	73
6 – Milford on Sea	Open cost frontage with extensive sea defences that are threatened by lowering beach levels. Properties at risk from flooding (wave overtopping and still water level) and erosion. Beach huts at base of Hordle Cliff.	5	18	38	78	6	81	574	30,415
<b>Total</b>		<b>120</b>	<b>552</b>	<b>1,179</b>	<b>2,227</b>	<b>25</b>	<b>242</b>	<b>1,365</b>	<b>186,237</b>

362

### 3.3 Strategic issues

- 3.3.1 There are a number of strategic issues facing the frontage that span geographical areas and time periods and require a joined-up and cohesive FCERM Strategy to manage effectively. These include;
- the impact of future uncertainty due to climate change and funding availability;
  - beach sediment transport processes and the influence that this has on coastal erosion;
  - lowering beach levels at Milford on Sea;
  - the evolution of Mudeford Sandbank and its influence on Christchurch Harbour;
  - the erosion risk to historic landfill sites; and
  - the interaction of the Strategy with Hurst Spit.
- 3.3.2 The SMP2 explored some of these issues and set policy accordingly. However, the work undertaken to develop and appraise options in the Strategy has not been rigidly confined to the SMP policies and has revisited assumptions, in light of new evidence, to develop leading options and a range of adaptive pathways for future FCERM within the Strategy area.
- 3.3.3 The leading options in the Strategy do not align with the intent of the SMP policy in ODUs 2, 3 and 9. This could also be the case in ODUs 1, 4 and 11 if the Local Options are not delivered. Where differences between the Strategy leading options and the SMP policy occur, the changes are often in line with the findings of the SMP refresh.

#### Future uncertainty

- 3.3.4 There is uncertainty around the magnitude of future climate change and sea level rise and the availability of funding for FCERM projects in the future. Climate science is an ever evolving area of research and future climate scenarios are heavily influenced by human greenhouse gas emissions which will be shaped by future government policies and technological advances (both of which are highly uncertain and difficult to predict). The Strategy has applied the climate change projections recommended by the Environment Agency (UKCP18, RCP 8.5, 70th percentile) and has sensitivity tested the option appraisal to higher rates of sea level rise. However, there is still uncertainty and therefore it is imperative that the long term plan for FCERM in the Strategy area does not set a rigid intervention approach that cannot be changed in the future.
- 3.3.5 Likewise, there is uncertainty around future funding availability and funding rules from central Government. There is currently a partnership funding system in place to obtain central government funding (FCERM-GiA) but it is unlikely that this system will remain unchanged for the duration of the Strategy appraisal period (i.e. the next 100 years). Likewise, funding from non-GiA sources will be influenced by local policy, politics and development opportunities which is also uncertain.
- 3.3.6 With this uncertainty in mind, it is essential that a Strategy to manage the risks to people, property and the natural environment from flooding and erosion is flexible. Therefore, the Strategy has developed adaptive pathways that provide the required flexibility for FCERM decision making in the future to act and change course accordingly as the evidence base develops.

#### Beach sediment transport

- 3.3.7 The role of coastal processes and beach sediment transport within Christchurch Bay is a critical strategic issue because the beach volume is a key influence on rates of coastal erosion. The dominant longshore transport direction within the Bay is from west to east.

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 24

Currently there are areas that are undefended and where longshore transport is unconstrained (i.e. Naish Cliffs, Becton to Hordle Cliff), and other areas where beach control structures such as groynes influence the rate of longshore sediment transport (i.e. Christchurch beaches, Highcliffe, Milford on Sea). Some parts of the Strategy frontage have sufficient beach material (i.e. Highcliffe) whereas other parts of the frontage do not have enough (i.e. Milford on Sea).

- 3.3.8 In developing the Strategy it has been important to fully consider the knock-on impact on longshore sediment transport from the proposed options. This has required strategic level thinking that is not always prevalent when FCERM interventions are developed on a scheme by scheme basis without a Strategy in place, including considering how the influence of the Strategy proposed options on longshore transport will also impact Hurst Spit to the east.

**Lowering beach levels – Milford on Sea**

- 3.3.9 Related to the above, there is a trend of lowering beach levels at Milford on Sea at the eastern end of the frontage. This trend is increasing the vulnerability of the existing defences in the location and is increasing the undermining risk and risk of defence failure.

- 3.3.10 In developing the Strategy the role that beach nourishment could have in managing the beach lowering at Milford on Sea has been considered, not just by directly placing material at this location but also more broadly in other strategic locations within the Bay. In some locations it may be feasible to overfill the beach with material, increasing the supply of sediment towards Milford on Sea over time. Overall a more cohesive approach to managing beach material in the bay is required and the Strategy has suggested leading options that will help facilitate this. After the Strategy it is recommended that a bay wide Beach Management Plan is produced that aligns with the Durlston to Hurst Sediment Resource Management Programme (which aims to better manage beach sediment within the Poole and Christchurch Bays sediment sub-cell).

**Muddeford Sandbank**

- 3.3.11 Without further FCERM intervention, Muddeford Sandbank would likely rollback over time in response to storm events that would move material from the seaward side / crest of the Sandbank to the lee side. If the rollback process is not managed, it would likely cause severe disruption to the Sandbank (which is an important tourism area), lead to loss of beach huts, expose and damage buried services and would increase uncertainty around the morphology of the area.

- 3.3.12 Currently the Sandbank provides shelter to Christchurch Harbour and any significant changes to the morphology of the Sandbank (such as rollback / flattening) could reduce this effect. As part of the Strategy development, sediment transport and wave modelling was undertaken to investigate the potential impacts of a breach of the Sandbank (a breach 90m wide). This modelling concluded that a breach of this size would likely increase wave heights in the harbour. However, on the north side of the harbour where the majority of properties are located, the increase in wave height would only be expected to be between 0.1-0.15m.

- 3.3.13 The future of the Sandbank will impact the FCERM within Christchurch Harbour and therefore it has been important for the Strategy to propose options accordingly, both for the Sandbank itself, and for adjacent areas. This has also been done considering the interaction with management approach in Poole Bay which aims to prevent erosion leading to a breach from Poole Bay into the harbour which would also have significant impact on FCERM in the harbour.

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 25

### Historic landfill

- 3.3.14 Christchurch Harbour is currently sheltered by Mudeford Sandbank and Hengistbury Head and therefore wave activity and erosion risk is more limited compared to the open coast. However, there is still some potential for erosion within the harbour in undefended areas or if existing defences fail.
- 3.3.15 A key strategic concern for the Strategy is the erosion risk to historic landfill sites of which there are several around the harbour, including at Stanpit, Wick, the Quomps and Mudeford Quay. Erosion could release potentially contaminated materials into the environment. The contamination status of the historic landfill sites is unknown so more work is needed after the Strategy to investigate this risk further. In the option development and appraisal the Strategy has taken a conservative stance and recommended defending historic landfill sites as part of the leading options and adaptive pathways.
- 3.3.16 There is a recognition that on a national basis protecting historic landfill sites does not typically attract sufficient FCERM-GiA and therefore additional sources of funding will need to be sought and investigated to facilitate the delivery of these works.

### Hurst Spit

- 3.3.17 Hurst Spit is located at the eastern end of the Strategy frontage and forms a vital controlling feature for the morphological evolution of Christchurch Bay. In developing the Strategy the project team has collaborated with the Hurst Spit to Lymington FCERM Strategy team. It is understood that various options for managing Hurst Spit in the future are being considered by the Hurst Spit to Lymington Strategy, including controlled rollback.
- 3.3.18 The role of beach management within Christchurch Bay has an influence on the future of the spit, as FCERM actions in the bay will influence how much material the Spit will naturally receive. Many of the leading options for the Christchurch Bay and Harbour Strategy involve beach nourishment / management and depending on the level of nourishment and the extent of recycling activities, it would be expected to increase the feed of material to Hurst Spit over time, relative to this situation today. The leading options for the Strategy have been discussed with the Hurst Spit to Lymington team and more details of the interaction between the leading options and Hurst Spit are provided in section 6.7.
- 3.3.19 The potential coastal process impacts of the rollback of the spit are uncertain and potentially wide ranging across Christchurch Bay and also the Solent area. The existing coastal processes allow the formation of offshore banks (such as Shingles Bank and Dolphin Sands) and influence the sediment distribution patterns observed within the bay.
- 3.3.20 A working assumption from both projects is that the large rock revetment at the base of Hurst Spit (landward end) will be held in place over the duration of the Strategies. This will provide an anchor point for both the Spit and also for Milford on Sea and the options have been developed in this Strategy on this basis. However, if managed rollback of the spit is the leading option that is identified in the Hurst Spit to Lymington Strategy, it will be important to fully understand the coastal processes implications of the rollback and to manage the rollback accordingly so that it does not threaten the rock revetment transition point or have significant negative impacts on wider coastal processes within the area.

## 3.4 Key constraints

- 3.4.1 The key constraints for the development of the Strategy relate to environmental requirements such as the Habitats Regulations. The majority of the Strategy frontage is

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 26

within or adjacent to environmentally sensitive receptors (see Section 2.2) and the development of the Strategy has considered how the options can limit or mitigate any impacts and enhance these receptors.

- 3.4.2 The Strategy has undertaken a range of environmental assessments including an SEA to support option development and appraisal, a Habitats Regulations Assessment to assess compliance of the leading options, a Marine Conservation Zone Assessment to determine the potential impacts of beach nourishment on the nearby designations, and a Water Framework Directive Assessment.
- 3.4.3 In some locations, particularly within Christchurch Harbour, the construction of new defences or improvements to existing defences may be technically challenging due to a lack of space and varied land ownership. An appropriate level of risk contingency and optimism bias has been incorporated into the option costs to account for these uncertainties. Site walkovers with the project team were also undertaken to assess the technical feasibility of the Strategy options.
- 3.4.4 Parts of the frontage, particularly around Christchurch Old Town have historic and listed buildings and monuments and therefore the design of new structures at scheme level should be in keeping with the historic and built environment and should incorporate mitigation measures as required.

## 3.5 Objectives

### Objectives

- 3.5.1 The project objectives were defined at the outset in collaboration with the Project Board. The objectives of the Strategy have focussed the project on what is needed to address the identified problems and strategic issues. To ensure that the Strategy has delivered upon these objectives they were continually considered throughout the project development. The Strategy objectives are:
  - To build on the work of the Poole and Christchurch Bays Shoreline Management Plan (SMP2);
  - Acknowledge overlaps, dovetail, and support other adjacent / overlapping FCERM strategies, studies and projects that have been produced or are currently being developed;
  - To define, articulate and raise awareness of coastal flooding and erosion risks to people and the developed, historic and natural environments and the role of the Strategy in the management of these risks;
  - To identify the preferred technically, economically, and environmentally sustainable strategic options for managing those risks over a 100 year appraisal period, and define an implementation plan (taking into account climate change and predicted sea level rise);
  - To balance the needs of people and the environment;
  - To comply with environmental legislation and identify opportunities for environmental benefits, allowing where possible the natural evolution of the shoreline;

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 27

- To identify opportunities for broader outcomes. Broader outcomes will be linked to partner initiatives such as regeneration and economic growth, tourism, recreation, and amenity;
- To integrate and align with the Local Plans covering the Strategy frontage (including the Bournemouth Local Plan, the Christchurch and East Dorset Local Plan and the New Forest Local Plan);
- To identify opportunities for potential contributions to future management and maintenance through developing partnerships with beneficiaries, key stakeholders, communities and supporting plans and programmes;
- To develop an action plan and forward programme of studies/projects needed to implement the strategy over the next 5, 10 and 20 years. This will set out adaptation pathways for the long-term strategic approach, including triggers and thresholds for key management decision points to guide future monitoring efforts; and
- To ensure the Strategy obtains Statutory and Key Stakeholder support, Adoption by the Local Authorities and Environment Agency LPRG assurance.

### **Critical success factors**

3.5.2 To guide the option development and appraisal process for the Strategy, a set of critical success factors were also identified:

- Strategic fit and business needs – develop and identify leading options that are consistent with the ambitions of BCP and NFDC and also the Environment Agency’s National FCERM Strategy;
- Potential value for money – the whole life benefits of the leading options should exceed the whole life costs or provide good value for money when compared to alternative options and other FCERM interventions;
- Supplier capacity and capability – potential suppliers should have the capacity and capability of carrying out the leading options;
- Potential affordability – identify leading options that have a realistic possibility of being funded and implemented with support and/or contributions from partners; and
- Potential achievability – the leading options should be able to obtain necessary approvals and consents and it must be physically possible to construct and maintain the leading options over their intended life.

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 28

# 4 Options for managing coastal flood and erosion risk

## 4.1 Framework for option appraisal

### Strategic Options and FCERM Measures

- 4.1.1 For each area of the Strategy frontage, a series of 'strategic options' were developed and appraised. These outline the FCERM intent of the interventions over the next 100 years, such as doing nothing, maintaining the defences, sustaining the defences, improving the defences or undertaking managed realignment.
- 4.1.2 The strategic options are made up of a 'package' of FCERM measures. The measures refer to the local level defences that would be constructed or maintained (e.g. a seawall, setback floodwall, beach recycling etc.). Often it is necessary to combine a variety of these measures into a 'package' and therefore strategic options generally include a combination of FCERM measures that would be implemented over time to deliver the option.

### Spatial and temporal Framework

- 4.1.3 The option development and appraisal for the Strategy has been undertaken across a spatial framework comprising six Strategy Management Zones (SMZs) and eighteen smaller Option Development Units (ODUs). ODU are small local areas of the frontage with consistent themes and risks. SMZs are larger areas of the Strategy frontage that comprise multiple ODUs with similar characteristics or strategic considerations. Figure 4-1 shows a map of the SMZs and ODU locations. *Note that after agreement with the Environment Agency Partnership Strategic Overview team, no appraisal was undertaken for ODU 8 as the risk in this location is fluvially dominated. It was agreed that it would be more appropriate for this area to be appraised during future work on the River Avon.*
- 4.1.4 Strategic options and packages of measures have been developed and appraised for each ODU. In addition, the appraisal has also considered how the options in each unit align with the options in adjacent areas to ensure that the plan is cohesive across the broader Strategy area. Using this spatial framework has allowed the Strategy options to be developed on an area by area basis, ensuring that local needs and opportunities are considered whilst also confirming that there are appropriate strategic links with adjacent areas of the frontage.
- 4.1.5 The appraisal period for the Strategy is the next 100 years, from 2024 to 2124. The flooding and erosion risks change over time and therefore to facilitate the option development and appraisal the appraisal period was broken down into three epochs:
  - Epoch 1 (short term, 2024-2044);
  - Epoch 2 (medium term, 2044-2074); and
  - Epoch 3 (long term, 2074-2144).

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 29



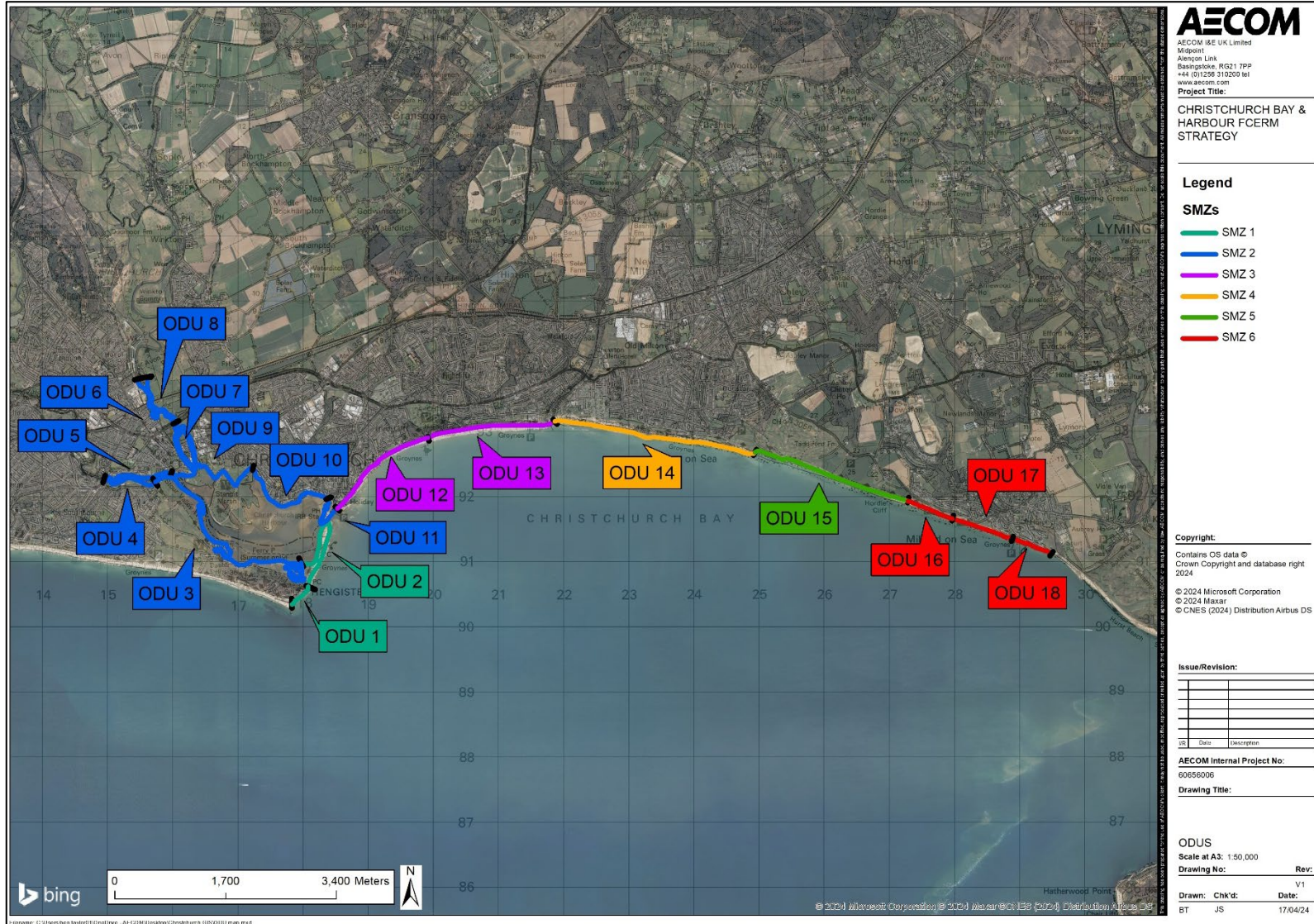


Figure 4-1: Map of ODU and SMZ boundaries

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 30

## Strategy Leading Options

4.1.6 Within each ODU up to three types of leading option have been identified, as follows:

- National Leading Option – the leading option identified by following FCERM-AG decision rules;
- Local Aspirational Option – an option that takes into account local opportunities, wants, and needs to deliver greater or wider benefits. The Local Aspirational Option is typically a higher cost than the National Leading Option.
- Backup Option – an option that is more deliverable from a funding perspective than either the National Leading Option or the Local Aspirational Option. Backup Options typically have lower present value costs and smaller capital funding requirements but deliver less benefits.

4.1.7 As a minimum, each ODU has a National Leading Option identified, but not every ODU has all three option types. In some ODUs only a National Option has been selected if it meets all the Strategy objectives, whereas in other ODUs all three types of option have been identified.

4.1.8 In ODUs where multiple leading option types have been identified, the Strategy has in-built flexibility to move between the options when it is being implemented over the next 100 years. The different routes that can be followed between implementing the options are known as 'adaptive pathways'. Following this approach increases the adaptive capacity of the Strategy, as outlined below.

### Adaptive Capacity

4.1.9 Adaptive capacity is the ability to adjust to future change in order to take advantage of opportunities that arise and to be able to appropriately manage additional risks that are presented. The Strategy option appraisal has embedded adaptive capacity into the appraisal decision making framework and option selection process. This will help the FCERM teams deliver the Strategy over the next 100 years despite a range of future uncertainties.

4.1.10 There are numerous uncertainties relating to FCERM at the coastline. However, the key uncertainties in delivering the Strategy over the next 100 years are considered to be:

- Climate change - the rate and magnitude of climate change is highly uncertain over the next century, influencing the amount of sea level rise and changes to wave climate. The rate and magnitude of climate change will determine the flood and erosion risk along the Strategy frontage;
- Funding - the amount of funding that could be available from both public and private sources for FCERM related activities is also uncertain. A high level estimate of potential FCERM-GiA that could be available for the leading options has been undertaken as part of the option appraisal, but there is uncertainty in these calculations and funding rules could change;
- Project / Construction costs - have the potential to change significantly over short periods of time (as illustrated by the high rate of inflation between 2022-2023) and are influenced by global and national macro-economic factors beyond the control of the local FCERM teams;

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 31

- Potentially contaminated land - there are a number of historic landfill sites located along the Strategy coastline. There is uncertainty as to whether these sites contain contaminated materials and site investigations are required to either confirm the presence of or rule out contamination risk;
- Land ownership / consenting - there are different land owners along the Strategy frontage. This presents uncertainties relating to maintenance responsibilities and support / consenting for options; and
- Future development – future development could occur in the Strategy area, potentially leading to additional sources of funding at certain locations or changes in stakeholder views of FCERM options.

4.1.11 FCERM has always faced the challenges of decision making in the face of multiple uncertainties, including in the climate, the economy and society. Traditionally these have been addressed by adopting a precautionary approach, acting as early as possible to manage potential risks but with typically high costs. For example, constructing a new coastal defence right away with a large freeboard allowance to account for potential increases in climate change that could occur.

4.1.12 A managed adaptive approach is more flexible and capable of addressing challenges and opportunities as they arise. Managed adaptive approaches typically provide greater resilience to negative changes in uncertainties (e.g. if more climate change occurred than expected) and enable opportunities to arise from positive future changes (e.g. changes to FCERM policy, improved scientific knowledge, more funding availability etc.). In addition, a managed adaptive approach helps to avoid potential abortive investment if future scenarios don't develop as anticipated.

4.1.13 To facilitate options that have a managed adaptive approach, the Strategy appraisal has:

- Developed and appraised options on an epoch basis – three time epochs have been used in the Strategy appraisal; the short term (2024-2044), the medium term (2044-2074) and the long term (2074-2124). Each option developed and appraised includes details of what interventions are planned in each epoch. If climate change occurs more quickly or slowly than currently anticipated, then interventions set out on each option can be brought forward or delayed accordingly. This ensures that options have in-built adaptive capacity to respond to changes in climate change as they occur;
- National, Local Aspirational and Backup Options – many of the ODUs have all three option types identified as leading options which provides the FCERM teams with flexibility to choose the most appropriate option as uncertainties resolve, or to take different 'adaptive pathways' between the options as required. For example, should risks change (e.g. if climate change occurs faster than anticipated) or additional funding become available, it is possible for option choices to change over time and to move between the leading options as required; and
- Uncertainty - sensitivity tests have been undertaken on key variables such as cost increase or sea level rise when identifying the leading options. This has ensured that the leading options are robust with multiple key uncertainties.

4.1.14 Whilst managed adaptive options have been fully considered in the appraisal, they have not always been selected as the leading options. In some situations, the leading options for an ODU may include a precautionary 'improve' option whereby defences would be raised to the full height required to provide a desired SoP in 100 years' time. In these

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 32

situations the decision has generally been driven by cost effectiveness, often related to the type of defence being considered. In addition, typically where these precautionary options have been identified, they coincide with undertaking the defence upgrade scheme in the future (i.e. in epochs 2 or 3) when more details on uncertainty such as climate change will be known. When designing these improve options during concept / outline design it is recommended that the design includes foundations / capacity for the defences to be further raised in the future if sea levels rise faster than currently anticipated. This will ensure the precautionary options are robust / reliable / adaptable despite the future uncertainty in climate change projections.

## 4.2 Long list of strategic options

4.2.1 As a starting point for the option development and appraisal, a generic long list of strategic options was developed by the project team (BCP, NFDC, Environment Agency, AECOM) and obtained input from wider specialists within each organisation as required. These strategic options deliver a specific FCERM intent over time and included:

- Do Nothing – No further defence maintenance or construction;
- Do Minimum – Reactive small-scale maintenance to prolong the service life of existing defences over a short-term period and ensure health and safety compliance;
- Maintain – Undertake proactive maintenance / defence refurbishments / beach recycling to prolong the service life of existing defences over a long-term period;
- Sustain – Upgrade the existing defences or construct new defences to reduce flood and erosion risk and provide a standard of protection that keeps pace with sea level rise over time. This option is typically implemented by incrementally increasing the crest height or robustness of a defence over time (i.e. a managed adaptive approach);
- Improve – Upgrade the existing defences or construct new defences to reduce flood and erosion risk and provide a high standard of protection until the end of the appraisal period (i.e. a precautionary approach);
- Managed Realignment – Realign the coastline further inland or seawards, and/or actively manage the erosion rate of the coastline. This option may involve creating a more sustainable coastline position and/or making space for nature; and
- Adaptation / Resilience – Implement property level / community level resilience measures, create adaptation plans and identify Coastal Change Management Areas (CCMAs).

## 4.3 Potential FCERM measures

4.3.1 A wide range of different FCERM measures were considered in the option development and appraisal (e.g. seawall, floodwall, beach nourishment etc.). These FCERM measures are rarely implemented in isolation and have instead been combined into packages of measures that form the strategic options.

4.3.2 Given the diverse characteristics of the Strategy frontage, a broad range of FCERM measures was considered, focussed on managing coastal flood risk, coastal erosion risk or a combination of the two. Measures to improve the resilience against flooding and erosion were also considered (such as property level resilience).

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 33

4.3.3 Table 4-1 presents the FCERM measures considered in the option development and appraisal.

**Table 4-1: FCERM measures considered in the option development and appraisal**

Local level measures		
Patch-repair maintenance	Gabions	Slope armour and reinforcement
Capital refurbishment	Embankment	Cliff slope stabilisation / drainage
Beach recycling	Flood storage areas	Land raising
Beach nourishment	Sheet piling	Land reclamation
Timber groynes	Deployable temporary defences	Offshore breakwater
Rock groynes	Deployable permanent defences	Offshore reef
Crest raising of defences	Tidal barrier	Saltmarsh restoration
Seawall	Armoured sand dunes	Property level resilience
Concrete / masonry revetment	Sand dune enhancements	Community level resilience
Rock revetment	Timber breastwork	Setback floodwall

## 4.4 FCERM measures rejected at preliminary stage

4.4.1 The next stage of the appraisal was to identify which of the FCERM measures would be appropriate for each ODU and which FCERM measures should be ruled out from further appraisal. To facilitate this a multicriteria assessment was undertaken to compare the relative merits of the FCERM measures in each ODU.

4.4.2 The multicriteria assessment considered the following categories; flood / erosion risk management, indicative cost, design life, natural environment, landscape and built environment, carbon, technical complexity, maintenance and operation requirements, and broader outcomes. A clear set of scoring criteria was developed so that each measure could be scored in an objective and consistent manner. The decision making process for each score was informed by the following:

- Supporting data and assessment – a review of a wide range of relevant data and completion of baseline studies provided the understanding of the frontage and the issues, constraints, and opportunities. This information provided the facts from which to screen-out non-viable measures.
- Visual site investigations – numerous site walkovers were undertaken to aid the team’s understanding and appreciation of each of the ODUs site conditions. Aspects such as space availability, position of defences relative to environmental designations and listed buildings were considered.
- Key stakeholder engagement – engagement with key stakeholders and members of the public prior to and during the long list phase of the project informed which of the defence measures had or lacked support.

4.4.3 A long list workshop with key stakeholders was facilitated by the project team. This involved a series of breakout discussions in which the scoring method and draft appraisal of FCERM measures was openly discussed / challenged and ratified. The outcome of this stage of the appraisal was a short list of FCERM measures for each ODU. These measures could then be used / combined into a package of measures over time to deliver the strategic options.

4.4.4 Table 4-2 below outlines which of the FCERM measures were taken forward for further appraisal. Measures not taken forward were rejected at this stage. A detailed breakdown and justification for rejecting the FCERM measures can be found in the Strategy Short List Report.

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 34

4.4.5 In addition to the appraisal of FCERM measures in each ODU, broader Strategy wide measures, such as a tidal barrier and a 'shingle engine' were also appraised. These measures were ruled out from further consideration for various reasons:

- The tidal barrier was ruled out due to technical limitations, prohibitive cost, and environmental impacts.
- The 'shingle engine' was primarily ruled out on technical ground due to unsuitable tidal range and uncertainty around material distribution.

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 35

**Table 4-2: FCERM measures taken forward (highlighted in green)**

FCERM level measures	ODUs																	
	1	2	3	4	5	6	7	9	10	11	12	13	14	15	16	17	18	
Patch-repair maintenance																		
Capital refurbishment																		
Beach recycling																		
Beach nourishment																		
Timber groynes																		
Rock groynes																		
Crest raising of defences																		
Seawall / Quay wall																		
Concrete / masonry revetment																		
Rock revetment																		
Gabions																		
Embankment																		
Setback floodwall																		
Sheet piling																		
Deployable temporary defences																		
Deployable permanent defences																		
Tidal barrier																		
Armoured sand dunes																		
Sand dune enhancements																		
Timber breastwork																		
Slope armour and reinforcement																		
Cliff slope stabilisation / drainage																		
Offshore breakwater																		
Offshore reef																		
Saltmarsh restoration																		
Flood storage areas																		
Property level resilience																		
Community level resilience																		

375

## 4.5 Options short-listed for appraisal

4.5.1 The next stage of the process was to tailor the generic long list of strategic options outlined in Section 4.2 to the specific requirements of each location. This ensured that the strategic options being considered in each ODU were appropriate and covered the different risks, opportunities and constraints in each location:

- This process was based on the project team’s understanding of the study site, the distribution of FCERM economic damages, the receptors at risk of flooding and erosion, technical, social and environmental considerations.
- As part of this process the timing of interventions was considered, based on the onset of risk through time. In many ODUs the onset of risk to properties and other features is not until epochs 2 or 3 and therefore in this case the strategic options that look to upgrade defences, such as Sustain or Improve, may not recommend intervening until later on in the appraisal period.
- In some ODUs there are a range of strategic possibilities for defending different parts of the coastline. Therefore in some ODUs multiple strategic options with the same overarching FCERM intent were developed. For example, in ODU 14 there are multiple versions of the Managed Realignment Option to reflect differences in the length of the ODU 14 frontage that could be defended.

4.5.2 The short list of strategic options was developed during a collaborative project team workshop. This included representatives from BCP, NFDC, the Environment Agency and AECOM. Typically, each ODU had an agreed short list of 5-6 strategic options, although in some complex ODUs more options identified.

4.5.3 Once the short list of strategic options had been identified, a package of measures was then developed to implement the strategic options. This package of measures outlined how the strategic intent of the option would be delivered. The measures included in each package of measures was based on the results of the multicriteria appraisal of FCERM measures, outlined in Section 4.4.

4.5.4 A detailed description of the short list of strategic options can be found in the Short List Report and Leading Options Report (Appendix C). The following text provides a summary of the key features of the short list options and strategic themes at the SMZ level.

### **SMZ 1 (Mundeford Sandbank)**

4.5.5 SMZ 1 includes ODUs 1 and 2 (Hengistbury Head and Mundeford Sandbank). There are relatively few properties located in this SMZ and the key risk in this location is from erosion / movement of the coastline and the impact that this could have on coastal morphology, buried services and the shelter provided to Christchurch Harbour by the headland and Sandbank.

4.5.6 The short list of strategic options in SMZ 1 are primarily focussed on how to manage the coastline evolution. The options include Do Nothing, Do Minimum, Maintain, Managed Realignment, Improve and Adaptation / Resilience options.

4.5.7 In ODU 1 the Improve option would result in the least amount of erosion to Hengistbury Head, followed by Managed Realignment. Do Minimum would be expected to lead to the most erosion (except for Do Nothing).

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 37



- 4.5.8 In ODU 2, the Improve option would involve constructing new defences to prevent any rollback of the Sandbank over time. The Maintain option would involve refurbishing the existing defences and undertaking beach nourishment with the aim of reducing / controlling any rollback of the Sandbank and preventing major disruption. The Managed Realignment option would involve proactively moving and refurbishing defences to facilitate the rollback of the Sandbank.
- 4.5.9 A strategic option that considered relocation of assets off the Sandbank was also considered. However, this was ruled out because due to environmental designations there is insufficient space to move assets nearby.

### **SMZ 2 (Christchurch Harbour)**

- 4.5.10 SMZ 2 includes ODUs 3 to 11. The main risk in this location is the flood risk to over 2,000 properties, key infrastructure, and historic assets in Christchurch Harbour over the next 100 years. This is the key driver behind significant Do Nothing economic damages in this area. In addition to this flood risk, there is also a risk of erosion to historic landfill sites.
- 4.5.11 The short list of strategic options in ODUs 3-11 are focussed on how to manage these risks and include Do Nothing, Do Minimum, Maintain, Sustain (various), Improve (various) and Adaptation / Resilience options.
- 4.5.12 The Maintain Options involve maintaining existing defences but accepting that the standard of protection against flood risk would fall over time due to sea level rise. The Sustain options involve constructing new defences or raising existing defences over time to keep pace with sea level rise and deliver a desired SoP against flood risk. The Improve options involve constructing new defences or raising existing defences to a desired SoP at the end of the appraisal period (i.e. a precautionary approach).
- 4.5.13 Multiple variations of the Sustain and Improve options have often been included in the appraisal so that different alignments for flood defences can be tested, as well as differences in how to manage frontline quay walls and erosion defences (i.e. including / excluding defences for historic landfill sites). Different timings of defence upgrades have also been considered to reflect the changing risk profile through time in different locations.

### **SMZ 3 (Christchurch Beaches and Cliffs)**

- 4.5.14 SMZ 3 includes ODUs 12 and 13 (Avon Beach and Friars Cliff, and Highcliffe). The key risk in this location is from coastal erosion which, over the next 100 years, could lead to over 300 properties being lost under the Do Nothing scenario. There is also a risk of outflanking of the existing defences at the eastern end of ODU 13. Here the existing defences end abruptly and there is a transition into the undefended section of Naish Cliff that is actively eroding.
- 4.5.15 The short list of strategic options in ODU 12 and 13 are focussed on how to effectively manage the erosion risk in this location and to prevent outflanking of defences. The strategic options for these units include Do Nothing, Do Minimum, Maintain and Improve (various) options.
- 4.5.16 In ODU 13 consideration has also been made as to how to manage the interaction with Naish Cliff to the east and the short list for ODU 13 also included Managed Realignment options. These options would involve adjusting the defences in ODU 13 to promote a greater feed of beach material from west to east via longshore transport through this unit.

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 38

4.5.17 In SMZ 3, where there are cliffs they are generally stable and the toe of the cliffs is defended by either a wide beach or hard defences. Continuing to provide robust toe defences is the focus of the Improve Options in these units.

#### **SMZ 4 (Naish Cliff and Barton on Sea)**

4.5.18 ODU 14 is the sole unit in SMZ 4. The key risk in this location is from coastal erosion and landslides which could lead to over 470 properties being lost under Do Nothing.

4.5.19 Due to the complex soft cliff geology in this location, it is not feasible to completely stop erosion from occurring. However, it is possible to slow the rate of erosion and delay the onset of economic damages and loss of properties. There is currently an area of amenity grassland at the top of the cliff that provides a buffer zone between the cliff edge and the properties / roadway at risk. The technical viability of cliff drainage solutions will rely on as much of this buffer zone being retained as possible.

4.5.20 The strategic options in ODU 14 are focussed on how to slow the rate of cliff erosion and manage the consequences of any further erosion. The short list of strategic options included Do Nothing, Do Minimum, Maintain, Managed Realignment (various) and Improve (various). In the appraisal the merits of defending different lengths of this frontage have been considered, as well as different timings of intervention.

4.5.21 The improve option focus on defending the whole frontage (including Naish Cliff). The Managed Realignment option focus on defending different lengths of the frontage with an aim of slowing the rate of erosion in the defended locations.

4.5.22 Coastal adaptation will be crucial for this area moving forward as there will be a loss of properties either during the Strategy appraisal period or afterwards.

#### **SMZ 5 (Taddiford)**

4.5.23 ODU 15 (Barton on Sea to Hordle Cliff) is the sole unit in SMZ 5. The key risk in this location is from coastal erosion. However, there are no assets or key features in this location and there is no justification for significant FCERM interventions. The short list options have been identified accordingly as Do Nothing, Do Minimum and Managed Realignment.

#### **SMZ 6 (Milford on Sea)**

4.5.24 SMZ 6 includes ODUs 16 to 18 and the main risk for most of this frontage is from coastal erosion. Under the Do Nothing scenario, over the next 100 years approximately 570 properties are expected to be at risk from erosion.

4.5.25 There is a trend of lowering beach levels in this location which is increasing the vulnerability of defences to undermining and failure. In ODU 18, in addition to the erosion risk there is also a risk from wave overtopping from the open coast and from tidal still water level flooding from the Sturt Pond direction.

4.5.26 The Strategic options in in ODU 16 and 18 consider how to manage the position of the coastline and/or manage the beach levels more effectively to reduce erosion risk. The options also consider how to improve the standard of protection against flooding in the future from both wave overtopping and still water level flooding. The short list of strategic options includes Do Nothing, Do Minimum, Maintain and variations of Managed Realignment and Improve options. Different timings of intervention have been considered.

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 39

# 5 Options appraisal and comparison

## 5.1 Technical issues

- 5.1.1 The appraisal of the short list options considered a range of technical issues and opportunities such as construction and buildability risks, maintenance requirements, adaptability and impacts on wider coastal processes.
- 5.1.2 The detailed flood and erosion risk mapping for the Do Nothing baseline helped develop the understanding of the progression of risk at each ODU. This enabled the identification of ‘triggers’ for when FCERM interventions are required and was important for determining the required phasing of future works across the frontage.
- 5.1.3 The appraisal of the FCERM measures in each ODU provided the mechanism to account for technical aspects at the local scale such as buildability, constraints relating to existing defences and space availability. This approach has ensured that local level details within each ODU have been fully considered, and in doing so means that the strategic options put forward can be carried out, are buildable and are realistic to implement.
- 5.1.4 The key technical considerations for each SMZ are provided in Table 5-1. For more detailed discussion of the technical assessment see the Leading Options Report (Appendix C).

**Table 5-1: Key technical considerations for the appraisal**

SMZ	Key technical considerations
1	<ul style="list-style-type: none"> <li>The leading options need to form a cohesive approach for the Hengistbury Head and sandbank. There is a risk of a disconnect occurring in the shoreline position if either the headland or sandbank are allowed to erode / rollback faster than the other.</li> <li>Hengistbury Head Long Groyne is currently in the process of being replaced which will anchor the west side of the headland for the next 100 years. If the headland is left to erode in an uncontrolled manner on the east side, there is a risk of outflanking of the groyne, potentially compromising FCERM in Poole Bay. Options that aim to control / reduce future movement of the headland in ODU 1 would be preferable from this perspective (i.e. Managed Realignment / Improve).</li> <li>There are buried services beneath the sandbank in ODU 2. Significant movement of the sandbank could lead to exposure / damage to these services. Options that aim to control / minimise future movement of the Sandbank would be preferable from this perspective (i.e. Maintain / Improve).</li> <li>Uncertainty in future morphology of the area if the headland and/or sandbank rollback significantly. Options that control / minimise future movement would be provide more certainty and provide confidence to FCERM within Christchurch Harbour (i.e. Managed Realignment / Improve in ODU 1 and Maintain / Improve in ODU 2).</li> </ul>
2	<ul style="list-style-type: none"> <li>Mudeford Quay (ODU 11) is adjacent to the entrance of the harbour (‘The Run’) and has a controlling influence on the morphology of the harbour. Similar to the Mudeford Sandbank, there is uncertainty as to the morphology changes that would occur if Mudeford Quay defences were to fail. Options to maintain or improve the defences here are therefore preferable from a technical perspective (i.e. Maintain / Sustain / Improve / Adaptation options in ODU 11).</li> <li>Generally there is sufficient space to implement the FCERM measures outlined in the short list options. However, in some locations, such as ODU 7, there could be some space constraints.</li> <li>Tri probability flood risk with the River’s Avon and Stour considered. Strategy has used latest flood modelling from the Environment Agency to inform economic and option appraisal.</li> </ul>
3	<ul style="list-style-type: none"> <li>Options that manage the outflanking risk in ODU 13 (Highcliffe) from Naish Cliff to the east are favourable from a technical perspective (i.e. Managed Realignment / Improve in ODU 13).</li> <li>Promoting the movement of beach material through this area to the east by modifying the defences at Highcliffe has been considered (Managed Realignment options in ODU 13). However, it is challenging to do this sustainably without compromising the effectiveness of the existing defences at Highcliffe. Options that improve the availability of beach material in areas to the east through beach management interventions are therefore preferable (Improve options in ODU 13).</li> </ul>

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 40

SMZ	Key technical considerations
4	<ul style="list-style-type: none"> <li>Combination of drainage and cliff toe defences required for effective control on erosion. Erosion rate can be reduced but not stopped entirely due to complex cliff geology.</li> <li>Cliff drainage required to reduce the rate of erosion. The technical feasibility of drainage solutions improves when a greater amount of the existing amenity space at the top of the cliff can be retained (more space improves the buildability, design and efficiency of the scheme. With less space there is a risk that the cost of installing drainage could be higher or even impractical to install.). From a technical perspective, an earlier intervention that reduces the amount of amenity space lost is preferable (variations of the Managed Realignment option with earlier interventions are included in the short list for ODU 14).</li> <li>Uncertainty around the effectiveness of new defences at Marine Drive West due to slump zone from Naish Cliff.</li> </ul>
5	<ul style="list-style-type: none"> <li>Actively eroding cliff with little justification for FCERM intervention.</li> </ul>
6	<ul style="list-style-type: none"> <li>Trend of lowering beach levels that is increasing the vulnerability of the defences. Options that manage the beach levels with a more effective long term approach are preferable, such as improved beach control structures and beach nourishment activities.</li> <li>Complex flood risk from both open coast (wave overtopping) and from Sturt Pond (still water level).</li> <li>Options that promote movement of additional beach material onto Hurst Spit to the east are preferable for the management of the Spit (such as options that include beach nourishment that would increase the sediment supply). This would need to be integrated into the preferred option for Hurst Spit once it is established through the Hurst to Lymington Strategy</li> </ul>

## 5.2 Environmental assessment

5.2.1 There are environmentally significant sites of international, national and local importance within or adjacent to the Strategy area and therefore environmental considerations formed an integral part of the option appraisal process. The key designations are outlined in Section 2.2 of this document.

5.2.2 A range of environmental assessments were completed to support the option appraisal. The key environmental considerations for each SMZ are provided in Table 5-2. For more detailed discussion refer to the various environmental reports for the Strategy (Appendices K to N).

5.2.3 Historic England and Natural England have reviewed the relevant environmental assessments (Historic England reviewed the SEA, Natural England reviewed the SEA, HRA and MCZ assessment) and have provided letters of support for the Strategy (see Appendix O).

### Strategic Environmental Assessment

5.2.4 During the baseline stage of the project an Environmental Baseline Report and SEA scoping report were developed. These documents were sent to Natural England, Historic England and the Environment Agency for consultation.

5.2.5 A full SEA report was then developed in parallel with the selection of leading options. This assessment provided the evidence base to assess the environmental impacts of the short list options which informed the selection of the leading option. The SEA also ensured that environmental enhancement opportunities were captured and incorporated into the leading options.

### Habitats Regulations Assessment

5.2.6 Two stages of the HRA were undertaken. Initially a screening report was developed to determine whether the leading options that had been identified could lead to likely significant effects required by the Regulation 63 of the Conservation of Habitats and Species Regulations 2017.

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 41

5.2.7 The screening report concluded that in some locations the leading options could not be screened out from resulting in a likely significant effect and further assessment was required. Following this conclusion, an Appropriate Assessment was carried out to determine if the leading options would have an adverse effect on the qualifying features of the SAC, SPA and Ramsar sites that were screened in.

**Marine Conservation Zone Assessment**

5.2.8 Two stages of the MCZ Assessment were undertaken. Initially a screening assessment was undertaken to determine whether the leading options that had been identified could impact nearby MCZ sites. This assessment screened in the Needles MCZ and Southbourne Rough MCZ for a Stage 1 Assessment due to a potential for a temporary increase in suspended sediment concentrations and sediment deposition from beach nourishment activities.

5.2.9 The Stage 1 Assessment concluded that the leading options would have no significant risk to the conservation objectives of the Needles MCZ and Southbourne Rough MCZ, and no further assessment is required.

**Water Framework Directive Assessment**

5.2.10 A WFD Assessment was undertaken to assess the implications of the leading options on the WFD regulations. This concluded that there are potential impacts on waterbodies in the Strategy area, however, they are anticipated to be minimal for the most part. Where potential impacts have been identified, the WFD suggested mitigation to negate the impacts.

5.2.11 The WFD assessment was consulted upon with the Environment Agency FBG team who agreed with the conclusions of the assessment.

**Carbon Assessment**

5.2.12 Carbon and sustainability has been a consideration for the Strategy development. Carbon was included as key criteria when developing the packages of FCERM measures for the short list strategic options. In addition, a carbon assessment has been undertaken on the leading options to estimate the total carbon footprint and equivalent monetary value.

**Table 5-2: Key environmental considerations for the appraisal**

SMZ	Key environmental considerations
1	<ul style="list-style-type: none"> <li>Hengistbury Head is highly designated and includes a SSSI, LNR, SAC and SPA. The area is also important for the historic environment and forms part of Hengistbury Head scheduled monument. Options that control / reduce the amount of erosion to these designations in ODU 1 are favourable from an environmental perspective (i.e. Managed Realignment / Improve).</li> <li>As part of the option appraisal, relocation of the beach huts and tourism assets from the Sandbank to Hengistbury Head was considered as a way of mitigating the impacts of potential rollback of the Sandbank on the community. However, this was ruled out because Hengistbury Head is highly designated and there is not sufficient space to relocate to this location within negatively impacting the environment.</li> <li>Opportunities for sand dune enhancement on the Sandbank.</li> </ul>

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 42

SMZ	Key environmental considerations
2	<ul style="list-style-type: none"> <li>Erosion of historic landfill sites around the harbour could have negative implications on the environment. This is picked up in the WFD assessment and options that seek to defend the historic landfill sites are preferable from an environmental perspective.</li> <li>There is existing intertidal and saltmarsh habitat within the harbour that could be impacted by coastal squeeze in the future if existing defence lines are held in place by the Strategy. The saltmarsh habitat is not a qualifying feature of the SAC / SPA designations so this is not an issue from the perspective of HRA compliance. However, the WFD recommends that coastal squeeze impacts on saltmarsh are quantified at scheme level to identify the requirement for mitigation (with assistance from Regional Habitat Creation programme as required).</li> <li>There are many opportunities for saltmarsh enhancement / creation around the harbour and the short list options have included these where possible.</li> <li>Cultural heritage assets within the harbour at risk of flooding in the future. Options that defend these assets are preferable, although this is not always possible.</li> </ul>
3	<ul style="list-style-type: none"> <li>Options that defend these areas from erosion are preferable from an environmental perspective (Improve options in ODU 12 and ODU 13).</li> <li>The SEA identified opportunities for Biodiversity Net Gain (BNG) in this zone which should be explored during scheme development and appraisal.</li> </ul>
4	<ul style="list-style-type: none"> <li>Cliffs designated as a SSSI due to geological importance (Earth Heritage). The SSSI designation favours ongoing erosion of the cliff. Options that allow some erosion to continue to occur are therefore preferable from an environmental perspective (Maintain and Managed Realignment Options in ODU 14).</li> </ul>
5	<ul style="list-style-type: none"> <li>Cliffs designated as a SSSI due to geological importance (Earth Heritage). The SSSI designation favours ongoing erosion of the cliff. Options that allow some erosion to continue to occur are therefore preferable from an environmental perspective.</li> </ul>
6	<ul style="list-style-type: none"> <li>Options that defend these areas from erosion are preferable from an environmental perspective. However, proximity to Solent and Southampton Water SPA meant that project level HRA will be required at scheme stage.</li> <li>The SEA identified opportunities for BNG in this zone which should be explored during scheme development and appraisal.</li> </ul>

## 5.3 Social and community impacts

5.3.1 It has been important to understand the concerns and aspirations of the local communities to ensure that the Strategy recommends acceptable options which are supported by current and future generations.

5.3.2 A comprehensive and targeted stakeholder and public engagement process has been carried out during the development of the Strategy. Engagement was carefully planned through the development of a Stakeholder Engagement Plan at the project outset and six rounds of engagement with the public / key stakeholders were planned (five of which have already been undertaken). Each round of engagement has also involved briefings with councillor representatives for the local community.

5.3.3 The stakeholder engagement was led and facilitated by stakeholder engagement specialists from BCP. Each round of engagement was targeted at key points in the project development and included:

- Engagement round 1: raising awareness of the Strategy and seeking data to inform the Strategy baseline;
- Engagement round 2: presentation of Strategy baseline findings and to seek further information that may alter the baseline;
- Engagement round 3: options identification workshops to identify and discuss all possible long list options with key stakeholders and confirm the appraisal process criteria;

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 43

- Engagement round 4: presentation of the short list options to the public to seek feedback before more detailed appraisal;
- Engagement round 5: formal three month consultation period in which the draft leading options and Strategy were presented to the public to seek feedback; and
- Engagement round 6 (yet to occur): informing the public and stakeholders of the completed Strategy and how their feedback has helped shape the project.

5.3.4 The feedback from each round of engagement was collected by a questionnaire and online voting (during webinars). The results were tabulated and the key themes summarised in an engagement round summary report. This provided the project team with a detailed understanding of the key opportunities and concerns raised by stakeholders and the public which fed into the option appraisal process at each stage.

5.3.5 The feedback in particular has enabled the project team to identify which of the short list options best meet the stakeholder and public aspirations and has guided the selection of the Local Aspirational Options in many locations.

5.3.6 The key social issues and considerations are summarised in Table 5-3.

5.3.7 Results from the latest round of engagement (round 5 – public consultation) show strong support for the Strategy leading options. This is based on the questionnaire feedback responses, of which 86 were received. A breakdown of the results are shown in Figure 5-1 and for the vast majority of ODUs the percentage of respondents ‘strongly agreeing’ or ‘agreeing’ with the leading options typically outweighs those ‘disagreeing’ or ‘strongly disagreeing’.

**Table 5-3: Key social considerations for the appraisal**

SMZ	Key social considerations
1	<ul style="list-style-type: none"> <li>• Tourism and recreation is a key feature of the sandbank to the local community and options that help to sustain this are favourable (i.e. Maintain, Managed Realignment, Improve in ODU 1).</li> <li>• Options that control / minimise rollback of the sandbank are preferable for minimising disruption to the beach huts and tourism businesses on the sandbank (i.e. Maintain / Improve in ODU 1).</li> <li>• Stakeholder and public feedback favoured options that included beach management, sand dune enhancements and rock defences, in keeping with the existing defences in this location.</li> </ul>
2	<ul style="list-style-type: none"> <li>• Christchurch harbour has a high concentration of businesses and visitor attractions and therefore the impact of flooding is more widespread than direct property damages.</li> <li>• Options that provide flood defences to properties and key assets at risk within the harbour are favourable from a social perspective (i.e. Sustain / Improve options).</li> <li>• Stakeholder and public feedback favoured options that included maintenance and new / upgraded raised defences.</li> </ul>
3	<ul style="list-style-type: none"> <li>• Area is a key visitor location and important for tourism within the bay.</li> <li>• Opportunities for public realm enhancements would be favoured from a social perspective.</li> <li>• Stakeholder and public feedback favoured options that included maintenance, groynes and beach management in keeping with the existing defences in this location.</li> </ul>
4	<ul style="list-style-type: none"> <li>• Erosion and potential loss of property in the future will impact the community and therefore measures to help mitigate the consequences of erosion will be needed, such as adaptation plans.</li> <li>• Stakeholder and public feedback favoured options that included cliff slope drainage, maintenance, rock defences and beach nourishment. Cliff slope drainage was considered to be the most important measure for this location.</li> </ul>
5	<ul style="list-style-type: none"> <li>• Coastal footpath along the top of the cliff is an important feature to the community. Adaptation measures such as moving the footpath and ensuring health and safety compliance with an eroding cliff have been considered.</li> </ul>

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 44

SMZ	Key social considerations
6	<ul style="list-style-type: none"> <li>Beach is one of the few beaches within NFDC with disabled access. There are large number of beach huts and extensive car parking in this location that make this area important for recreation / tourism. Options that minimise disruption to these features are preferable (i.e. Improve options in ODU 18).</li> <li>Hurst Road landward of existing defences provides access to Hurst Spit and there is limited space to relocate. Options that hold the existing defence line are preferable to avoid disruption / loss of this road (i.e. Improve options in ODU 18).</li> <li>Stakeholder and public feedback favoured options that included maintenance, rock defences, groynes, seawalls and beach nourishment FCERM measures.</li> </ul>

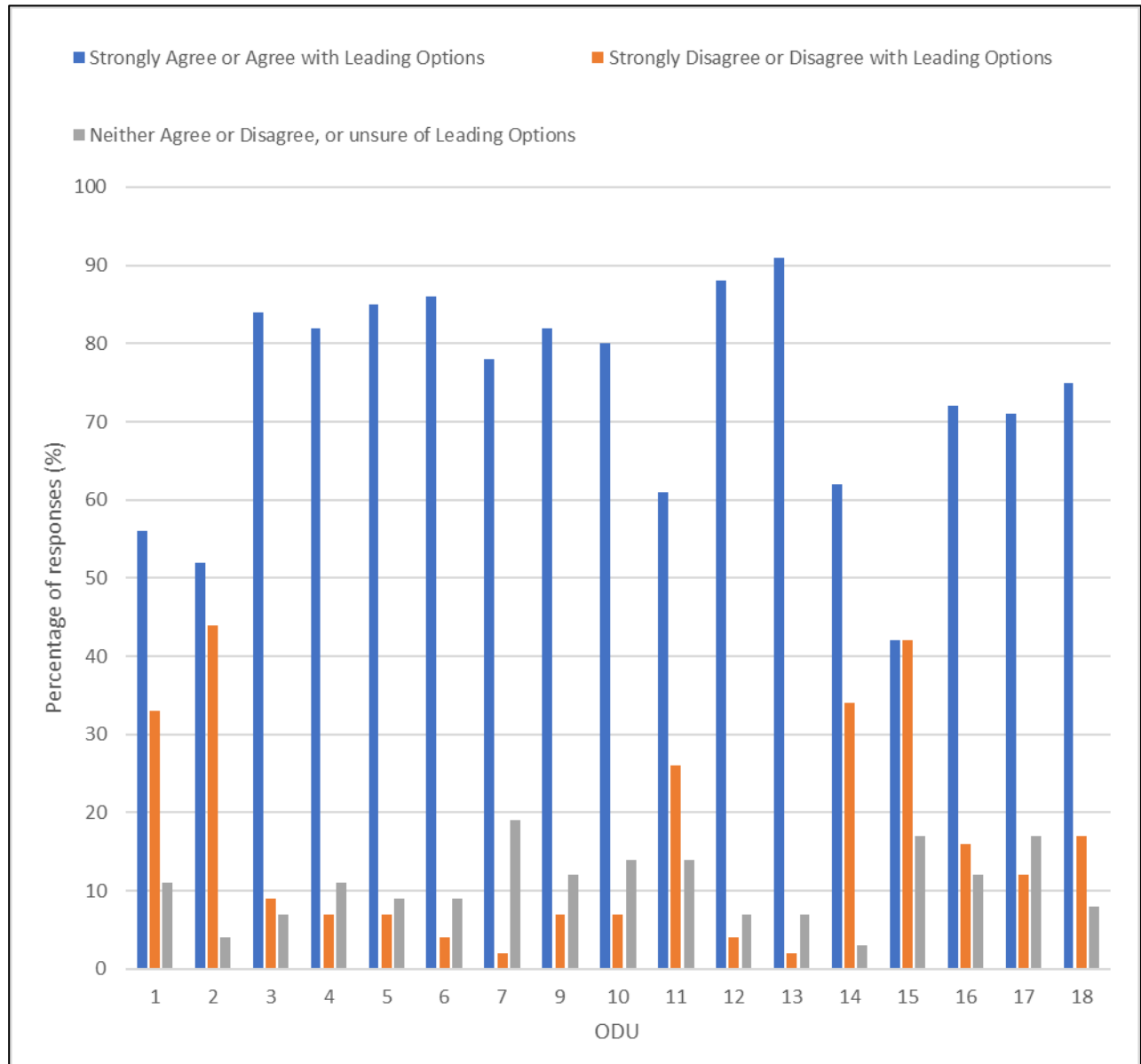


Figure 5-1: Summary of engagement round 5 survey feedback

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 45



## 5.4 Option costs

- 5.4.1 Whole life costs (cash and present value) have been estimated for each of the short list options. This was done by estimating the costs of the packages of measures that comprise each option, and applying the required discount rate to costs that are planned to occur in the future. The whole life costs included capital construction costs (new defences and capital refurbishments) and maintenance costs (small scale patch repairs).
- 5.4.2 The whole life present value costs for each of the short list options are shown in Section 6. Full details of the costing assumptions can be found in the Economic Appraisal Report (Appendix F).

### Capital Construction Costs

- 5.4.3 The cost of capital construction works were estimated using a variety of sources such as engineering price books (SPONS, 2024), Environment Agency Cost Guidance (2015) and contractor cost estimates for similar works elsewhere. The costs are presented with a base date of September 2023 developed using the latest costing and inflation data available at the time of writing this document<sup>1</sup>.
- 5.4.4 Subject to the initial timing and type of FCERM measures in an option, repeat capital interventions were assumed to occur at future points in time when the structures would be expected to come towards the end of their service life.
- 5.4.5 Many of the short list options included beach nourishment and a cost of £33 per m<sup>3</sup> was applied. This is a standard commercial rate, however, there is potential for this cost to vary depending on the source of material. There is potential for lower costs per m<sup>3</sup> if a local source of material could be used which is something that is being actively explored by BCP and NFDC as part of the Durlston to Hurst Sediment Resource Programme. Sensitivity tests were undertaken on the beach nourishment cost to determine the impact on option selection.

### Maintenance Costs

- 5.4.6 Maintenance costs were also included in the whole life costs and were estimated using Environment Agency cost guidance (2015), adjusted for inflation. Maintenance costs were applied annually.

### Discounting

- 5.4.7 Standard discount rates have been applied to convert all costs to 'present value' (PV). Following the recommendations of FCERM-AG, the following variable discount rates have been used within the economic appraisal; 3.5% for years 0 to 30, 3% for years 31 to 75 and 2.5% for years 76 to 99.

### Preliminaries, Appraisal, Optimism bias and Risk

- 5.4.8 The costs were uplifted by 45% to account for the cost of preliminaries and appraisal (35% preliminaries and 10% appraisal). In line with the HM Treasury guidance an optimism bias of 60% was applied to costs for each option to account for unknown risks and uncertainties. In addition to the optimism bias, a further 30% uplift was applied to take into account known risk factors associated with the Strategy frontage, such as the

---

<sup>1</sup> The September 2023 Construction Price Index from the Office for National Statistics was the latest available inflation data when costs were updated in February 2024 prior to submission of the Strategy to the BCP Council and NFDC.

<b>Title</b>	Enter Scheme name					
<b>No.</b>	Enter ref. no.	<b>Status:</b>	Enter Version No. ?	<b>Issue Date:</b>	Enter ?	Page 46

requirement for tidal working, the potential need for temporary works and the presence of buried services.

## 5.5 Options benefits (Damages avoided)

5.5.1 The short list strategic options aim to reduce the coastal flooding and erosion risk compared to the baseline Do Nothing scenario. This reduction in risk has been quantified in economic terms to generate the option benefits.

5.5.2 The first stage in calculating the option benefits was to calculate the flood and erosion residual damages associated with the options. Residual damages are the damages that would still be expected to occur with the options in place.

5.5.3 Residual damages associated with flood risk were calculated for:

- Damages to properties outside of the option benefit area;
- Damages from flooding from above design return period events greater than the intended SoP of the defences; and
- Damages for the time period before FCERM measures are implemented in the options.

5.5.4 Residual damages associated with erosion risk were calculated for:

- Damages to properties outside of the benefit area;
- Damages due to the intent of the option (i.e. some options aimed to just reduce the rate of further erosion but not prevent it from happening, thus delaying the onset of damages);
- Damages for the time period before any FCERM measures are implemented in the options; and
- Damages associated with the residual risk of erosion occurring after defences were constructed.

5.5.5 Once the residual damages for each short list option had been established, these damages were subtracted from the baseline Do Nothing damages to determine the option benefits. The whole life present value benefits for each of the short list options are shown in Section 6. A full description of the option benefit calculations and assumptions is provided in the Economics Appraisal Report (Appendix F).

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 47

## 6 Selection and details of the leading options

- 6.1.1 As outlined in Section 4.1, up to three types of leading option have been identified in each ODU (National Option, Local Aspirational Option, Backup Option). The process for identifying these options is outlined below.
- 6.1.2 In ODUs where multiple types of option have been identified, the preference for implementing the option is as follows; 1) Local Aspirational Option 2) National Option 3) Backup Option.
- 6.1.3 The Strategy has been developed to allow for adaptive pathways between the different types of leading option and more details can be found in Section 7. In ODUs where Local Aspirational Options have been identified, this option be assumed to be the starting point / preference of the Strategy implementation.

### National Option selection

- 6.1.4 Initially, the National Option was identified first in each ODU using the process outlined in FCERM-AG (Environment Agency, 2020). The key steps are discussed below.
- 6.1.5 For each of the ODUs, Cost Benefit Analysis (CBA) has been used to determine the National Leading Option. Through discussions with the Environment Agency it was determined that cost Effectiveness Analysis (CEA) was not appropriate.
- 6.1.6 As per FCERM-AG, it is typical to use CBA to appraise options at the strategic level where multiple FCERM problems across a large, interconnected area are being considered. CBA balances the range of costs and benefits allowing the appraiser to identify the nationally leading option. There are two different approaches that can be used for CBA, depending on the risks at the location being considered.
- 6.1.7 For options that are primarily focussed on creating a reduction in the flood risk, the process involves:
1. Establish the whole life costs and benefits of the options: Remove any options with an average benefit cost ratio (ABCR)  $<1$  from the remainder of the appraisal. Take forward the options with an ABCR  $>1$ .
  2. Organise the options and select the leading economic option: Organise the options with an ABCR  $>1$  into a list based on reducing Annual Exceedance Probability of flooding (AEP) – improving Standard of Protection (SoP). The AEP for the onset of flooding will vary depending on where it is in a floodplain. The AEP can either be defined by the event probability that the economic impacts start (typically used in inland flood options and sheltered coastal areas) or the event probability that exceeds allowable overtopping rates (typically applied to coastal frontages with significant wave action).
- 6.1.8 Once organised, the incremental benefit cost ratio (IBCR) between options is then used to select the SoP that provides best value for money. The selected option (and SoP) is classified as the provisional economic leading option. The IBCR is calculated as the difference in option benefits between two options divided by the difference in option costs between the options.

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 48

**3. Test for uncertainty:** Using results from a sensitivity analysis, consider whether the choice of the leading economic option needs to change to account for the uncertainties. If the provisional leading economic option stays the same in the sensitivity tests, do not change the option choice. However, if the sensitivity tests are showing that the choice of the provisional leading economic option changes under the test, consider a range of next steps, including whether to change choice of the leading option or to adapt the option to minimise the impact of uncertainties.

**4. Determine National Leading Option:** The leading economic option at the end of step 3 is identified as the National Leading Option.

6.1.9 For options that cannot be ordered by AEP, step 2 uses Net Present Value (NPV) to organise the options rather than reducing probability of flooding. Examples of options that cannot be ordered by AEP within the Strategy are coastal erosion focussed options (where a flood risk SoP is not provided) or strategic based options that deal with different areas within an ODU or other risk factors such as defending historic landfill sites. For this approach, steps 1, 3 and 4 remain the same for options that are reducing the erosion risk, but step 2 involves:

**2. Organise the options and select the leading economic option:** Organise the options with an ABCR >1 into a list based on increasing NPV. The leading economic option is the option with the highest NPV.

6.1.10 For the Strategy appraisal, when the options under consideration were solely focussed on managing flood risk, two different SoPs were considered in step 2; a 1 in 75 year standard and a 1 in 200 year standard. These standards were used as they represent the boundaries of the IBCR thresholds in the FCERM-AG and a recommendation for the SoP can therefore be made in the Strategy. In order to select the 1 in 200 year standard as the leading economic option, the IBCR needs to be greater than 3 relative to the 1 in 75 year standard.

### **Local Aspirational Option selection**

6.1.11 In some ODUs the National Leading Option may not be preferable for local decision makers or communities, and there may be compelling local reasons to choose an alternative option from the short list.

6.1.12 FCERM-AG outlines how a local choice option can be selected as the overarching leading option to replace the National Leading Option if the additional expenditure for the local option is fully funded. Given that the Strategy represents the initial part of the overall appraisal process and funding for subsequent projects has yet to be secured, the local choice option has been termed the 'Local Aspirational Leading Option'. This reflects the intent of the project team to secure funding if possible but acknowledges that at this stage the Local Aspirational Leading Option does not fully replace the National Leading Option.

6.1.13 To decide whether a Local Aspirational Leading Option was required for an ODU, the project team considered the evidence collected during rounds 1-4 of stakeholder engagement to identify the key local opportunities, wants and needs for each ODU. In cases where a Local Aspirational Leading Option has been selected, these have been listed in the relevant section of this report to provide justification for the decision.

6.1.14 In many cases in the Strategy, the difference between the National Leading Option and the Local Aspirational Leading Option is often related to timing. For example, the National Leading Option may not recommend a new coastal defence until epoch 2 or 3 when the risk increases and the economic case provides justification to do so. However, there may

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 49

be a local preference to construct a new defence sooner than this, for example, in epoch 1 to avoid losses or impacts on assets in the interim. Typically the earlier timing of capital interventions negatively impacts the benefit cost ratios of options as the cost of the capital intervention are discounted less than capital interventions undertaken at a later stage.

- 6.1.15 With respect to FCERM-GiA availability for the Local Aspirational Leading Options, this will be capped at the amount of FCERM-GiA available for the National Leading Option. Any Local Aspirational Leading Options will need to secure funding for all other costs.

### **Backup Option selection**

- 6.1.16 On a national basis, funding availability is recognised as a constraint for delivering FCERM options and schemes. This is representative of the situation in the Strategy area and in most cases, both the National Leading Option and Local Aspirational Leading Option for each ODU would not be fully funded by FCERM-GiA. Significant funding shortfalls for both the leading National and Local Options are common.
- 6.1.17 It is the aspiration of both BCP and NFDC to work with funding partners to secure the additional funding to deliver the Strategy, however, it is recognised that this may not always be possible. Therefore, for each ODU where there is a large funding shortfall for the major capital scheme (i.e. > several £million) a Backup Option has also been identified.
- 6.1.18 The Backup Options do not typically involve large capital schemes to upgrade the standard of protection of defences and are instead focussed on more frequent defence maintenance / refurbishments. This means that the Backup Options typically have lower present value cost than the National / Local Aspirational Options and would be more deliverable as there would not be a large one-off funding shortfall associated with a major capital scheme. Instead smaller scale and less costly (but more frequent) interventions would be needed.

### **Partnership Funding**

- 6.1.19 Where possible, indicative Partnership Funding scores have been calculated for the initial major capital schemes recommended by the leading options in the Strategy.
- 6.1.20 For the many of the leading options, the first major capital scheme is not outlined to occur until epoch 2 or 3. To work out indicative GiA availability the base date for the calculation has assumed a 'jump forward' in time to the time of the scheme.
- 6.1.21 There are many uncertainties associated with the indicative Partnership Funding calculations that are outlined in the Economic Appraisal Report (Appendix F) and the calculations should be viewed within the context of this uncertainty. The funding calculations therefore should be viewed as a way of illustrating approximate / hypothetical funding availability and to indicate the possible scale of contributions that are likely to be required to deliver the major schemes in the leading options.

## **6.2 SMZ 1 (Mundeford Sandbank)**

### **Selecting the leading options**

- 6.2.1 Table 6-1 presents the benefit cost assessment for the ODUs within SMZ 1. The options have been ranked according to NPV because the options are focussed on managing coastal erosion risk. For erosion risk options it is not possible to rank the options according to flooding AEP and use the incremental AEP decision thresholds.

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 50

**Table 6-1: Benefit-cost assessment for SMZ 1**

Option	Description	PV Costs (£k)	PV Benefits (£k)	ABCR	NPV (£k)	Leading Option(s)
<b>ODU 1 – Hengistbury Head East</b>						
Do Nothing	Baseline option. No active intervention.	0	0	-	0	Provisional economic
Do Minimum	Small scale maintenance but defences may fail in the future.	340	0	-	-340	National
Managed Realignment	Refurbish defences at toe of cliff. Some cliff erosion would still occur due to slope processes and sea level rise but the process would be controlled.	2,823	0	-	-2,823	Local
Improve	Upgrade defences at toe of cliff to make more robust against sea level rise and minimise cliff erosion.	3,240	0	-	-3,240	
<b>ODU 2 – Mudeford Sandbank</b>						
Do Nothing	Baseline option. No active intervention	0	0	-	0	Provisional economic
Do Minimum	Small scale maintenance but defences may fail in the future.	680	0	-	-680	National
Maintain & Adaptation	Maintain option with PLR	5,456	89	0.02	-5,367	Local
Maintain	Undertake defence refurbishments and beach nourishment in the future. Some limited rollback of the Sandbank may occur but the shape / function of the Sandbank would be largely retained.	5,382	0	-	-5,382	
Managed Realignment	Actively facilitate rollback of the Sandbank in a controlled and proactive manner, moving and refurbishing rock defences as required.	5,382	0	-	-5,382	
Improve	Upgrade the defences in the long term and hold the Sandbank in its current position.	6,933	145	0.02	-6,788	

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 51

### **ODU 1 (Hengistbury Head east)**

- 6.2.2 Due to a lack of benefits directly attributed to this location, none of the short list options have an NPV above 0.
- 6.2.3 Do Nothing has the strongest economic case because it does not have a negative NPV and was therefore identified as the provisional economic leading option. However, Do Nothing is not acceptable from a technical perspective because it would lead to increased uncertainty in the morphology of the area, leading to reduced shelter to Christchurch Harbour and outflanking of the Hengistbury Head long groyne.
- 6.2.4 The next strongest option from an economic perspective is Do Minimum and therefore this has been identified as the National Leading Option. However, Do Minimum does not meet wider objectives and there would still be some uncertainty with this option in the long term if erosion were to occur if defences fail in the future.
- 6.2.5 Managed Realignment has therefore been identified as the Local Aspirational Option. This option would provide greater certainty from a technical perspective and would also lead to less environmental and social impacts. The expenditure required for the Local Aspirational Option would need to come from non-GiA sources. Wider local benefits (up to £7.7million) that are not presented in the economic comparison in Table 6-1 would justify the expenditure from a local economic perspective.

### **ODU 2 (Mundeford Sandbank)**

- 6.2.6 Due to a lack of benefits directly attributed to this location, none of the short list options have an NPV above 0.
- 6.2.7 Do Nothing has the strongest economic case because it does not have a negative NPV and was therefore identified as the provisional economic leading option. However, Do Nothing is not acceptable from a technical perspective because it would lead to increased uncertainty in the morphology of the area, leading to unmanaged rollback of the Sandbank, exposure, and damage to buried services and reduced shelter to Christchurch Harbour.
- 6.2.8 The next strongest option from an economic perspective is Do Minimum and therefore this has been identified as the National Leading Option. However, Do Minimum does not meet wider objectives and there would still be some uncertainty with this option in the long term if rollback of the Sandbank were to occur if defences fail in the future.
- 6.2.9 Maintain with Adaptation has therefore been identified as the Local Aspirational Option. This option would provide greater certainty from a technical perspective and would lead to wider benefits such as reduced disruption to the beach huts and businesses on the Sandbank and would continue to support this area as an important recreation and tourism location. The expenditure required for the Local Aspirational Option would need to come from non-GiA sources. Wider local benefits (up to £14million) that are not presented in the economic comparison in Table 6-1 would justify the expenditure from a local economic perspective.

## **Sensitivity testing**

### **Option cost**

- 6.2.10 A key uncertainty in SMZ 1 relates to option cost. As outlined in the previous section, on a national basis there is already no economic case for either the National or Local Options

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 52

due to a lack of nationally eligible benefits in SMZ 1. Therefore sensitivity testing the option cost will not change the comparison of options in the national context.

6.2.11 However, on a local basis, there are estimated to be up to £7.7million and £14million of benefits in ODU 1 and ODU 2 respectively that would be delivered by the Local Aspirational Option in these locations (these benefits not shown in Table 6-1 as they are not nationally eligible). These benefit amounts are approximately twice the estimated cost of the Local Aspirational Options and therefore even with a cost increase of 100% these options would still have a favourable economic case in the local cost / benefit context.

## Details of the leading options

### Technical aspects

6.2.12 The key strategic issue in SMZ 1 relates to the evolution and position of the shoreline in the future. Under a Do Nothing scenario, once existing defences fail then Hengistbury Head would erode and Mudeford Sandbank would be expected to roll back into Christchurch Harbour. This would lead to a number of risks and uncertainties:

- If the erosion to the headland and roll back of the Sandbank occur at different rates then a disconnect in the shoreline position could occur which would threaten the overall stability of the system and could lead to increased risk of breaching, with uncertain consequences for the wider area in terms of physical processes and habitats as well as adversely impacting the management intent in Poole Bay which is to prevent a breach into the harbour from that direction.
- Rollback of the Sandbank would expose buried services which would lead to them becoming damaged.
- Rollback of the Sandbank could be accompanied by other morphological changes such as flattening of the Sandbank. Changes in position or geometry of the Sandbank could lead to the Sandbank providing less shelter to Christchurch Harbour, impacting the flood risk in the Harbour itself.
- Unmanaged erosion of Hengistbury Head and rollback of the Sandbank would lead to erosion of the scheduled monument at Hengistbury Head and would lead to disruption to beach huts and businesses and loss of tourism value from the Sandbank. The Sandbank is a key attraction for visitors within the wider Strategy area and loss or damage to the Sandbank would likely have a wider impact on tourism within the Strategy frontage.
- Unmanaged erosion on the east side of the headland at Hengistbury Head could lead to outflanking of Hengistbury Head long groyne which is a key coastal defence for FCERM within Poole Bay and is shortly due to undergo refurbishment.

6.2.13 In SMZ 1, when appraised on a national basis, due to a lack of nationally eligible damages and benefits there is little economic justification for extensive FCERM interventions and therefore the National Option in both ODU 1 and 2 is to Do Minimum. Do Minimum would involve undertaking small scale maintenance of existing defences to prolong their service life. This would likely prevent the risks outlined above from occurring in the short term, but in the medium and long term there is uncertainty as to how long existing defences could be maintained and therefore some of the risks outlined above could occur.

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 53



- 6.2.14 With this in mind a Local Aspirational Option has been identified in both ODUs which would require additional non-GiA funding but would minimise the likelihood of the risks outlined above from occurring and would provide increased confidence in the shoreline evolution in the medium and long term.
- 6.2.15 In ODU 1 the Local Aspirational Option is Managed Realignment. This would involve a series of refurbishments to the existing defences over time to reduce the amount of wave action at the cliff toe. There would still be some erosion over time due to cliff slope processes and erosion would not be stopped entirely, but the rate of erosion could be controlled and significant erosion of the headland would not be expected to occur.
- 6.2.16 In ODU 2 the Local Aspirational Option is Maintain with Adaptation. This would involve a series of refurbishments to the existing defences on the Sandbank (rock groynes, rock revetment and seawall) and beach nourishment to increase beach levels relative to sea level rise. Property level resilience measures would then be undertaken in the businesses on the Sandbank to help mitigate the consequences of flooding. The goal of this option is to sustain the shape, position and function of the Sandbank over the appraisal period. There may be some limited rollback / movement that occurs in response to storm events, but this would be controlled with beach management so that any movement occurs in unison with Hengistbury Head.
- 6.2.17 A full schedule of proposed works as part of the leading options is provided in the Economic Appraisal Report and Leading Options Report (Appendix F and C). As these are erosion defences, an indicative SoP for the defences has not been determined. Defence heights will need to be established during business case development, considering aspects such as wave run-up, rock sizing, and volume of beach nourishment required.

### **Environmental aspects**

- 6.2.18 The Strategy HRA Appropriate Assessment concluded that the Local Aspirational Options in SMZ 1 would not have any adverse effects on the qualifying features, and thus the integrity of the Dorset Heaths SAC, the Dorset Heathlands SPA or the Solent and Dorset Coast SPA.
- 6.2.19 The Strategy WFD assessment concluded that beach nourishment in ODU 2 as part of the Local Aspirational option has the potential for water quality deterioration in the Coastal Dorset / Hampshire water body. These impacts can be mitigated accordingly and will be confirmed at scheme stage in the design and construction methodologies. Beach nourishment materials will come from licenced dredging areas which will have had separate environmental studies undertaken to confirm impacts.
- 6.2.20 The Strategy SEA assessment concluded that the Local Aspirational Options in SMZ 1 are likely to have an overall positive impact across most of the environmental categories. In categories where there is potential for minor negative impacts (such as the historic environment in ODU 1 due to the potential for some limited erosion of the Hengistbury Head scheduled monument), it is recommended that a programme of recording is established for heritage assets.
- 6.2.21 The MCZ assessment concluded that the leading options would have no significant risk to the conservation objectives of the Needles MCZ and Southbourne Rough MCZ.
- 6.2.22 There is potential for environmental enhancements and BNG as part of the Local Aspirational Options in SMZ 1; including opportunities for sand dune creation at ODU 2 that will be developed as part of the scheme implementation.

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 54

### Costs of the leading options

6.2.23 Table 6-2 presents the present value costs of the leading options in SMZ 1. Costs are presented by capital costs and time epoch.

**Table 6-2 Present Value Costs of Leading Options in SMZ 1**

ODU	Option	Cost	Epoch 1 (2024-2044) (£K)	Epoch 2 (2044-2074) (£K)	Epoch 3 (2074-2144) (£K)	Total (£K)
1	Local Aspirational Option: Managed Realignment	Capital	1,459	632	454	2,545
		Non-Capital	137	91	50	278
		Total	1,596	724	503	2,823
2	Local Aspirational Option: Maintain with Adaptation	Capital	2,588	1,122	1,533	5,243
		Non-Capital	98	74	40	213
		Total	2,686	1,196	1,574	5,456

### Contributions and funding

6.2.24 Where possible indicative Partnership Funding scores have been calculated for the initial capital schemes recommended by the leading options in the Strategy.

6.2.25 However, calculations have not been undertaken for SMZ 1 because both of the Local Aspirational Options do not have a benefit cost ratio above unity in the national benefits context therefore a Partnership Funding calculation would not be valid.

6.2.26 It is recognised that FCERM GiA for SMZ 1 will not be available and funding will need to come from other sources, such as Local Levy, Local Council, private investments etc.

6.2.27 In the Economic Appraisal Report (Appendix F) the local economic damages avoided / benefits for the leading options have been determined and will be used as justification for investment to support the leading options in SMZ 1.

## 6.3 SMZ 2 (Christchurch Harbour)

### Selecting the leading options

6.3.1 Table 6-3 and Table 6-4 present the benefit cost assessment for the ODUs within SMZ 2. For ODUs 3, 4, 5, 6 and 11 the options have been ranked according to NPV (Table 6-3) and for ODUs 7, 9 and 10 the options have been ranked according to AEP (Table 6-4).

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 55

**Table 6-3: Benefit-cost assessment for SMZ 2 (NPV comparisons for ODUs 3, 4, 5, 6 & 11)**

Option	Description	PV Costs (£k)	PV Benefits (£k)	ABCR	NPV (£k)	Leading Option(s)
<b>ODU 3 – Christchurch Harbour South</b>						
Adaptation / Resilience A	Property level resilience measures to properties at risk from flooding	118	669	5.67	551	Provisional Economic / National
Adaptation / Resilience B	Property level resilience measures to properties at risk from flooding, and localised erosion defences to Hengistbury Head access road	253	669	2.64	416	
Adaptation / Resilience C	Property level resilience measures to properties at risk from flooding, and localised erosion defences to Hengistbury Head access road and historic landfill site	776	811	1.05	35	Local
Do Nothing	Baseline option. No active intervention	-	0	-	-	
Do Minimum	Small scale maintenance but defences may fail in the future	44	0	-	-44	
Maintain A	Localised erosion defences to Hengistbury Head access road	204	0	-	-204	
Maintain B	Localised erosion defences to Hengistbury Head access road and historic landfill site	727	143	0.20	-584	
<b>ODU 4 - Wick</b>						
Sustain C	Upgrade setback defences incrementally over time to provide defined SoP.	1,468	3,586	2.44	2,118	Provisional Economic / National
Improve C	Same approach as Sustain C, except defence raised in one intervention to provide defined SoP for the end of the appraisal period.	2,889	3,850	1.33	961	
Sustain B	Upgrade setback defences incrementally over time to provide defined SoP. Refurbish quay wall to defend historic landfill site from erosion.	3,499	3,638	1.04	139	Local
Do Nothing	Baseline option. No active intervention.	-	0	-	-	
Do Minimum	Small scale maintenance but defences may fail in the future.	340	8	0.02	-332	
Improve B	Same approach as Sustain B, except defence raised in one intervention to provide defined SoP for the end of the appraisal period.	4,919	3,902	0.79	-1,017	
Maintain	Capital refurbishments to quay wall and setback flood embankment.	2,684	39	0.01	-2,645	
Sustain A	Upgrade defences incrementally over time to provide defined SoP. Construct new quay wall in epoch 1 with frontline defence that will also defend historic landfill site from erosion.	6,301	3,638	0.58	-2,663	

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 56

Option	Description	PV Costs (£k)	PV Benefits (£k)	ABCR	NPV (£k)	Leading Option(s)
Improve A	Same approach as Sustain A, except defence raised in one intervention to provide defined SoP for the end of the appraisal period.	10,818	3,902	0.36	-6,916	
<b>ODU 5 – Willow Drive and the Quomps</b>						
Improve F	Same approach as Sustain F, except defence raised in one intervention to provide defined SoP for the end of the appraisal period.	11,383	34,424	3.02	23,041	Provisional Economic / National
Improve E	Same approach as Sustain E, except defence raised in one intervention to provide defined SoP for the end of the appraisal period.	13,953	36,424	2.61	22,471	
Improve D	Same approach as Sustain D, except defence raised in one intervention to provide defined SoP for the end of the appraisal period.	14,553	36,424	2.50	21,871	
Improve C	Same approach as Sustain C, except defence raised in one intervention to provide defined SoP for the end of the appraisal period.	13,660	34,439	2.52	20,779	Local
Sustain F	Upgrade defences incrementally over time to provide defined SoP. Same defence alignment as Sustain C but initial intervention from epoch 2.	11,059	31,752	2.87	20,693	
Sustain E	Upgrade defences incrementally over time to provide defined SoP. Same defence alignment as Sustain B but initial intervention from epoch 2.	13,943	33,449	2.40	19,506	
Sustain D	Upgrade defences incrementally over time to provide defined SoP. Same defence alignment as Sustain A but initial intervention from epoch 2.	16,547	33,449	2.02	16,902	
Sustain C	Upgrade defences incrementally over time from epoch 1 to provide defined SoP. Setback defence in east and west part of the unit.	15,398	31,769	2.06	16,371	
Improve B	Same approach as Sustain B, except defence raised in one intervention to provide defined SoP for the end of the appraisal period.	20,908	36,532	1.75	15,624	Local
Improve A	Same approach as Sustain A, except defence raised in one intervention to provide defined SoP for the end of the appraisal period.	22,507	36,532	1.62	14,025	Local
Sustain B	Upgrade defences incrementally over time from epoch 1 to provide defined SoP. Frontline defence in east part of the unit.	21,130	33,481	1.58	12,351	
Sustain A	Upgrade defences incrementally over time from epoch 1 to provide defined SoP. Setback defence in east part of the unit.	24,435	33,481	1.37	9,046	
Adaptation / Resilience	Capital refurbishments to quay wall and defences. PLR to properties at risk from flooding	11,927	16,526	1.39	4,599	Backup

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 57

Option	Description	PV Costs (£k)	PV Benefits (£k)	ABCR	NPV (£k)	Leading Option(s)
Do Minimum	Small scale maintenance but defences may fail in the future.	340	820	2.41	480	
Do Nothing	Baseline option. No active intervention.	-	0	-	-	
Maintain	Capital refurbishments of quay wall and setback flood walls / defences	9,079	7,676	0.85	-1,403	
<b>ODU 6 – River Avon West Bank</b>						
Sustain B	New defences in the central flood cell of the unit in epoch 1 that would be raised incrementally over time to provide defined SoP. PLR measures to properties in southern flood cell of the unit.	3,278	3,666	1.12	388	Provisional Economic
Adaptation / Resilience	Capital refurbishments of quay walls. PLR to properties at risk of flooding	2,802	2,877	1.03	75	National
Do Nothing	Baseline option. No active intervention.	-	0	-	-	
Do Minimum	Small scale maintenance but defences may fail in the future.	170	0	-	-170	
Improve B	Same approach as Sustain B, except defence raised in one intervention to provide defined SoP for the end of the appraisal period.	4,988	3,783	0.76	-1,205	
Maintain	Capital refurbishments of existing quay walls.	1,519	0	-	-1,519	
Sustain A	New defences constructed in the central and southern flood cells of the unit in epoch 1 that would be raised incrementally over time to provide defined SoP.	7,877	4,519	0.57	-3,358	
Improve A	Same approach as Sustain A, except defence raised in one intervention to provide defined SoP for the end of the appraisal period.	10,252	5,774	0.56	-4,478	
<b>ODU 11 – Mundeford Quay</b>						
Do Nothing	Baseline option. No active intervention.	-	-	-	-	Provisional Economic
Do Minimum	Small scale maintenance but defences may fail in the future.	340	0	0	-340	National
Adaptation / Resilience	Capital refurbishments to quay walls. PLR to properties at risk from flooding.	9,530	680	0.07	-8,850	Local
Maintain	Capital refurbishments to quay walls.	9,350	10	0.00	-9,340	
Improve A	Same approach as Sustain A, except defence raised in one intervention to provide defined SoP for the end of the appraisal period.	10,765	1,326	0.12	-9,439	

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 58

Option	Description	PV Costs (£k)	PV Benefits (£k)	ABCR	NPV (£k)	Leading Option(s)
Sustain A	Capital refurbishments to quay walls and construction of new setback flood scheme around properties at risk in epoch 1. Flood defences raised incrementally over time to provide defined SoP.	10,688	1,188	0.11	-9,500	
Sustain B	Same as Sustain A, except new flood defence also constructed in epoch 1 to defend road (Chichester Way) from flooding.	11,615	1,188	0.10	-10,427	
Improve B	Same approach as Sustain B, except defences raised in one intervention to provide defined SoP for the end of the appraisal period.	11,801	1,326	0.11	-10,475	

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 59

**Table 6-4: Benefit-cost assessment for SMZ 2 (AEP comparisons for ODUs 7, 9 and 10)**

Option	Description	PV Costs (£k)	PV Benefits (£k)	ABCR	NPV (£k)	Leading Option(s)
<b>ODU 7 – Rossiters Quay</b>						
Do Nothing	Baseline option. No active intervention.	-	0	-	-	
Do Minimum	Small scale maintenance but defences may fail in the future.	340	313	0.92	-27	
Maintain	Capital refurbishments to existing quay walls and setback defences.	1,975	1,672	0.85	-303	
Adaptation / Resilience	Capital refurbishments to existing quay walls and setback defences. PLR to properties at risk from flooding in the future.	2,630	3,253	1.24	632	Backup
Sustain A (75yr)	Construct new raised defences from epoch 2 and raise incrementally over time to provide defined SoP.	4,031	4,743	1.18	712	
Sustain A (200yr)		4,090	5,178	1.27	1,088	
Improve A (75yr)	Same approach as Sustain except defence raised in one intervention to provide defined SoP for the end of the appraisal period.	4,060	5,244	1.29	1,184	
Improve A (200yr)		4,118	5,329	1.29	1,211	Provisional Economic / National
<b>ODU 9 - Stanpit</b>						
Do Nothing	Baseline option. No active intervention.	-	0	-	-	
Do Minimum	Small scale maintenance but defences may fail in the future.	510	1,293	2.54	783	
Maintain	Capital refurbishments to existing defences and strengthening of verge around historic landfill sites.	7,087	6,700	0.95	-387	
Adaptation / Resilience	Same as Maintain with the addition of PLR measures to properties at risk from flooding in the future.	8,271	12,554	1.52	4,283	Backup
Sustain A (75yr)	Construct new raised defences from epoch 2 and raise incrementally over time to provide defined SoP.	10,859	34,284	3.16	23,425	
Sustain A (200yr)		10,960	37,809	3.45	26,849	Provisional Economic / National
Improve A (75yr)	Same approach as Sustain except defence raised in one intervention to provide defined SoP for the end of the appraisal period.	11,760	37,632	3.20	25,872	
Improve A (200yr)		12,082	39,007	3.23	26,925	
<b>ODU 10 - Mundeford</b>						
Do Nothing	Baseline option. No active intervention.	-	0	-	-	
Do Minimum	Small scale maintenance but defences may fail in the future.	340	0	-	-340	
Maintain	Capital refurbishments to existing quay walls.	3,526	0	-	-3,526	
<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 60

Option	Description	PV Costs (£k)	PV Benefits (£k)	ABCR	NPV (£k)	Leading Option(s)
Adaptation / Resilience	Same as Maintain with the addition of PLR measures to properties at risk from flooding in the future.	5,473	2,777	0.51	-2,696	Backup
Improve A (75yr)	Construct new raised defences in epoch 3 to defined SoP at the of the appraisal period.	8,319	10,493	1.26	2,174	
Improve B (75yr)	Construct new raised defences in epoch 3 to defined SoP at the of the appraisal period. Different alignment to Improve A (setback in west part of unit)	9,003	10,493	1.17	1,490	
Improve A (200yr)	Construct new raised defences in epoch 3 to defined SoP at the of the appraisal period.	8,373	11,124	1.33	2,751	Provisional Economic / National
Improve B (200yr)	Construct new raised defences in epoch 3 to defined SoP at the of the appraisal period. Different alignment to Improve A (setback in west part of unit)	9,071	11,124	1.23	2,053	

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 61



### ODU 3 – Christchurch Harbour South

- 6.3.2 In Table 6-3 the short list options have been ranked according to NPV because the options are primarily focussed on managing coastal erosion risk. For erosion risk options it is not possible to rank the options according to flooding AEP and use the incremental AEP decision thresholds.
- 6.3.3 Adaptation / Resilience A has the strongest economic case with the largest NPV and was therefore identified as the provisional economic leading option. After considering uncertainty and sensitivity tests, this option was retained and was identified as the National Option. However, Adaptation / Resilience A does not meet wider objectives because it does not include erosion defences to Hengistbury Head access road or the historic landfill sites.
- 6.3.4 Adaptation / Resilience C has therefore been identified as the Local Aspirational Option. This option would provide erosion defences to these areas and would therefore meet wider objectives and be favourable from an environmental perspective. The additional expenditure required for the Local Aspirational Option would need to come from non-GiA sources. Wider local benefits (up to £6.44million) that are not presented in the economic comparison in Table 6-3 would help justify the additional expenditure from a local economic perspective.

### ODU 4 - Wick

- 6.3.5 The options in ODU 4 consider both flooding and erosion risk. The options cannot be ordered based on AEP as different areas are being defended in each of the options and the options have different strategic intentions such as including / excluding erosion defences. In Table 6-3 the options have therefore been ranked by NPV initially and then once the National Option was identified, additional IBCR testing was carried out to determine the desired SoP. As can be seen in Table 6-3, Sustain C has the strongest economic case with the largest NPV and was identified as the provisional economic leading option. After considering uncertainty and sensitivity tests, this option was retained and was identified as the National Option.
- 6.3.6 Sustain C includes flood defences and therefore in Table 6-5 the AEP IBCR thresholds have been used to determine the desired SoP of these defences:
- For Sustain C the IBCR of moving from a 75yr SoP to a 200yr SoP is greater than the threshold in FCERM-AG (threshold of 3 required).
  - The IBCR of moving from a 200yr SoP to a higher SoP initially (the Improve C option would have an initial SoP higher than 1 in 200 years) is less than the next threshold in FCERM-AG (threshold of 5 required).
- 6.3.7 Based on the IBCR analysis, a 200yr SoP for Sustain C is recommended.

**Table 6-5: IBCR comparison for ODU 4**

	PV Costs (£k)	PV Benefits (£k)	Av. Benefit/Cost Ratio	Incremental BCR	Leading SoP
Sustain C (75yr SoP)	1,468	3,586	2.44	-	
Sustain C (200yr SoP)	1,490	3,898	2.62	14.18	X
Improve C (200yr SoP at end of appraisal period)	3,124	4,029	1.29	0.08	

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 62

6.3.8 Sustain C does not meet wider objectives because it does not include refurbishments or replacement of the quay wall adjacent to the historic landfill site. This could lead to failure of this wall and erosion of the historic landfill site in the future.

6.3.9 Sustain B has therefore been identified as the Local Aspirational Option. This option would involve refurbishing the quay wall to prevent erosion of the historic landfill. This is more favourable from a wider objective and environmental perspective. The additional expenditure required for the Local Aspirational Option would need to come from non-GiA sources.

### ODU 5 – Willow Drive and the Quomps

6.3.10 The options in ODU 5 consider both flooding and erosion risk. The options cannot be ordered based on AEP as different areas are being defended in each of the options and the options have different strategic intentions such as including / excluding erosion defences. In Table 6-3 the options have therefore been ranked by NPV initially and then once the National Option was identified, additional IBCR testing was carried out to determine the desired SoP. As can be seen in Table 6-3, Improve D-F have the strongest economic case with the largest NPVs. Each of these options is similar in intent but would be delivered using different defence alignments. It is too early in the appraisal of these options to identify an exact alignment (further work would be needed during business case development) and therefore each of these options has been identified as provisional economic options. After considering uncertainty and sensitivity tests, these options were retained and identified as the National Options.

6.3.11 Improve D-F includes flood defences and therefore in Table 6-6 the AEP IBCR thresholds have been used to determine the desired SoP of these defences:

- For each of these options, the IBCR of moving to a 200yr SoP is greater than the threshold in FCERM-AG (threshold of 3 required)
- Higher SoPs than 1 in 200 year have not been tested as this SoP is already high being the target for end of the appraisal period with the Improve D-F options.

6.3.12 Based on the IBCR analysis, a 200yr SoP is recommended.

**Table 6-6: IBCR comparison for ODU 5**

	PV Costs (£k)	PV Benefits (£k)	Av. Benefit/Cost Ratio	Incremental BCR	Leading SoP
Improve D:					
Improve D (75yr SoP)	14,553	36,424	2.50	-	
Improve D (200yr SoP)	14,702	37,306	2.54	5.92	X
Improve E:					
Improve E (75yr SoP)	13,953	36,424	2.61	-	
Improve E (200yr SoP)	14,059	37,306	2.65	8.32	X
Improve F:					
Improve F (75yr SoP)	11,383	34,424	3.02	-	
Improve F (200yr SoP)	11,397	35,206	3.09	55.86	X

6.3.13 Improve D-F does not involve an immediate intervention (new defences not constructed until epoch 2. There is a local aspiration to intervene sooner than this to provide increased confidence in the status of the frontline quay wall in this location because there is historic landfill located landward.

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 63

6.3.14 Improve A-C have therefore been identified as the Local Aspirational Options. This option would involve an earlier intervention in epoch 1 and provide increased confidence in the robustness of the defences over the short term. The additional expenditure required for the Local Aspirational Option would need to come from non-GiA sources.

6.3.15 The Adaptation / Resilience option was identified as a Backup Option in case funding for either the National or Local Options could not be secured.

### ODU 6 – River Avon West Bank

6.3.16 The options in ODU 6 consider both flooding and erosion risk. The options cannot be ordered based on AEP as different areas are being defended in each of the options and the options have different strategic intentions. In Table 6-3 the options have therefore been ranked by NPV. As can be seen in Table 6-3, Sustain B has the strongest economic case with the largest NPV and was identified as the provisional economic leading option. However, upon further sensitivity testing, this option is not considered to be deliverable (see sensitivity testing section for more details).

6.3.17 The Adaptation / Resilience option has the next strongest economic case and was therefore selected as the National Option.

6.3.18 No Local Aspirational Option was identified for ODU 6.

### ODU 7 – Rossiters Quay

6.3.19 The options in ODU 7 are primarily focussed on managing flood risk and have the same benefit areas / strategic intentions. Therefore in Table 6-4 it has been possible to order the options by reducing AEP (increasing SoP). As can be seen in Table 6-4, the option with the highest ABCR is Improve A (200yr SoP) and this option was therefore identified as the provisional economic leading option. After considering uncertainty and sensitivity tests, this option was retained and was identified as the National Option.

6.3.20 Improve A provides the highest SoP of the options considered and whilst it was identified as the National Option, for completeness a comparison of the IBCR between the lower SoPs has been undertaken and presented in Table 6-7:

- For Sustain A the IBCR of moving to a 200yr SoP is greater than the threshold in FCERM-AG (threshold of 3 required).
- The IBCR of moving to Improve A with an even higher SoP initially (the Improve A option would have an initial SoP higher than 1 in 200 years) is 5.39 which is above the threshold (threshold of 5 required).

6.3.21 The IBCR analysis confirms Improve A (200yr SoP) as the recommended SoP.

**Table 6-7: IBCR comparison for ODU 7**

	PV Costs (£k)	PV Benefits (£k)	Av. Benefit/Cost Ratio	Incremental BCR	Leading SoP
Sustain A (75yr SoP)	4,031	4,743	1.18	-	
Sustain A (200yr SoP)	4,090	5,178	1.27	7.37	
Improve A (200yr SoP at end of appraisal period)	4,118	5,329	1.29	5.39	X

6.3.22 No Local Aspirational Option was identified for ODU 7. The Adaptation / Resilience Option has been identified as a Backup Option in case funding for the National Option could not be secured.

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 64

## ODU 9 – Stanpit

6.3.23 The options in ODU 9 have the same benefit areas in terms of flood risk reduction and have the same strategic intentions with regards to defending the historic landfill sites. Therefore in Table 6-4 it has been possible to order the options by reducing AEP (increasing SoP). As can be seen in Table 6-4, the option with the highest ABCR is Sustain A (200yr SoP) and this option was therefore identified as the provisional economic leading option. After considering uncertainty and sensitivity tests, this option was retained and was identified as the National Option.

6.3.24 Sustain A includes flood defences and therefore in Table 6-8 the AEP IBCR thresholds have been used to confirm the desired SoP of these defences:

- For Sustain A the IBCR of moving to a 200yr SoP is greater than the threshold in FCERM-AG (threshold of 3 required), and therefore the 200yr SoP is recommended.
- The IBCR of moving to a higher SoP initially (the Improve A option would have an initial SoP higher than 1 in 200 years) is less than the next threshold (threshold of 5 required).

6.3.25 The IBCR analysis confirms Sustain A (200yr SoP) as the recommended SoP.

**Table 6-8: IBCR comparison for ODU 9**

	PV Costs (£k)	PV Benefits (£k)	Av. Benefit/Cost Ratio	Incremental BCR	Leading SoP
Sustain A (75yr SoP)	10,859	34,284	3.16	-	
Sustain A (200yr SoP)	10,960	37,809	3.45	34.90	X
Improve A (200yr SoP at end of appraisal period)	12,082	39,007	3.23	1.07	

6.3.26 No Local Aspirational Option was identified for ODU 9. The Adaptation / Resilience Option has been identified as a Backup Option in case funding for the National Option could not be secured.

## ODU 10 – Mundeford

6.3.27 The options in ODU 10 have the same benefit areas in terms of flood risk reduction. Therefore in Table 6-4 it has been possible to order the options by reducing AEP (increasing SoP). As can be seen in Table 6-4, the option with the highest ABCR is Improve A (200yr SoP) and this option was therefore identified as the provisional economic leading option. After considering uncertainty and sensitivity tests, this option was retained and was identified as the National Option.

6.3.28 Improve A provides the highest SoP of the options considered and whilst it was identified as the National Option, for completeness a comparison of the IBCR between the lower SoPs has been undertaken and presented in Table 6-9:

- For Improve A (75yr SoP) the IBCR of moving to a 200yr SoP is greater than the threshold in FCERM-AG (threshold of 3 required), and therefore the 200yr SoP is recommended.
- Higher SoPs than 1 in 200 year have not been tested as this SoP is already high being the target for end of the appraisal period with the Improve A option.

6.3.29 The IBCR analysis confirms Improve A (200yr SoP) as the recommended SoP.

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 65

**Table 6-9: IBCR comparison for ODU 10**

	PV Costs (£k)	PV Benefits (£k)	Av. Benefit/Cost Ratio	Incremental BCR	Leading SoP
Improve A (75yr SoP)	8,319	10,493	1.26	-	
Improve A (200yr SoP at end of appraisal period)	8,373	11,124	1.33	11.69	X

**6.3.30** No Local Aspirational Option was identified for ODU 10. The Adaptation / Resilience Option has been identified as a Backup Option in case funding for the National Option could not be secured.

**ODU 11 (Mudford Quay)**

6.3.31 In Table 6-3 the short list options have been ranked according to NPV because the options are primarily focussed on managing coastal erosion risk. For erosion risk options it is not possible to rank the options according to flooding AEP and use the incremental AEP decision thresholds. Due to a lack of benefits directly attributed to this location, none of the short list options have an NPV above 0.

6.3.32 Do Nothing has the strongest economic case because it does not have a negative NPV and was therefore identified as the provisional economic leading option. However, Do Nothing is not acceptable from a technical perspective because it would lead to increased uncertainty in the morphology of the area, potentially leading increased wave activity, exposure and damage to buried services and reduced shelter to Christchurch Harbour.

6.3.33 The next strongest option from an economic perspective is Do Minimum and therefore this has been identified as the National Leading Option. However, Do Minimum does not meet wider objectives and there would still be some uncertainty with this option in the long term if defences fail in the future and Mudford Quay is eroded / lost.

6.3.34 Adaptation / Resilience has therefore been identified as the Local Aspirational Option. This option would provide greater certainty from a technical perspective and would lead to wider benefits such as reduced disruption and would continue to support this area as an important recreation and tourism location. The expenditure required for the Local Aspirational Option would need to come from non-GiA sources. Wider local benefits (up to £14.6million) that are not presented in the economic comparison in Table 6-3 would justify the expenditure from a local economic perspective.

**Sensitivity testing**

6.3.35 A range of sensitivity tests have been undertaken on the option appraisal in SMZ 2. These are summarised below and further details can be found in the Economic Appraisal Report (Appendix F).

**Option cost**

6.3.36 A key uncertainty for the options in SMZ 2 relates to option cost. Sensitivity tests that increase the National Options costs by 10% and 25% have been undertaken to determine whether the increase in cost would change the choice of the National Options. In summary, the results of the cost sensitivity tests and interpretation did not lead to changes in the choice of the National Option in any of the ODUs.

- In many ODUs a rise in the National Option costs by 10-25% would not impact which option had the strongest economic case.

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy				
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024
					Page 66

- In ODUs where a different option would have a stronger economic case as a result of the National Option costs increasing by 10-25%, due to similar packages of measures between options, similar cost increases would be expected to occur with the alternative options. This would negate the economic advantage that alternative options may have over the National Option and no changes would be recommended.

### Increased sea level rise

- 6.3.37 Another uncertainty for the options in SMZ 2 is the amount of sea level rise that could occur over the appraisal period. A sensitivity test was undertaken whereby the height of defences in each short option was increased by 0.9m. This equates to the difference between the H++ sea level rise scenario and the sea level rise value used in the Strategy appraisal.
- 6.3.38 Raising the height of all defences in a short list option would affect different options differently, as the option cost would be impacted to varying extents based on the package of measures that comprise an option. However, in general the results of the sea level rise sensitivity test show that the economic case of all options would be weaker, but the choice of National Option would remain unchanged.

### Consideration of funding mechanism – ODU 6

- 6.3.39 In ODU 6 there are two main flood cells. The main uncertainty associated with the provisional economic leading option (Sustain B) was whether the proposed defences for each flood cell would be deliverable in isolation. This was particularly important given the different pathways and funding mechanisms that could be followed here to deliver the measures in each flood cell.
- 6.3.40 In the south part of the unit, the property level protection could be delivered by individual property owners with support / coordination from BCP Council. The property owners may have access to flood resilience grants to help with funding. However, the flood defences in the north part of the unit would be a capital scheme, most likely with an aspiration to use FCERM-GiA if available and other funding sources.
- 6.3.41 If the benefits / costs from the property level protection in the south part of the unit were removed from the overall option, the economic viability of the flood defences in the north part of the unit was uncertain, which would impact FCERM-GiA availability. Therefore a sensitivity test was undertaken to determine the economic case of the flood defences in the north part of the unit in isolation.
- 6.3.42 The sensitivity test showed that the ABCR of the flood defences in the north part of the unit was below unity (if this was delivered in isolation) and there would be no economic justification to proceed with this part of the option.
- 6.3.43 Based on the results of this sensitivity test the choice of National Option is different to the provisional leading economic option in ODU 6.

## Details of the leading options

### Technical aspects

- 6.3.44 The key strategic issues in SMZ 2 include:
- The impact of sea level rise on the flood risk within Christchurch Harbour and the uncertainty around this; and

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 67

- The erosion risk to historic landfill sites around Christchurch Harbour, such as at Stanpit, Wick and the Quomps.

6.3.45 The leading options in SMZ 2 have been selected to manage these strategic issues effectively, in a proactive and pragmatic way, recognising future uncertainty and potential funding limitations.

6.3.46 In each ODU within SMZ 2, where there is an economic case to do so, the National Option recommends upgraded flood defences to reduce the risk to properties and historic assets within the area. The National Options outline a phased programme of upgrades that are required based on the onset of risk that is expected according to the latest UKCP18 sea level rise projections. However, should sea levels rise faster or slower than anticipated, then the recommended defence upgrades can be brought forward or delayed accordingly, without impacting the overall success of the options.

6.3.47 In the National Options the upgraded flood defences are recommended in ODUs 4, 5, 7, 9 and 10 at various points in time in the future. These are the ODUs where the vast majority of properties, assets and infrastructure are expected to be at risk from flooding within SMZ 2. In total these options will reduce the flood risk to over 1900 properties over the appraisal period.

6.3.48 In ODUs 3, 6 and 11, there are only a small number of properties anticipated to be at risk from flooding over the appraisal period and there is not an economic case to construct new or upgraded flood defences to manage this risk. Instead, property level resilience measures are recommended as part of the National Leading Options in these locations.

6.3.49 In some ODUs (ODUs 5 and 9), it has been possible to incorporate defences to the historic landfill sites as part of the National Option. This has been possible where either the defences to historic landfill site would be dual purpose (i.e. flooding and erosion risk) or where there is a strong enough economic case in the unit to include additional expenditure on frontline defences to defend the historic landfill sites.

6.3.50 However, in other locations (ODUs 3, 4 and 11), due to economic limitations it has not been possible to incorporate erosion defences to the historic landfill sites as part of the National Option. Therefore in these locations a Local Aspirational Option has also been identified that includes erosion defences or frontline wall refurbishments to defend historic landfill sites from erosion.

6.3.51 A full schedule of proposed works as part of the leading options is provided in the Economic Appraisal Report (Appendix F). An indicative SoP for the defences has been identified as outlined previously. However, the SoP will need to be reappraised as part of business case development, including further consideration of defence heights and alignments.

### **Environmental aspects**

6.3.52 The conclusions and suggested mitigations of the Strategy HRA Appropriate Assessment for the leading options in SMZ 2 are summarised in Table 6-10 below.

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 68

**Table 6-10: Summary of HRA Appropriate Assessment for SMZ 2**

European site	Recommendations / Mitigation
Dorset Heathlands SPA	<b>ODU 3</b> – in order to avoid adverse effects on hen harrier and merlin it is recommended to time the works of the Local Aspirational Option outside the over-wintering bird season
River Avon SAC	<p><b>ODU 7</b> – due to space constraints the National Option could cause temporary habitat loss and mitigation would be required during construction. The relevant works are not planned until epoch 2. Permanent habitat loss likely to be minimal but could be compensated for in ODU 3. This should be considered during erosion defence alignment decision here.</p> <p><b>ODU 6, 7 and 9</b> – works on frontline defences as part of the National Option that could affect the river bed should be undertaken at low tide</p>
Avon Valley SPA / Ramsar	<b>ODU 7</b> – due to space constraints the National Option could cause temporary habitat loss and mitigation would be required during construction. The relevant works are not planned until epoch 2. Permanent habitat loss likely to be minimal but could be compensated for in ODU 3. This should be considered during erosion defence alignment decision here.

6.3.53 The Strategy WFD assessment identified a range of potential impacts of the leading options on WFD objectives in SMZ 2 but identified suitable mitigation:

- At the Strategy stage there is considerable uncertainty in defence alignments for the leading options in SMZ 2 but there is a commitment to keeping any new defences within the footprints of existing defences where possible during scheme design. This will help to minimise impacts on WFD objectives.
- Construction will need to consider seasonal working to avoid impacts on sensitive species and construction methodologies will need to be developed in line with the EA’s Pollution Prevention guidance.
- In parts of ODUs 3, 9 and 10 there is potential for coastal squeeze of intertidal habitats in locations where the existing defence line may be held in place (subject to defence alignment decisions during scheme appraisal). The intertidal habitats are not qualifying features of the European sites but the WFD still recommended that any habitat loss is quantified at scheme level (once defence alignments are known). If the scheme appraisal identifies the need for mitigation / compensatory habitat then this should be agreed accordingly with assistance from the Regional Habitat Creation Programme. There is potential for defence realignment in parts of ODU 3 to create new intertidal habitat and this could be explored during scheme appraisal.
- In ODU 3, 4 and 11 there is potential for impacts to water quality to occur with the National Options if historic landfill sites erode, although it is recognised that further investigations to determine the contaminations status of these sites are required. Delivering the Local Aspirational Options in these locations would include defences to these sites and reduce this risk.

6.3.54 The Strategy SEA assessment concluded that the leading options in SMZ 2 are likely to have an overall positive impact across most of the environmental categories. In some areas there is potential for negative impacts to the historic environment due to residual flood risk and it is recommended that at scheme stage resilience measures and heritage impact assessments are undertaken, as well as a programme of recording for heritage assets.

6.3.55 The MCZ assessment concluded that the leading options would have no significant risk to the conservation objectives of the Needles MCZ and Southbourne Rough MCZ.

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 69



6.3.56 There is potential for environmental enhancements and BNG as part of the leading options in SMZ 2; including opportunities for saltmarsh restoration and creation in multiple locations that will be developed as part of scheme implementation.

### Costs of the leading options

6.3.57 Table 6-11 presents the present value costs of the leading options in SMZ 2. Costs are presented by capital costs and time epoch.

**Table 6-11 Present Value Costs of Leading Options in SMZ 2**

ODU	Option	Cost	Epoch 1 (2024-2044) (£K)	Epoch 2 (2044-2074) (£K)	Epoch 3 (2074-2144) (£K)	Total (£K)
3	Local Aspirational Option: Adaptation / Resilience C	Capital	378	164	118	660
		Non-Capital	48	45	24	116
		Total	426	209	142	776
4	Local Aspirational Option: Sustain B	Capital	1,632	931	732	3,294
		Non-Capital	101	67	36	204
		Total	1,733	998	768	3,499
5	Local Aspirational Option: (Improve B shown for reference)	Capital	19,913	0	859	20,772
		Non-Capital	67	45	24	136
		Total	19,980	45	883	20,908
6	National Option: Adaptation / Resilience	Capital	1,572	708	455	2,734
		Non-Capital	34	22	12	68
		Total	1,605	730	467	2,802
7	National Option: Improve A	Capital	0	4016	0	4016
		Non-Capital	34	45	24	103
		Total	34	4061	24	4118
9	National Option: Sustain A	Capital	0	9,487	1,269	10,756
		Non-Capital	101	67	36	204
		Total	101	9,554	1,306	10,960
10	National Option: Improve A	Capital	2,550	658	5,028	8,236
		Non-Capital	67	45	24	136
		Total	2,618	703	5,052	8,373
11	Local Aspirational Option: Adaptation / Resilience	Capital	5,411	2,363	1,689	9,462
		Non-Capital	34	22	12	68
		Total	5,445	2,384	1,701	9,530

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 70

## Contributions and funding

- 6.3.58 Where possible indicative Partnership Funding scores have been calculated for the initial major capital schemes recommended by the leading options in the Strategy.
- 6.3.59 For the majority of the leading options in SMZ 2, the first major capital scheme is not outlined to occur until epoch 2 or 3. To work out indicative GiA availability the base date for the calculation has assumed a 'jump forward' in time to the time of the scheme.
- 6.3.60 Table 6-12 below presents the indicative funding scores. In ODUs where a Local Aspirational Option has been identified, the funding score for this option is shown. In ODUs where no Local Aspirational Option has been identified, the score for the National Option is shown. The funding scores for all the leading options are shown in Appendix F. *Note that the costs and benefits presented in this table are different to the values presented in the option appraisal due to a different base year and appraisal period duration.*
- 6.3.61 As can be seen, the funding scores range between 8-20% and therefore significant non-GiA funding is expected to be required to deliver the Strategy leading options (note that funding scores for National Options in SMZ 2 increase to 40% but significant non-GiA funding still required). BCP as an outcome of the Strategy have committed to developing a funding and implementation plan for the Strategy which will identify where funding will be obtained.
- 6.3.62 No Partnership Funding scores were calculated for ODUs 3, 6 and 11 as the leading options in these units are a combination of maintenance / PLR.
- 6.3.63 Where there is a large amount of non-GiA funding required to deliver either the National and/or Local Aspirational Options in a unit then Backup Options have been identified (ODUs 5, 7, 9 and 10). These Backup Options do not involve large capital schemes to upgrade defences and therefore the one-off funding needs for schemes are less and more deliverable.

**Table 6-12: Indicative Partnership Funding scores for major capital schemes as part of the Leading Options in SMZ 2**

ODU	Option	Capital scheme	PV cost (£k)	PV benefits (£k)	Indicative PF score	PV maximum eligible GiA (£k) for upfront costs	Minimum contribution / savings required (£k) for upfront cost
4	Local: Sustain B	Epoch 3	3,995	11,665	20%	775	3,013
5	Local: Improve B	Epoch 1	21,121	37,417	13%	2,536	17,589
7	National: Improve A	Epoch 2	8,121	8,535	8%	630	7,360
9	National: Sustain A	Epoch 2	21,365	45,966	16%	2,985	15,892
10	National: Improve A	Epoch 3	25,598	28,074	8%	2,093	23,394

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 71

## 6.4 SMZ 3 (Christchurch Beaches and Cliffs)

### Selecting the leading options

6.4.1 Table 6-13 presents the benefit cost assessment for the ODUs within SMZ 3. The options have been ranked according to NPV because the options are focussed on managing coastal erosion risk. For erosion risk options it is not possible to rank the options according to flooding AEP and use the incremental AEP decision thresholds.

#### ODU 12 – Avon Beach and Friars Cliff

6.4.2 Improve A has the strongest economic case with the largest NPV and was therefore identified as the provisional economic leading option. After considering uncertainty and sensitivity tests, this option was retained and was identified as the National Option.

6.4.3 This area is key for tourism and recreation and there are aspirations in this area to improve the public realm, especially in the future when higher / larger sea defences will be required.

6.4.4 Improve C has therefore been identified as the Local Aspirational Option. This option would provide public realm enhancements as well as bringing forward the defence upgrades and beach nourishment, to provide more certainty in the short term and reduce the reliance on existing defences that are ageing. The additional expenditure required for the Local Aspirational Option would need to come from non-GiA sources. Wider local benefits that are not presented in the economic comparison in Table 6-13 could be considered to help justify the additional expenditure. The economic appraisal has identified up to £80million of local damages that could be avoided by either the National or Local Options. Public realm enhancements with the Local Option could differentiate this option and lead to additional recreation / tourism benefits that have not been calculated in the Strategy.

#### ODU 13 – Highcliffe

6.4.5 Improve C has the strongest economic case with the largest NPV and was therefore identified as the provisional economic leading option. After considering uncertainty and sensitivity tests, this option was retained and was identified as the National Option. This option does not include a beach nourishment scheme until epoch 3 which could lead to increased uncertainty before this point in time, particularly in the medium term (i.e. epoch 2) as the beach response to sea level rise is difficult to predict. Improve A has therefore been selected as the Local Aspirational Option as this option brings forward the start of beach nourishment interventions into epoch 2 which will reduce uncertainty.

6.4.6 The Managed Realignment options were considered in detail in this location but the project team decided not to pursue these options due to increased uncertainty, risk of causing instability at Highcliffe and a weaker economic case. Beach levels to the east will instead be managed holistically with beach management activities. More details can be found in the Leading Options report (Appendix C).

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 72

**Table 6-13: Benefit-cost assessment for SMZ 3 (NPV comparisons for ODUs 12 and 13)**

Option	Description	PV Costs (£k)	PV Benefits (£k)	ABCR	NPV (£k)	Leading Option(s)
<b>ODU 12 – Avon Beach and Friars Cliff</b>						
Improve A	Refurbish existing seawall and revetment in epoch 1 and undertake defence upgrades and beach nourishment in epoch 2	8,443	8,978	1.06	535	Provisional Economic / National
Do Nothing	Baseline option. No active intervention.	-	-	-	-	
Do Minimum	Small scale maintenance but defences may fail in the future.	510	162	0.32	-348	
Improve B	Construct new linear defences along length of frontage (no beach nourishment)	11,398	8,978	0.79	-2,420	
Improve C	As per Improve A but undertake defence upgrades and beach nourishment in epoch 1 and also deliver public realm improvements	14,030	8,978	0.64	-5,052	Local
Maintain	Capital refurbishments of existing defences and beach recycling	9,412	3,454	0.37	-5,958	
<b>ODU 13 - Highcliffe</b>						
Improve C	As Improve A, except beach nourishment would be undertaken in epoch 3.	5,431	6,946	1.28	1,515	Provisional Economic / National
Improve A	Construct outflanking defence in epoch 1. In epoch 2 refurbish existing defences and undertake beach nourishment.	6,689	6,946	1.04	257	Local
Do Nothing	Baseline option. No active intervention.	-	0			
Do Minimum	Small scale maintenance but defences may fail in the future.	177	0	-	-177	
Improve B	Construct outflanking defence in epoch 1. In epoch 2 construct new larger cliff toe defences (no beach nourishment)	7,918	6,946	0.88	-972	
Managed Realignment A	As Improve A, except also reduce length of groynes in epoch 1 to promote greater movement of material from west to east, into ODU 14.	7,562	6,577	0.87	-985	
Maintain	Capital refurbishments of existing defences and beach recycling	5,310	2,545	0.48	-2,765	
Managed Realignment B	As Managed Realignment A, except offshore breakwaters also constructed to help defend cliff toe and promote movement of material from west to east, into ODU 14.	11,474	6,577	0.57	-4,897	

412

## Sensitivity testing

6.4.7 A range of sensitivity tests have been undertaken on the option appraisal in SMZ 3. These are summarised below and further details can be found in Appendix F (economics report).

### Option cost

6.4.8 A key uncertainty for the options in SMZ 3 relates to option cost. Sensitivity tests that increase the National Options costs by 10% and 25% have been undertaken to determine whether the increase in cost would change the choice of the National Options.

6.4.9 In summary, the results of the cost sensitivity tests and interpretation did not lead to changes in the choice of the National Option in any of the ODUs.

- In ODU 12 a rise in the National Option costs by 10-25% would reduce the ABCR to below unity. In this case there would be no economically viable alternatives so changing the choice of option in this basis is not justified.
- In ODU 13 a rise in the National Option costs by 10-25% would not impact the choice of National Option.

### Cost of beach nourishment

6.4.10 A high proportion of the costs of the leading options in ODUs 12 and 13 are associated with beach nourishment. The beach nourishment cost applied in the economic appraisal was approximately £33 per m<sup>3</sup> of material which is considered a reasonably, mid-level estimate of nourishment costs at the Strategy level. However, there could be potential to reduce this cost if local sources of material are used, or if material with different characteristics (i.e. coarser) is used.

6.4.11 A sensitivity test has been undertaken to determine whether a 50% lower beach nourishment cost changes the choice of the National Option.

6.4.12 In summary, the choice of National Option in ODUs 12 and 13 would remain unchanged with a 50% lower beach nourishment cost and therefore there is no justification to change the National Option on this basis.

## Details of the leading options

### Technical aspects

6.4.13 The main risk in SMZ 3 is from coastal erosion. Erosion would occur if existing defences at the top of the beach were not refurbished and left to fail and to a lesser extent if the defences were not upgraded in response to sea level rise.

6.4.14 The longshore movement of beach material within Christchurch Bay is also a key strategic issue along the open coast. Currently there is general movement of material from west to east. Existing defences at Highcliffe at the eastern end of SMZ 3 are effective at retaining beach material and this area has historically been used as an area of supply for beach management activities in ODUs 12 and 13.

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 74

- 6.4.15 To the east of the Highcliffe defences there is a stretch of undefended cliff at Naish Cliff. This area is actively eroding and continued erosion could threaten the Highcliffe defences by outflanking.
- 6.4.16 The National Options in ODUs 12 and 13 involve refurbishing and upgrading existing toe defences and would be combined with beach nourishment to ensure that continued protection is provided to the toe of the cliffs in this location. This would reduce the risk of any erosion from occurring in the future and defend over 300 properties. In addition, outflanking defences would be constructed in epoch 1 in ODU 13 to reduce the risk of outflanking from the undefended area to the east.
- 6.4.17 The Local Options in ODU 12 and 13 are largely the same as the National Options but bring forward in time the initial interventions to provide more certainty in the short and medium terms.
- 6.4.18 The National and Local Options would work with the natural movement of beach material in this location which is predominantly from west to east. As part of the leading options it is recommended that a bay wide Beach Management Plan is produced that draws on analysis of beach monitoring.
- 6.4.19 In the future it is likely that beach material will continue to accumulate at the Highcliffe area and therefore this area could continue to be used as an area of supply for beach recycling activities within ODUs 12 and 13.
- 6.4.20 The beach nourishment included in the National and Local Options in SMZ 3 will ensure that the beach continues to provide toe protection with rising sea levels in this location. With the recommended upgrades to the groynes in ODU 12 and continued maintenance of the groynes in ODU 13, the majority of the beach nourishment material would be expected to stay within SMZ 3. However, the increased beach levels as a result of the beach nourishment could lead to some bypassing of material around the defences in SMZ 3, moving to the east into SMZ 4 and beyond. If this was to occur it would likely to be a positive development for management of beach levels within the bay as a whole.
- 6.4.21 Depending on the amount of bypassing that is being observed at Highcliffe, there could be merit in supplementing this with additional beach recycling that moves material a short distance from Highcliffe to Naish Cliff. This would provide a more holistic bay wide beach management approach and benefit Barton on Sea and Milford on Sea defences to the east. In addition, the bypassing of material to the east past could be purposefully incorporated into the design of the beach nourishment schemes in SMZ 3.
- 6.4.22 A full schedule of proposed works as part of the leading options is provided in the Economics Appraisal report (Appendix F). As these are erosion defences, an indicative SoP for the defences has not been determined. Defence heights will need to be established during business case development, considering aspects such as wave run-up, rock sizing, and volume of beach nourishment required.

### **Environmental aspects**

- 6.4.23 The Strategy HRA Appropriate Assessment concluded that the Local Aspirational Options in SMZ 3 would not have any adverse effects on the qualifying features, and thus the integrity of the Solent and Dorset Coastal SPA (Marine Components GB).
- 6.4.24 The Strategy WFD assessment identified a range of potential impacts of the leading options on WFD objectives in SMZ 3 but identified suitable mitigation:

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 75

- At the Strategy stage there is considerable uncertainty in defence alignments for the leading options in SMZ 3. Where possible during scheme design there is a commitment to minimise new defence footprints within European sites and aim to keep footprints within those of existing defences. This will help to minimise impacts on WFD objectives.
- Construction will need to consider seasonal working to avoid impacts on sensitive species and construction methodologies will need to be developed in line with the EA's Pollution Prevention guidance.
- Beach nourishment has the potential to lead to water quality deterioration and therefore appropriate mitigation during construction will be required. Beach nourishment materials will come from licenced dredging areas which will have had separate environmental studies undertaken to confirm impacts.

6.4.25 The Strategy SEA assessment concluded that the leading options in SMZ 3 are likely to have a major overall positive impact across the majority of the environmental categories.

6.4.26 The MCZ assessment concluded that the leading options would have no significant risk to the conservation objectives of the Needles MCZ and Southbourne Rough MCZ.

6.4.27 There is potential for environmental enhancements and BNG as part of the Leading in SMZ 3; including opportunities for rock pool creation / intertidal habitat creation within defences that will be developed as part of the scheme implementation.

#### Costs of the leading options

6.4.28 Table 6-14 presents the present value costs of the leading options in SMZ 3. Costs are presented by capital costs and time epoch.

**Table 6-14 Present Value Costs of Leading Options in SMZ 3**

ODU	Option	Cost	Epoch 1 (2024-2044) (£K)	Epoch 2 (2044-2074) (£K)	Epoch 3 (2074-2144) (£K)	Total (£K)
12	Local Aspirational Option: Improve C	Capital	12,880	468	364	13,712
		Non-Capital	146	97	75	318
		Total	13,025	565	439	14,030
13	Local Aspirational Option: Improve A	Capital	482	4,509	1,334	6,325
		Non-Capital	179	119	65	363
		Total	661	4,628	1,399	6,689

#### Contributions and funding

6.4.29 Where possible indicative Partnership Funding scores have been calculated for the initial major capital schemes recommended by the leading options in the Strategy.

6.4.30 For the majority of the leading options in SMZ 3, the first major capital scheme is not outlined to occur until the future. To work out indicative GiA availability the base date for the calculation has assumed a 'jump forward' in time to the time of the scheme.

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 76

6.4.31 Table 6-15 below presents the indicative funding scores. The funding scores for all the leading options are shown in the Economics Appraisal Report (Appendix F). For the purpose of Table 6-15, for ODU 12 the National Option (Improve A) has been shown in rather than the Local Option because the main difference between the two options is public realm enhancements that would not be covered by GiA. Note that the costs and benefits presented in this table are different to the values presented in the option appraisal due to a different base year and appraisal period duration.

6.4.32 As can be seen, the funding scores range between 15-17% and therefore significant non-GiA funding is expected to be required to deliver the Strategy leading options.

6.4.33 Backup Options have been identified for each ODU that involve smaller volumes of beach nourishment in each location. These would be lower cost options and more deliverable but would not be expected to provide a wider benefit to beach levels outside of SMZ 3 as beach levels would be lower and less material would be expected to bypass any defences and move east into SMZ 4.

**Table 6-15: Indicative Partnership Funding scores for major capital schemes as part of the Leading Options in SMZ 3**

ODU	Option	Capital scheme	PV cost (£k)	PV benefits (£k)	Indicative PF score	PV maximum eligible GiA (£k) for upfront costs	Minimum contribution / savings required for upfront costs (£k)
12	National: Improve A	Epoch 2	11,436	15,332	15%	1,454	8,235
13	Local: Improve A	Epoch 2	10,287	11,758	17%	1,537	7,435

## 6.5 SMZ 4 (Naish Cliff and Barton on Sea)

### Selecting the leading options

6.5.1 Table 6-16 presents the benefit cost assessment for the ODU 14 within SMZ 4. The options have been ranked according to NPV because the options are focussed on managing coastal erosion risk. For erosion risk options it is not possible to rank the options according to flooding AEP and use the incremental AEP decision thresholds.

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 77



**Table 6-16: Benefit-cost assessment for SMZ 4 (NPV comparisons for ODU 14)**

Option	Description	PV Costs (£k)	PV Benefits (£k)	ABCR	NPV (£k)	Leading Option(s)
<b>ODU 14 – Naish Cliff and Barton on Sea</b>						
Managed Realignment A	In epoch 1 upgrade and extend toe defences and cliff drainage to cover the full Barton on Sea frontage between Marine Drive West and Marine Drive East. Defences would be more robust against sea level rise and slow rate of erosion but not stop it.	22,211	23,489	1.06	1,278	Provisional Economic / National
Managed Realignment B	As per Managed Realignment A, except upgrades would not happen until epoch 2. Beach nourishment at Naish Cliff would be included with this option.	19,718	20,077	1.02	359	Backup
Managed Realignment D	As per Managed Realignment C, except defences would not be constructed at Marine Drive West and upgrades would not happen until epoch 2. Beach nourishment at Naish Cliff would be included with this option.	14,218	14,391	1.01	173	Backup
Maintain	Capital refurbishments of existing defences at the cliff toe and small-scale annual maintenance to the cliff drainage system.	5,927	5,959	1.01	32	Backup
Do Nothing	Baseline option. No active intervention.	-	-	-	-	
Managed Realignment C	In epoch 1 upgrade existing toe defences and cliff drainage to cover central and eastern parts of the Barton on Sea frontage, between Marine Drive and Marine Drive East. Marine Drive West would remain undefended. Upgraded defences would be more robust against sea level rise. Defended areas would have slower rate of erosion but it would still occur.	15,317	14,391	0.94	-926	
Do Minimum	Small scale maintenance but defences may fail in the future	1,228	286	0.23	-942	
Managed Realignment F	As per Managed Realignment E, except upgrades would not happen until epoch 2. Beach nourishment at Naish Cliff would be included with this option.	11,750	9,214	0.78	-2,536	
Managed Realignment E	In epoch 1 upgrade existing toe defences and cliff drainage to cover eastern parts of the Barton on Sea frontage at Marine Drive East. Marine Drive West would remain undefended and existing defences at Marine Drive would not be replaced. Defended areas would have slower rate of erosion but it would still occur.	11,836	9,214	0.78	-2,622	
Improve B	In epoch 1 upgrade and extend toe defences to cover the full length of the frontage (Naish Cliff to Marine Drive East). No beach nourishment.	46,061	27,275	0.59	-18,786	
Improve A	In epoch 1 refurbish and upgrade rock structures at cliff toe. Undertake large scale beach nourishment scheme to provide wide beach along full frontage length (Naish Cliff to Marine Drive East).	55,527	27,275	0.49	-28,252	

417

## ODU 14 – Naish Cliff and Barton on Sea

- 6.5.2 Managed Realignment A has the strongest economic case with the largest NPV and was therefore identified as the provisional economic leading option. After considering uncertainty and sensitivity tests, this option was retained and was identified as the National Option. This option would defend the extent of the built-up area of Barton on Sea but would not defend Naish Cliff. The intervention would be undertaken in epoch 1 which increases confidence in a technically successful solution because more of the amenity open space at the top of the cliff would be retained, improving buildability, and enabling the design to be optimised.
- 6.5.3 No Local Aspirational Option was identified for this location. There is however a need for Backup Options as there are several uncertainties. Three Backup Options have been identified.
- 6.5.4 The first Backup Option is Managed Realignment B. This option is the same as Managed Realignment A, but the initial capital scheme (cliff drainage and toe protection) would be undertaken at the start of epoch 2 (rather than in the first part of epoch 1 with Managed Realignment A). This option has been identified as a Backup Option in case of a scenario in which not enough non-GiA funding could be secured during the first part of epoch 1 to implement Managed Realignment A, and more time is needed to secure all the funding contributions.
- 6.5.5 The second Backup Option is Managed Realignment D. Both Managed Realignment A and B include cliff drainage and toe defences at Marine Drive West, but the effectiveness of cliff drainage and toe defences here is uncertain due to this area being within the slump zone of Naish Cliffs. Managed Realignment D does not include defences at Marine Drive West and could be implemented as a Backup Option if further appraisal work during scheme development determines that defences at Marine Drive West are not likely to be effective.
- 6.5.6 The third Backup Option is Maintain. This has been identified in case the scheme costs for either Managed Realignment A, B or D increase, leading to the benefit cost ratios of these options falling below unity.

## Sensitivity testing

- 6.5.7 Sensitivity tests have been undertaken on the option appraisal in SMZ 4. These are summarised below and further details can be found in Appendix F (Economics Report).

### Option cost

- 6.5.8 Given the marginal ABCRs for the leading options in SMZ 4 a key uncertainty for the options relates to option cost. A sensitivity test that increases the National Option costs by 10% and 25% has been undertaken to determine whether the increase in cost would change the choice of the National Option. In summary, the results of the cost sensitivity tests and interpretation did not lead to changes in the choice of the National option:
- A rise in the Manged Realignment A costs by 10-25% would mean that Managed Realignment B would be selected as the provisional economic leading option. However, given the similarities between Managed Realignment A and B (they are the same option with different timings), any scenarios leading to a cost increase

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 79

would impact both options in a similar way so there is no justification for selecting Managed Realignment B as the National Option due to this test.

- On balance Managed Realignment A is considered a less risky option than Managed Realignment B with greater buildability (owing to the earlier intervention and more space available at the top of the cliff).

### **Scheme timing and funding**

6.5.9 It is recognised that there is a significant funding shortfall for capital schemes at Barton on Sea due to a lack of FCERM-GiA relative to option costs. Therefore an additional sensitivity test specific to the option funding has been undertaken, considering how the potential GiA funding availability may change if the capital scheme is delayed until year 50 or year 75 in the appraisal period. The test indicates that whilst the funding case would improve, there would still be a large funding shortfall at this time and therefore irrespective of when a capital scheme is delivered, significant amounts of non-GiA funding will be needed.

## **Details of the leading options**

### **Technical aspects**

- 6.5.10 The risk in SMZ 4 (ODU 14) is from coastal erosion and land sliding of the complex cliff system. The drivers of the erosion and land sliding are erosion of the cliff toe from wave action and rainfall / groundwater induced instability.
- 6.5.11 The National Option in SMZ 4 (ODU 4) is Managed Realignment A which involves refurbishing and upgrading existing rock toe defences and extending them to the west to cover Marine Drive West. In addition, new cliff drainage would be installed at Marine Drive and Marine Drive West. These upgrades would be undertaken during epoch 1 (estimated to be from year 10).
- 6.5.12 It is not possible to completely stop erosion of the cliff in this location due to the complex underlying geology. However, the National Option would significantly slow the rate of erosion relative to the Do Nothing scenario and would be expected to reduce (but not eliminate) the risk of erosion to over 470 properties over the Strategy appraisal period.
- 6.5.13 There is uncertainty as to how effective defences at Marine Drive West would be given that this part of the cliff is within the wider slump zone of Naish Cliff. It is the aspiration of the National Option to reduce the risk of erosion to the properties at Marine Drive West but this will require further detailed investigation during scheme development to determine if defences here can be effective.
- 6.5.14 As outlined in the Leading Option Report (Appendix C), whilst not included in the leading options at the Strategy stage, beach nourishment at Naish Cliff should be considered during scheme appraisal as there may be merit in placing material here. This requires further investigation and liaison with potential funding partners for this intervention.

### **Environmental aspects**

- 6.5.15 The Strategy HRA Appropriate Assessment concluded that the National Option in SMZ 4 would not have any adverse effects on the qualifying features, and thus the integrity of the Solent and Dorset Coastal SPA (Marine Components GB).
- 6.5.16 The Strategy WFD assessment identified a range of potential impacts of the leading options on WFD objectives in SMZ 4 but identified suitable mitigation:

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 80

- At the Strategy stage there is considerable uncertainty in defence alignments for the leading options in SMZ 4. Where possible during scheme design there is a commitment to minimise new defence footprints within European sites. This will help to minimise impacts on WFD objectives.
- Construction will need to consider seasonal working to avoid impacts on sensitive species and construction methodologies will need to be developed in line with the EA's Pollution Prevention guidance.

6.5.17 The Strategy SEA assessment concluded that the leading options in SMZ 4 are likely to have a major overall positive impact across the majority of the environmental categories. The Managed Realignment A option (National Option) is not expected to worsen the condition of the SSSI designation in this location relative to the baseline. Erosion would not be stopped entirely so continued exposure of geological features would be expected over time.

6.5.18 The MCZ assessment concluded that the leading options would have no significant risk to the conservation objectives of the Needles MCZ and Southbourne Rough MCZ.

6.5.19 There is potential for environmental enhancements and BNG as part of the Leading in SMZ 4; including opportunities for rock pool creation / intertidal habitat creation within defences that will be developed as part of the scheme implementation.

#### Costs of the leading options

6.5.20 Table 6-17 presents the present value costs of the leading options in SMZ 4. Costs are presented by capital costs and time epoch.

**Table 6-17 Present Value Costs of Leading Options in SMZ 4**

ODU	Option	Cost	Epoch 1 (2024-2044) (£K)	Epoch 2 (2044-2074) (£K)	Epoch 3 (2074-2144) (£K)	Total (£K)
14	National Option: Managed Realignment A	Capital	18,503	0	1,820	20,323
		Non-Capital	780	749	360	1,889
		Total	19,283	749	2,179	22,211

#### Contributions and funding

6.5.21 Where possible indicative Partnership Funding scores have been calculated for the initial major capital schemes recommended by the leading options in the Strategy.

6.5.22 For the National Option in SMZ 4 the first major capital scheme is not outlined to occur until the future (estimated year 10). To work out indicative GiA availability the base date for the calculation has assumed a 'jump forward' in time to the time of the scheme.

6.5.23 Table 6-18 below presents the indicative funding score for the National Option. Note that the costs and benefits presented in this table are different to the values presented in the option appraisal due to a different base year and appraisal period duration.

6.5.24 As can be seen, the funding score is 12% and therefore significant non-GiA funding is expected to be required to deliver the Strategy leading option. NFDC as an outcome of the Strategy have committed to developing a funding and implementation plan for the Strategy which will identify where funding will be obtained.

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 81

6.5.25 Backup Options have been identified for this area for various reasons. The Managed Realignment B Backup Option would provide more time to secure the non-GiA funding required to progress the scheme. The Maintain Backup Option would reduce the capital funding requirements as there are no major capital upgrade schemes with this option. This would be more deliverable but would not deliver the same level of benefits and there would be increased uncertainty.

**Table 6-18: Indicative Partnership Funding scores for major capital schemes as part of the Leading Options in SMZ 4**

ODU	Option	Capital scheme	PV cost (£k)	PV benefits (£k)	Indicative PF score	PV maximum eligible GiA (£k) for upfront costs	Minimum contribution / savings required for upfront costs (£k)
14	National: Managed Realignment A	Epoch 1	30,525	30,710	12%	3,215	22,886

## 6.6 SMZ 5 (Taddiford)

### Selecting the leading options

#### ODU 15 –Barton on Sea to Hordle Cliff

- 6.6.1 In Table 6-19 the short list options have been ranked according to NPV because the options are focussed on managing coastal erosion risk. For erosion risk options it is not possible to rank the options according to flooding AEP and use the incremental AEP decision thresholds.
- 6.6.2 Do Nothing has the strongest economic case because it does not have a negative NPV and was therefore identified as the provisional economic leading option. There is no economic, technical, environmental or social justification for FCERM interventions in ODU 15 and therefore Do Nothing was retained and identified as the National Option.

### Sensitivity testing

- 6.6.3 No sensitivity tests were undertaken in SMZ 5 because Do Nothing is the National Option and there is no justification to intervene.

### Details of the leading options

- 6.6.4 There are no specific technical or environmental aspects to consider for the Do Nothing option in this location
- 6.6.5 There is no cost or funding associated with the Do Nothing Option. There may be some costs associated with moving the cliff top footpath inland and ensuring health and safety compliance but these costs are not attributable to FCERM.
- 6.6.6 Erosion of the cliff line in SMZ 5 would be expected to continue which will provide a feed of material to the beach.

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 82

**Table 6-19: Benefit-cost assessment for SMZ 5 (NPV comparisons for ODU 15)**

Option	Description	PV Costs (£k)	PV Benefits (£k)	ABCR	NPV (£k)	Leading Option(s)
<b>ODU 15 –Barton on Sea to Hordle Cliff</b>						
Do Nothing	Baseline option. No active intervention	-	-	-	-	Provisional economic / National
Do Minimum	Health and safety compliance only	44	-	-	-44	
Managed Realignment	Maintain beach levels through beach recycling	110	-	-	-110	

## 6.7 SMZ 6 (Milford on Sea)

### Selecting the leading options

6.7.1 Table 6-20 presents the benefit cost assessment for the ODUs within SMZ 6. The options have been ranked according to NPV because the options are primarily focussed on managing coastal erosion risk. For erosion risk options it is not possible to rank the options according to flooding AEP and use the incremental AEP decision thresholds.

#### ODU 16 – Cliff Road

6.7.2 Managed Realignment C has the strongest economic case with the largest NPV and was therefore identified as the provisional economic leading option. After considering uncertainty and sensitivity tests, this option was retained and was identified as the National Option. However, this option does not include the beach nourishment and strong point scheme until the mid-point of epoch 2 which could lead to increased uncertainty before this point in time as the beach level response to sea level rise is difficult to predict. If additional erosion were to occur then it could make it more technically challenging to implement a strong point / beach nourishment scheme in the future.

6.7.3 Managed Realignment A and B have therefore been selected as Local Aspirational Options as this would bring forward the intervention in time and reduce this uncertainty. It is the aspiration to do a scheme here sooner rather than later so having these options as aspirational options on the adaptive pathways will facilitate this. The additional expenditure required for the Local Aspirational Option would need to come from non-GiA sources. Wider local benefits that are not presented in the economic comparison in Table 6-20 could be considered to help justify the additional expenditure. The economic appraisal has identified up to £26million of local damages that could be partially avoided by the National or Local Options. Approximately £4million of this damage is related to beach hut income and intervening sooner would likely help retain more of this income.

6.7.4 The Maintain option has been identified as a Backup Option in case funding for the Managed Realignment options cannot be secured.

#### ODU 17 – Rook Cliff

6.7.5 Improve C has the strongest economic case with the largest NPV and was therefore identified as the provisional economic leading option. After considering uncertainty and sensitivity tests, this option was retained and was identified as the National Option. However, this option does not include the upgrading the defences until the mid-point of epoch 2 which could lead to increased uncertainty before this point as there will be a reliance on ageing defences.

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 83

**Table 6-20: Benefit-cost assessment for SMZ 6 (NPV comparisons for ODU 16-18)**

Option	Description	PV Costs (£k)	PV Benefits (£k)	ABCR	NPV (£k)	Leading Option(s)
<b>ODU 16 – Cliff Road</b>						
Managed Realignment C	As Managed Realignment A except beach nourishment and strong point construction at mid-point of epoch 2	4,405	7,400	1.68	2,995	Provisional Economic / National
Managed Realignment B	As Managed Realignment A except beach nourishment and strong point construction at start of epoch 2	5,069	7,400	1.46	2,331	Local
Managed Realignment A	In epoch 1 undertake beach nourishment and construct local strong point to control (but not stop) further erosion and coastline position.	5,612	7,400	1.32	1,788	Local
Maintain	Capital refurbishments to existing defences in the east part of the unit (most of the unit is undefended) and regular small scale beach nourishment to provide some protection to the cliff toe	1,791	3,017	1.68	1,226	Backup
Do Nothing	Baseline option. No active intervention	-	-	-	-	
Do Minimum	Small scale maintenance but defences may fail in the future	469	0	-	-469	
Improve	In epoch 1 construct new hard defence along length of unit to prevent erosion of the cliff toe and minimise further cliff erosion	7,954	7,415	0.93	-539	
<b>ODU 17 – Rook Cliff</b>						
Improve C	As Improve A except upgrade undertaken at mid-point of epoch 2.	9,055	11,516	1.27	2,461	Provisional Economic / National
Improve B	As Improve A except upgrade undertaken at start of epoch 2.	9,376	11,516	1.23	2,140	Local
Maintain	Capital refurbishments to existing defences	4,110	4,222	1.03	112	Backup
Improve A	In epoch 1 upgrade existing cliff toe defences to make more robust against sea level rise	11,471	11,516	1.00	45	Local
Do Nothing	Baseline option. No active intervention	-	-			
Do Minimum	Small scale maintenance but defences may fail in the future	241	0	-	-241	
Managed Realignment A	In epoch 1 retain strong points but remove defences between Rook Cliff and the White House to realign shoreline landwards. Beach nourishment and rock groynes to hold new shoreline in place.	14,021	10,092	0.72	-3,929	

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 84

Option	Description	PV Costs (£k)	PV Benefits (£k)	ABCR	NPV (£k)	Leading Option(s)
Managed Realignment B	In epoch 1 construct nearshore breakwaters and undertake beach nourishment to realign shoreline seawards and promote beach growth	17,269	11,516	0.67	-5,753	
<b>ODU 18 – Milford on Sea</b>						
Improve B	As per Improve A except upgrade the open coast defences and undertake beach nourishment in epoch 2. Refurbish defences in epoch 1 to extend service life. Timing of setback defence construction unchanged and occurs in epoch 2.	11,035	11,155	1.01	120	Provisional Economic / Backup
Improve A	In epoch 1 upgrade open coast defences and undertake large scale beach nourishment and construction of new groynes. Construct setback defences to reduce tidal flood risk from Sturt Pond in epoch 2.	11,060	11,155	1.01	95	Provisional Economic / National
Maintain	Capital refurbishments to existing defences and regular small scale beach nourishment	8,872	8,933	1.01	61	Backup
Do Nothing	Baseline option. No active intervention	-	-	-	-	
Do Minimum	Small scale maintenance but defences may fail in the future	963	83	0.09	-880	
Managed Realignment B	In epoch 1 construct nearshore breakwaters and undertake beach nourishment to realign shoreline seawards and promote beach growth	12,269	11,155	0.91	-1,114	
Managed Realignment A	In epoch 1 retain strong points at White House and Hurst Spit revetment but realign the shoreline landwards between these points. Beach nourishment to help control rates of erosion and shoreline evolution.	11,999	7,618	0.63	-4,381	

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy				
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024
					Page 85



- 6.7.6 Improve A and B have therefore been selected as Local Aspirational Options as this would bring forward the intervention in time and reduce this uncertainty. It is the aspiration to do a scheme here sooner rather than later so having these options as aspirational options on the adaptive pathways will facilitate this. The additional expenditure required for the Local Aspirational Option would need to come from non-GiA sources. Wider local benefits that are not presented in the economic comparison in Table 6-20 could be considered to help secure funding from non-GiA sources.
- 6.7.7 The Maintain option has been identified as a Backup Option in case funding for the Improve options cannot be secured.

### **ODU 18 – Milford on Sea**

- 6.7.8 Improve A and B have very similar NPVs and therefore both were identified as the provisional economic leading options. Both options are similar, but Improve A involves intervening sooner with defence upgrades and beach nourishment (in epoch 1, rather than epoch 2).
- 6.7.9 Currently the defences in ODU 18 are in a poor condition and threatened by lowering beach levels. NFDC need to frequently top up beach levels to ensure there is enough material to protect the defence toe and reduce the risk of failure. As such, with the earlier capital scheme, Improve A provides significantly more certainty to the success of the option. By shortening the time until the capital scheme is undertaken, the existing assets will not need to be relied upon for as long leading to a reduced risk of defence failure before the scheme is implemented. Furthermore, should beach nourishment costs reduce (see sensitivity test), the economic case of Improve A improves relative to Improve B.
- 6.7.10 After considering uncertainty and sensitivity tests, Improve A was identified as the National Option.
- 6.7.11 Improve B was retained as a Backup Option in case funding for the defence improvements and beach nourishment could not be secured in epoch 1. Maintain was also identified as a Backup Option in case funding for either Improve options could not be secured.
- 6.7.12 Lowering beach levels are a key concern in this location and there remains uncertainty as to which defence measures are most likely to be effective in this location. Further work and numerical modelling is required during business case development to reconsider the potential defences measures in more detail.
- 6.7.13 The Improve A and B options include rock groynes and a beach nourishment scheme and the purpose of these measures is to retain a larger beach volume in this location to defend the toe of the defences, whilst providing an added benefit of an amenity and recreation resource. However, the coastal processes are complex here and there is uncertainty as to how successful this approach will be, particularly as there would be no room for the beach to move inland over time with sea level rise.
- 6.7.14 Managed Realignment B included nearshore breakwaters with the aim of transitioning the shoreline seaward, but the estimated cost of this approach at the strategy stage is prohibitive. However during business case development more details and site specific analysis can be undertaken and this may result in the cost of breakwaters coming down, potentially making breakwaters a feasible measure. Breakwaters could have advantages in terms of retaining beach material relative to groynes (due to the fixed seawall position

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 86

and the restriction this imposes on future beach position), but numerical modelling is required to investigate this and confirm the outcome during further appraisal work.

## Sensitivity testing

6.7.15 A range of sensitivity tests have been undertaken on the option appraisal in SMZ 6. These are summarised below and further details can be found in the Economic Appraisal Report (Appendix F).

### Option cost

6.7.16 A key uncertainty for the options in SMZ 6 relates to option cost. Sensitivity tests that increase the National Options costs by 10% and 25% have been undertaken to determine whether the increase in cost would change the choice of the National Options. In summary, the results of the cost sensitivity tests and interpretation did not lead to changes in the choice of the National Option in any of the ODUs.

6.7.17 In each ODU a rise in cost of the National Option would result in an alternative having a stronger economic case and being identified as the provisional economic leading option. However, in each case the alternative that would be identified is similar to the National Option in terms of the package of measures, with the only difference being in implementation timing. Therefore in a scenario whereby costs for the National Option increase, similar cost increases would be expected for the alternative options too. Changing the choice of National Option on this basis is not justified.

### Cost of beach nourishment

6.7.18 A high proportion of the costs of the leading options in ODUs 16 and 18 are associated with beach nourishment. The beach nourishment cost applied in the economic appraisal was approximately £33 per m<sup>3</sup> of material which is considered a reasonably, mid-level estimate of nourishment costs at the Strategy level. However, there could be potential to reduce this cost if local sources of material are used, or if material with different characteristics (i.e. coarser) is used.

6.7.19 A sensitivity test has been undertaken to determine whether a 50% lower beach nourishment cost changes the choice of the National Option. In summary, the choice of National Option in ODUs 16 and 18 would remain unchanged with a 50% lower beach nourishment cost and therefore there is no justification to change the National Option on this basis.

## Details of the leading options

### Technical aspects

6.7.20 The main risk in SMZ 6 is from coastal erosion. Erosion would occur if existing defences were not refurbished and left to fail. Lowering beach levels at Milford on Sea have increased the vulnerability of the ageing defences in this location, resulting in seawall failures in 2008 & 2020.

6.7.21 There is also a risk from flooding in ODU 18 within SMZ 6. The risk is from two directions; wave overtopping from the open coast / beach frontage and still water level tidal flooding from Sturt Pond.

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 87

- 6.7.22 The National Options in SMZ 6 manage these key risks facing the frontage by recommending a series of defence upgrades and beach nourishment schemes to improve beach levels.
- 6.7.23 In ODU 16 the National Option of Managed Realignment would transition the coastline to a more sustainable position over time, aiming to prevent erosion of the roadway and properties by constructing a local strong point and increasing beach levels through nourishment. In ODU 17 existing defences at the toe of Rook Cliff would be upgraded to ensure they are more robust against sea level rise and can continue to perform their erosion defence function in the future. In ODU 18 the seawall would be upgraded (including raising to reduce overtopping risk), a major beach nourishment scheme would be undertaken to improve beach levels and new groynes constructed to help retain this material. Setback flood defences would also be constructed to reduce the risk of tidal flooding from Sturt Pond.
- 6.7.24 The Local Options in ODUs 16-18 are largely the same as the National Options but bring forward in time the initial interventions to provide more certainty in the short and medium term.
- 6.7.25 The National and Local Options aim to use beach nourishment and new beach control structures (groynes) to improve beach levels in this location. It is recommended that numerical modelling is undertaken during scheme appraisal to determine the most appropriate beach material gradings and groyne layout. As outlined in the option selection discussion previously, alternative types of control structures such as fishtail groynes or nearshore breakwaters may also be of merit in this location and should be considered during business case development.
- 6.7.26 A full schedule of proposed works as part of the leading options is provided in the Economics Appraisal Report (Appendix F). As these are primarily erosion defences in SMZ 6, an indicative SoP for the defences has not been determined. Defence heights will need to be established during business case development, considering aspects such as wave run-up and overtopping, groyne layout, rock sizing, and volume of beach nourishment required.

### Environmental aspects

- 6.7.27 The conclusions and suggested mitigations of the Strategy HRA Appropriate Assessment for the leading options in SMZ 6 are summarised in Table 6-21 below.

**Table 6-21: Summary of HRA Appropriate Assessment for SMZ 6**

European site	Recommendations / Mitigation
Solent and Southampton Water SPA	<b>ODUs 16, 17 &amp; 18</b> – project level HRA recommended to help inform defence alignments. Due to the proximity to the designation there is potential for habitat loss / damage and disturbance (noise, visual). There are opportunities to choose alignments that avoid the impact and undertake construction mitigation but more detailed appraisal is required at scheme stage and project level HRA should support this.
Solent Maritime SAC	<b>ODU 18</b> – project level HRA recommended to help inform defence alignments. Due to the proximity to the designation there is potential for habitat loss. There are opportunities to choose alignments that avoid the impact and undertake construction mitigation but more detailed appraisal is required at scheme stage and project level HRA should support this.

- 6.7.28 The Strategy WFD assessment identified a range of potential impacts of the leading options on WFD objectives in SMZ 6 but identified suitable mitigation:

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 88

- At the Strategy stage there is considerable uncertainty in defence alignments for the leading options in SMZ 6 but there is a commitment to minimising encroachment into designated sites where possible during scheme design (see HRA summary table above for more details).
- Construction will need to consider seasonal working to avoid impacts on sensitive species and construction methodologies will need to be developed in line with the EA's Pollution Prevention guidance.

6.7.29 The Strategy SEA assessment concluded that the leading options in SMZ 6 are likely to have an overall positive impact across most of the environmental categories.

6.7.30 The MCZ assessment concluded that the leading options would have no significant risk to the conservation objectives of the Needles MCZ and Southbourne Rough MCZ.

6.7.31 There is potential for ecological enhancements and BNG as part of the leading options in SMZ 6 including opportunities for creating intertidal habitats such as rockpools and 'living' seawalls. These opportunities will be explored further during scheme design.

### Costs of the leading options

6.7.32 Table 6-22 presents the present value costs of the leading options in SMZ 6. Costs are presented by capital costs and time epoch. Note that for ODUs 16 and 17 the Managed Realignment A and Improve A options are shown as these have the highest PV cost (Managed Realignment B and Improve B are also Local Options here).

**Table 6-22 Present Value Costs of Leading Options in SMZ 6**

ODU	Option	Cost	Epoch 1 (2024-2044) (£K)	Epoch 2 (2044-2074) (£K)	Epoch 3 (2074-2144) (£K)	Total (£K)
16	Local: Managed Realignment A	Capital	3,808	597	424	4,829
		Non-Capital	368	270	146	784
		Total	4,176	866	571	5,612
17	Local: Improve A	Capital	10,709	0	464	11,174
		Non-Capital	147	98	53	298
		Total	10,856	98	517	11,472
18	National: Improve A	Capital	8,060	1,249	470	9,779
		Non-Capital	918	170	192	1,280
		Total	8,978	1,419	662	11,060

### Contributions and funding

6.7.33 Where possible indicative Partnership Funding scores have been calculated for the initial major capital schemes recommended by the leading options in the Strategy.

6.7.34 For the majority of the leading options in SMZ 6, the first major capital scheme is not outlined to occur until the future (at the earliest mid-way through epoch 1). To work out indicative GiA availability the base date for the calculation has assumed a 'jump forward' in time to the time of the scheme.

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 89

6.7.35 Table 6-23 below presents the indicative funding scores. In ODUs where a Local Aspirational Option has been identified, the funding score for this option is shown. In ODUs where no Local Aspirational Option has been identified, the score for the National Option is shown. The funding scores for all the leading options are shown in the Economic Appraisal Report (Appendix F). *Note that the costs and benefits presented in this table are different to the values presented in the option appraisal due to a different base year and appraisal period duration.*

6.7.36 As can be seen, the funding scores range between 12-29% and therefore significant non-GiA funding is expected to be required to deliver the Strategy leading options. NFDC as an outcome of the Strategy have committed to developing a funding and implementation plan for the Strategy which will identify where funding will be obtained.

6.7.37 Backup Options have been identified for each ODU that do not involve capital defence upgrade schemes or large scale beach nourishment. These Backup Options would be more deliverable but would not be expected to provide the same levels of benefit and the residual risk of defence failure / erosion would remain elevated.

**Table 6-23: Indicative Partnership Funding scores for major capital schemes as part of the Leading Options in SMZ 6**

ODU	Option	Capital scheme	PV cost (£k)	PV benefits (£k)	Indicative PF score	PV maximum eligible GiA (£k) for upfront costs	Minimum contribution / savings required for upfront costs (£k)
16	Local: Managed Realignment A	Epoch 1 mid	6,533	8,957	29%	1,301	3,221
17	Local: Improve A	Epoch 1 mid	14,458	14,826	18%	2,400	11,225
18	National: Improve A	Epoch 1 mid	12,420	13,999	12%	1,355	9,552

#### Other aspects / interaction with Hurst Spit

6.7.38 The leading options in SMZ 6 include beach nourishment in ODUs 16 and 18 which will help to increase the volume of beach material within the bay. This will support the long term management of Hurst Spit because the dominant longshore transport direction is from west to east and therefore a proportion of the material placed in SMZ 6 would be expected to feed Hurst Spit over time. There would also be benefit from the nourishment in other parts of the bay, such as SMZ 3 (Christchurch Beaches and Cliffs) as some of this beach material placed further west may also be expected to move through to Hurst Spit gradually over time as part of a bay wide approach to managing the beaches.

6.7.39 At the time of writing there is some uncertainty around the final leading options for Hurst Spit, to be identified as part of the Hurst Spit to Lymington Strategy:

- It is currently unclear what the leading options may be with a range of options still being considered, including medium term controlled rollback of the spit. However, through collaboration with the Hurst Spit to Lymington Strategy team it has been agreed that the rock revetment strong point at the base of the spit will be held in place over the next century. This will secure the position of the shoreline immediately to the east of SMZ 6 and create a stable transition point between SMZ 6 and Hurst Spit.

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 90

- If controlled rollback of Hurst spit is the leading option for the Hurst Spit to Lymington Strategy, it will be important to fully understand the coastal processes implications of the rollback and to manage the rollback accordingly. It is important that any rollback does not threaten the rock revetment transition point between the two Strategies or have negative unforeseen coastal process impacts across the wider area which cannot be planned for. This may require studies to understand how changes to the spit alignment could impact coastal processes on the beaches and offshore banks in the area and the sediment transport linkages between the two.
- With the Hurst Spit to Lymington Strategy still ongoing, there is also some uncertainty around when a decision on the leading option for the spit will be made. In the interim whilst the Hurst Spit to Lymington Strategy is completed, the spit will continue to be managed in line with the BMP / SMP policies (i.e. keep maintaining the spit until the long term direction is finalised). The leading options in SMZ 6 will support both the short term management of the spit until the Strategy is finalised (i.e. continuing the status quo) and also a longer term approach once it is decided upon.

6.7.40 When implementing the Strategy leading options and developing the beach nourishment and defence schemes in ODUs 16 and 18, it is recommended that the design considers potential synergies to support the management of the spit. For example, the beach nourishment / scheme design could consider ‘overfilling’ groyne bays in SMZ 6 to encourage additional movement of material to the east if this would support the long term plan and evolution of the spit.

## 6.8 Summary of strategy

6.8.1 A summary of the Strategy leading options is provided below.

6.8.2 The leading options are adaptable to future changes in risks, community aspirations and funding availability. Generally, each option includes a series of interventions through (in three epochs) that can be brought forward or delayed as required. In addition, up to three leading options have been identified in each ODU, providing the FCERM delivery team with suitable flexibility to change course between options as required based on new information / funding that may become available over the course of the Strategy implementation.

6.8.3 In ODUs 1 and 2 it is important to sustain the FCERM function of the Mudeford Sandbank as uncontrolled erosion / movement of Mudeford Sandbank could have uncertain impacts on the wider morphology of the area, potentially impacting flood risk, navigation, sediment transport and buried services in the vicinity. The Local Aspirational Options for this location are focussed on maintaining the existing FCERM function of the Sandbank over the course of the appraisal period. On a national basis there is not a strong economic case to deliver the Local Aspirational Options in ODUs 1-2, but it is important for these to be delivered to ensure the leading options in ODUs 3-10 are successful.

6.8.4 In ODUs 3-10 the main risk is from tidal flooding to properties and other assets. Where there is an economic case, the leading options are generally focussed on upgrading the SoP provided by defences in these locations. This could be achieved by raising existing defences or constructing new defences as required. Different timings are recommended for defence upgrades based on a range of factors such as the onset of risk and the residual life of existing defences. Another risk in ODUs 3-10 is historic landfill sites and the potentially contaminated materials that could be exposed should these locations be undefended and erode. The different approaches to managing this risk (with respect to

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 91

timings and cost) have been explored in the appraisal and are picked up in the leading options.

- 6.8.5 In ODU 11 it is important to sustain the FCERM function of the existing quay walls as erosion / damage to the quay could lead to more widespread morphological changes and impact flood risk elsewhere in the area. The Local Aspirational Option in this location aims to prevent the quay from eroding and provides property level protection to the properties on the quay at risk from flooding. Similar to ODUs 1 and 2, on a national basis there is not a strong economic case to sustain the function of the quay walls in ODU 11, but it is important for the function of these assets to be continued to ensure the leading options in ODUs 3-10 and ODU 12 can be delivered successfully.
- 6.8.6 In ODUs 12-18, along this open coast part of the Strategy frontage the leading options are underpinned by a series of strategically placed beach nourishment interventions over time. The placement locations have been identified to provide an immediate benefit to the placement location but also to provide a long term benefit to areas downdrift over the Strategy period, including Hurst Spit. The leading options recommend beach nourishment is undertaken in ODU 12, ODU 13, ODU 16 and ODU 18 at various points over the next 100 years. There is an opportunity to explore a joined-up approach to scheme delivery in these locations which could deliver efficiencies and cost-savings that could make the economic case more affordable than currently identified. If a combined source of material could be secured for all or many of the areas, the adaptive pathways between the leading options in the Strategy provides the flexibility in timings of interventions to deliver nourishment schemes for each location simultaneously rather than treating each location individually. The beach nourishment will ensure that the beach can continue to provide an integral part of the overall defence system along the open coast. However, in some locations it would need to be supplemented with additional hard defence structures and cliff slope stabilisation. For example in ODU 14 at Barton on Sea new cliff toe defences and cliff slope drainage is recommended.
- 6.8.7 For each of the leading options (National and/or Local Aspirational), the partnership funding score for their initial schemes is typically less than 50%. This indicates that significant funding contributions from non-GiA sources will need to be found to deliver the Strategy and its recommendations. Typically the initial schemes are not recommended to occur for several years at least (with many recommended to occur even later during epoch 2 / 3). This provides the BCP / NFDC FCERM teams with time to source funding contributions and one of the recommendations following the Strategy is to develop a funding action plan to plan, identify and secure contributions before schemes are required.
- 6.8.8 In some ODUs the average benefit cost ratio of the leading options is less than unity. However, this is on a national basis only (i.e. only considering nationally eligible benefits). As part of the Strategy, the wider local impacts of flooding and erosion in each ODU have also been calculated and when these damages (and potential benefits) are considered, this results in a much stronger economic case of the options on a local economic basis.
- 6.8.9 The Strategic links between ODUs have been considered and a sensitivity analysis undertaken to assess the impact of following different adaptive pathways or types of leading option in adjacent units. A full description of this test can be found in the Leading Options report (Appendix C). In summary, if either of the National, Local or Backup Options are delivered in an ODU then this would not be expected to impact the success of options in adjacent units. The main exceptions to this are:

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 92

- ODUs 1, 2 and 11 where it is important that the Local Aspirational Options are delivered to prevent widespread morphological changes to the harbour and harbour entrance.
- In SMZ 6 (Milford on Sea) where there is a clear link between ODUs 16-18 and a reliance on the delivery of one of the leading options in each unit to ensure a cohesive approach. To help manage this uncertainty it is recommended that schemes in ODU 16-18 are delivered concurrently where possible to provide more certainty in the approach and outcomes delivered.

6.8.10 Table 6-24 presents details of the Strategy, including the present value and cash costs, present value benefits and benefit cost ratio. All benefits presented in this table are nationally eligible benefits. Where ODUs have a Local Aspirational Option then this has been presented. Otherwise the National Option is presented.

6.8.11 Table 6-25 presents an estimate of the local economic damages in each ODU from flooding and erosion under the Do Nothing scenario. A significant proportion of these damages would be avoided by implementing the leading options, thus strengthening the economic case of the options on a local basis. The impacts relate to tourism, car park income, beach hut income, health and wellbeing and gross value added (GVA) business impacts. Note that these local impacts are not eligible to be included in a business case on a national basis but can support local decision making and acquiring non-GiA partnership funding. Note that there is some uncertainty in the local economic impact values and it has been necessary to make a range of assumptions. More work is required during scheme level appraisal to refine the values. For more details on the local economic impacts refer to the Strategy Economics Report (Appendix F).

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 93



**Table 6-24 Summary of strategy**

	SMZ 1		SMZ 2								SMZ 3		SMZ 4	SMZ 5	SMZ 6			Total
	ODU 1	ODU 2	ODU 3	ODU 4	ODU 5	ODU 6	ODU 7	ODU 9	ODU 10	ODU 11	ODU 12	ODU 13	ODU 14	ODU 15	ODU 16	ODU 17	ODU 18	Total
Option*	L	L	L	L	L	N	N	N	N	L	L	L	N	N	L	L	L	
<b>PV Costs (£k)</b>																		
<b>Capital</b>	2,545	5,243	660	3,294	20,772	2,734	4,016	10,756	8,236	9,462	13,712	6,325	20,323	0	4,829	11,147	9,779	133,833
<b>Non-capital</b>	278	213	116	204	136	68	103	204	136	68	318	363	1,889	0	784	298	1,280	6,458
<b>Total PV Costs (£k)</b>	2,823	5,456	776	3,499	20,908	2,802	4,118	10,960	8,373	9,530	14,030	6,689	22,211	0	5,612	11,472	11,060	140,319
<b>PV Benefits (£k)**</b>	0	89	811	3,638	36,532	2,877	5,329	37,809	11,124	680	8,978	6,946	23,489	0	7,400	11,516	11,155	168,373
<b>Average Benefit/Cost Ratio</b>	0.00	0.02	1.05	1.04	1.75	1.03	1.29	3.45	1.33	0.07	0.64	1.04	1.06	0.00	1.32	1.00	1.01	<b>1.20</b>
<b>Cash Costs (£k)</b>																		
<b>Capital</b>	8,232	19,076	2,135	10,953	24,268	8,283	7,991	25,312	30,570	30,463	24,429	17,230	38,497	0	9,546	16,354	18,182	291,521
<b>Non-capital</b>	943	728	434	685	457	228	411	685	457	228	1185	1,199	6,848	0	2,697	1,000	3,503	21,688
<b>Total Cash Costs (£k)</b>	9,175	19,804	2,569	11,638	24,725	8,511	8,402	25,997	31,027	30,691	25,614	18,429	45,345	0	12,243	17,354	21,685	313,209

\*National Option denoted by "N". Local Option denoted by "L"

\*\*Only nationally eligible benefits are included (i.e. eligible to be included in FCERM-AG decision criteria and FCERM-GiA funding applications).

**Table 6-25 Local Economic Impacts**

	SMZ 1		SMZ 2								SMZ 3		SMZ 4	SMZ 5	SMZ 6			Total
	ODU 1	ODU 2	ODU 3	ODU 4	ODU 5	ODU 6	ODU 7	ODU 9	ODU 10	ODU 11	ODU 12	ODU 13	ODU 14	ODU 15	ODU 16	ODU 17	ODU 18	Total
Option	L	L	L	L	L	N	N	N	N	L	L	L	N	N	L	L	L	
<b>Total PV Costs (£k)</b>	2,823	5,456	776	3,499	20,908	2,802	4,118	10,960	8,373	9,530	14,030	6,689	22,211	0	5,612	11,472	11,060	140,319
<b>PV Do Nothing local economic damages that could be avoided with Leading Option*</b>	7,754	13,989	6,414	5,955	12,118	6,548	7,974	15,466	7,292	14,559	79,974	35,674	54,327	7,619	26,228	13,838	22,857	338,586

\*Local impacts are in addition to the national eligible benefits outlined in Table 6-24

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy							
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue			<b>Issue Date:</b>	May 2024	Page 94

# 7 Implementation

## 7.1 Project planning

### Phasing and Approach

7.1.1 The Strategy promotes and supports long term, sustainable adaptive management of the coastal flooding and erosion risks in Christchurch Bay and Harbour. The Strategy has set out the leading options for each ODU. In order to implement these options a series of phased capital interventions and scheduled maintenance is required. This work needs to be planned ahead of time through the development of business cases. Ongoing engagement with stakeholders and communities will be required to manage the risks and consequences of flooding and erosion and to build support for FCERM interventions.

### Adaptive Pathways

7.1.2 As outlined in Section 4.1, the Strategy has been developed to provide adaptive capacity in the future so that there is the flexibility to make changes to the approach in response to key uncertainties such as climate change, funding, land use and development.

7.1.3 The identification of up to three types of leading Option in each ODU (National, Local Aspirational and Backup Options) has been integral to this approach. This provides the FCERM teams implementing the Strategy with flexibility to set out on different pathways and then to move between the option pathways over time.

7.1.4 In ODUs where Local Aspirational Options have been identified, the starting pathway will be this option. In other areas the starting pathway will be the National Option. As uncertainties are reduced or amended over time, the FCERM teams can switch to deliver different leading options (moving pathways to a new option) or choose to stay with the original option (staying on the original pathway). For example, funding is recognised as a key uncertainty. In the short term if funding is not available for a particular location with a Local Aspirational Option, the pathway may be switched to deliver either the National or Backup Options instead. However, if in the future there is success in acquiring additional funding from different sources or there could be potential changes to funding rules and more funding becomes available, then the pathway could switch back to delivering the Local Aspirational Option at that point in time.

7.1.5 The Strategy leading options have been developed to allow the switching between options / pathways without comprising the approach in adjacent areas. Figure 7-1 presents an illustration of the adaptive pathway approach. It shows hypothetical options within an ODU. The epoch by epoch breakdown of the National, Local Aspirational and Backup Options are shown as well as the different adaptive pathways that could be taken through the various options. Decisions on which route to take would be subject to changing risks, opportunities and funding availability.

7.1.6 In the figure, the solid arrows are the anticipated route through each option at the start of the Strategy implementation period. However, there are two dotted arrows shown on the figure, illustrating two different examples of how the FCERM delivery team could change course between options as risks change or more funding became available:

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 95

- the purple dashed line illustrates one pathway that could occur. In this hypothetical example, initially, at the start of the delivery period the back-up option was implemented as there was insufficient funding to deliver the National Option or Local Aspirational Leading Option. However, in epoch 2 the funding rules are altered and more funding becomes available meaning that it is viable to construct a new defence, as planned as part of the Local Aspirational Leading Option. Therefore, there is a change in the pathway and the new defence is delivered.
- the red dashed line illustrates another potential pathway that could occur. In this example a decision may be made initially to start with the National Leading Option with funding committed to future FCERM schemes. This option involves constructing upgraded defences in epoch 3 as flood risk is not expected to impact a significant number of properties until then. However, over the course of epoch 1, new sea level rise guidance and updated modelling becomes available which suggests that flood risk is much more significant than original expectations and many more properties are at risk earlier. Therefore, a shift in approach is required and funding is secured through partnership working to undertake the new defence upgrade sooner and deliver the Local Aspirational Leading Option.

7.1.7 Adaptive pathway illustrations similar to Figure 7-1 have been developed for each of the ODUs in the Strategy. These are presented in Appendix E.

7.1.8 As part of the Strategy an action and implementation plan has been developed and is presented in Appendix G. This plan includes details of the triggers and thresholds to inform key FCERM decisions and movement through the adaptive pathways in each ODU.

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 96

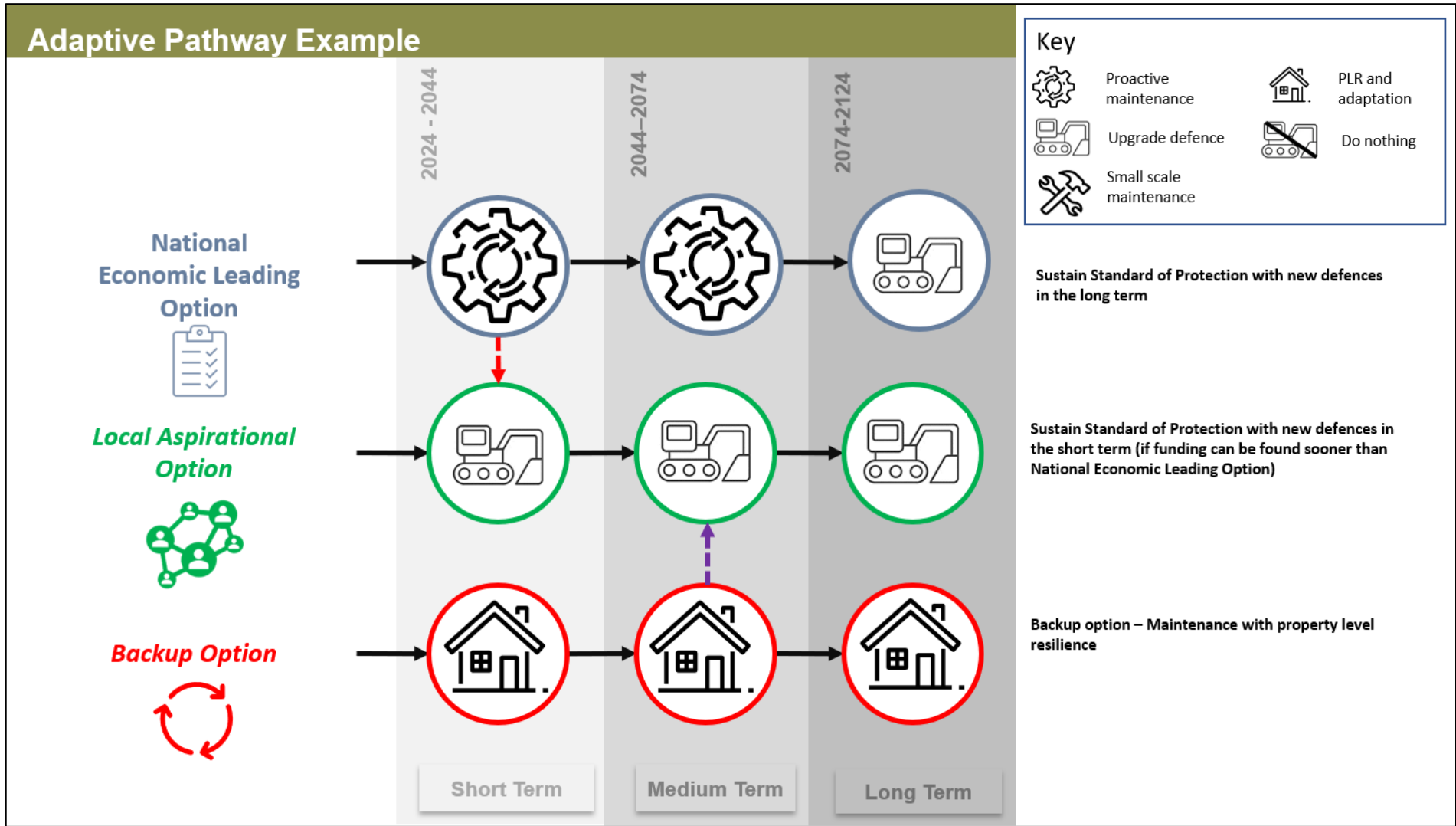


Figure 7-1: Adaptive Pathway illustration

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 97

## Programme and spend profile

- 7.1.9 The Strategy proposes a 100-year schedule of phased capital investments and maintenance to reduce the risks of coastal flooding and erosion for up to three leading options in each ODU.
- 7.1.10 The programme and spend profile for the Strategy will vary depending on which adaptive pathways are implemented. However, for the purposes of this section, the programme of works and spend profiles outlined below assume that the Local Aspirational Option is delivered in ODUs where one has been identified. In other ODUs where there is not a Local Aspirational Option identified it has been assumed that the National Option will be delivered.
- 7.1.11 Table 7-1 shows the programme of works by ODU and time epoch. The programme shows capital defence construction and upgrades, capital refurbishment and beach management activities. Ongoing small scale patch repairs and small scale beach recycling / management are not shown in the table but would be required and have been included for each do something option in the option costing. Full details can be found in the Leading Options Report (Appendix C).
- 7.1.12 Table 7-2 shows the indicative key dates for defence upgrades / beach nourishment schemes recommended by the leading options during epoch 1. The timelines are based on either delivering the Local Aspirational Option (if there is one identified in an ODU) or the National Option. The timings do not account for the different adaptive pathways that could be taken through the options and therefore would be subject to change as the Strategy is delivered. The timings are also subject to acquiring the necessary funding and investment.
- 7.1.13 As can be seen in Table 7-2, there are defence upgrades scheduled during epoch 1 in nine different ODUs. In practice some of the works could be grouped together, for example, works at Milford on Sea in ODUs 16, 17 and 18 could be appraised and constructed as one scheme. The schemes outlined in epoch 1 as part of the leading options are generally 'low regret' and are needed to manage existing risks that are happening now (such as beach lowering at Milford on Sea, outflanking risk at Highcliffe etc.).
- 7.1.14 The timelines set out in Table 7-2 are subject to acquiring the required funding and both BCP and NFDC have committed to developing a funding strategy following approval of the Strategy. If the required funding cannot be secured it may result in the FCERM delivery team following different pathways through the options (for example the Backup or National Options) which may delay scheme delivery.
- 7.1.15 Spend profiles for each of the Strategy leading options can be found in the Economic Appraisal Report (Appendix F). There is uncertainty as to exact year in which measures will be implemented and therefore spend across 5-year increments are shown.

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 98

**Table 7-1: Strategy implementation programme by ODU and time epoch**

ODU	Option shown	2024-2044	2044-2074	2074-2124
1- Hengistbury Head East	Local – Managed Realignment	Capital refurbishment of defences	Capital refurbishment of defences	Capital refurbishment of defences
2 – Mudeford Sandbank	Local – Adaptation / Resilience	Capital refurbishment of defences, PLR	Capital refurbishment of defences, PLR	Beach nourishment scheme, capital refurbishment of defences, PLR
3 – Christchurch Harbor South	Local – Adaptation / Resilience C	Verge / slope armouring, PLR	Capital refurbishment of slope armouring, PLR	Capital refurbishment of slope armouring, PLR
4 – Wick	Local – Sustain B	Raise and lengthen setback embankment, capital refurbishment of frontline quay wall	Further raise and lengthening of setback embankment, capital refurbishment of frontline quay wall.	Further raise and lengthening of setback embankment, capital refurbishment of frontline quay wall
5 – Willow Drive and the Quomps	Local – Improve B (shown as example)	Raise height and lengthen defences (subject to option alignment choice)	-	Capital refurbishment of defences
6 – River Avon West Bank	National – Adaptation / Resilience	Capital refurbishment of existing quay walls, PLR	Capital refurbishment of existing quay walls, PLR	Capital refurbishment of existing quay walls, PLR
7 – Rossiters Quay	National – Improve A	-	Raise height of defences (setback walls, embankment and quay walls)	-
9 - Stanpit	National – Sustain A	-	Raise and lengthen defences	Further raising of defences
10 – Mudeford	National – Improve A	Capital refurbishment of quay walls, PLR	Capital refurbishment of quay walls, PLR	Raise height and lengthen defences
11 - Mudeford Quay	Local – Adaptation / Resilience	Capital refurbishment of quay walls, PLR	Capital refurbishment of quay walls, PLR	Capital refurbishment of quay walls, PLR
12 – Avon Beach and Friars Cliff	Local – Improve C	Beach nourishment scheme, replace / upgrade groynes and upgrade seawall	Beach nourishment top-ups	Beach nourishment top-ups and PLR
13 – Highcliffe	Local – Improve A	New outflanking defence	Beach nourishment scheme and capital refurbishment of defences	Beach nourishment top-ups and upgrades to groynes and rock revetment

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy				
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024
					Page 99

ODU	Option shown	2024-2044	2044-2074	2074-2124
14 – Naish Cliff and Barton on Sea	National – Managed Realignment A	Upgrade rock toe defences and lengthen the revetment to cover Marine Drive West. Install new cliff drainage at Marine Drive and Marine Drive West.	-	Capital refurbishment of rock toe defences and cliff drainage.
15 – Barton on Sea to Hordle Cliff	National – Do Nothing	-	-	-
16 – Cliff Road	Local – Managed Realignment A	Beach nourishment scheme and construct local strong point.	Beach nourishment top-ups	Beach nourishment top-ups
17 – Rook Cliff	Local – Improve A	Upgrade rock defences and construct groynes to help retain beach material.	-	Capital refurbishment of defences
18 – Milford on Sea	Local – Improve A	Beach nourishment scheme, upgrade seawall and upgrade / replace groynes.	Construct setback tidal defences adjacent to Sturt Pond and PLR. Beach nourishment top-ups	Beach nourishment top-ups and PLR

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy				
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024
					Page 100

**Table 7-2 Indicative key dates for defence upgrades in epoch 1, subject to acquiring suitable funding and adaptive pathways / trigger thresholds**

Activity	Date
<b>ODU 3 – Christchurch Harbour South (verge / slope armouring to historic landfill)</b> Historic landfill / contaminated land investigations Commence detailed appraisal Approval Construction start Construction completion	2026 2029 2032 2033 2035
<b>ODU 4 - Wick (lengthening / raising defence embankment)</b> Commence detailed appraisal Approval Construction start Construction completion	2030 2032 2033 2035
<b>ODU 5 – Willow Drive and the Quomps (frontline / setback defence improvements)</b> Commence detailed appraisal Approval Construction start Construction completion	2026 2029 2030 2032
<b>ODU 12 – Avon Beach and Friars Cliff (beach nourishment, groyne / seawall improvement)</b> Commence detailed appraisal Approval Construction start Construction completion	2033 2035 2036 2038
<b>ODU 13 – Highcliffe (outflanking defence)</b> Commence detailed appraisal Approval Construction start Construction completion	2033 2035 2036 2038
<b>ODU 14 – Naish Cliff and Barton on Sea (cliff drainage, toe defence upgrades)</b> Drainage trial and analysis Commence detailed appraisal Approval Construction start Construction completion	2025 2028 2032 2033 2035
<b>ODU 16 – Cliff Road (beach nourishment, local strong point)</b> Commence detailed appraisal Approval Construction start Construction completion	2026 2029 2030 2032
<b>ODU 17 – Rook Cliff (upgrade rock defences)</b> Commence detailed appraisal Approval Construction start Construction completion	2026 2029 2030 2032
<b>ODU 18 – Milford on Sea (beach nourishment, upgrade defences)</b> Commence detailed appraisal Approval Construction start Construction completion	2026 2029 2030 2032

## Outcome measures contributions

7.1.16 Table 7-3 summarises the Outcome Measure (OM) contributions of the leading options in each SMZ. For the purposes of this table it has been assumed that the Local Aspirational Option will be delivered in ODUs where one has been identified. In other ODUs where there is not a Local Aspirational Option identified it has been assumed that the National Option will be delivered.

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 101



7.1.17 Note that the same assumptions as outlined in the Partnership Funding scores presented in Section 6 apply to this table (i.e. assuming a jump forward in time for OM2 and OM3s delivered by schemes).

7.1.18 In total the leading options would be expected to deliver over £168million in PV benefits over the strategy duration.

7.1.19 Over 700 OM2s would be expected in SMZ 2. The OM2a values presented in Table 7-3 only include the residential properties initially at risk from flooding at the time of the scheme implementation and the OM2b properties are the residential properties that would otherwise have been at risk a short time period after (in approx. 20 years, from the 2040s). These OM2 values do not include the additional properties that would become at risk due to sea level rise by the end of the scheme service life, or non-residential properties. When these additional properties are considered, in total 1,977 properties within SMZ 2 (of which 1,656 are residential) would be expected to benefit from an improved standard of protection from flooding by the Strategy.

7.1.20 In total 1,178 OM3s would be expected across SMZ 3, SMZ 4 and SMZ 6. These are the properties that would be better protected against erosion risk.

**Table 7-3 Outcome measures contributions**

<b>Outcome Measure</b>	<b>SMZ 1</b>	<b>SMZ 2</b>	<b>SMZ 3</b>	<b>SMZ 4</b>	<b>SMZ 5</b>	<b>SMZ 6</b>	<b>Total</b>
<b>OM1 Economic Benefit</b>							
PV Benefits (£k)	89	98,800	15,924	23,489	0	30,071	168,373
<b>OM2 Households at risk improving risk bands (nr)</b>		258					258
<b>OM2b Households at risk improving risk Bands (Nr)</b>		446					446
<b>OM3 Households at risk better protected (Nr)</b>			297	303	0	578	1,178

## 7.2 Procurement strategy

7.2.1 Prior to any appraisal or construction works a review of procurement routes available to appoint the required Professional Services and Contractors to deliver the schemes will be undertaken by BCP and NFDC.

7.2.2 Professional Services will be appointed following respective BCP and NFDC procurement rules and would likely utilise the Southern Coastal Group Coastal, Flood & Infrastructure Professional Services Framework or similar – depending on frameworks in place at time of procurement.

7.2.3 Professional Services will be appointed using a standard NEC Professional Services Contract or through a standard ‘design and build’ NEC Engineering and Construction Contract. Secondary contracts for minor or ancillary works will be appointed through standalone quotation / tender procedures or through existing the Southern Coastal Group Coastal Engineering Minor Works Framework.

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 102

## 7.3 Delivery risks

### High level risk register

7.3.1 A high level risk register for the delivery of the Strategy has been developed collaboratively as a project team and is outlined in Table 7-4. The adopted mitigation measures are outlined. It will be reviewed at regular intervals during the Strategy delivery and updated accordingly as new risks develop.

**Table 7-4 High level risk schedule and mitigation**

Key project risk	Adopted mitigation measure
<b>Political</b>	
Change in local authority leadership and priorities resulting in reduced support and resource prioritisation for the schemes	Support already established. It is unlikely that a change would result in reduced support for the Strategy given that the FCERM risk in the area is high and mitigation is high on the public agenda.
<b>Economic</b>	
Affordability of future schemes	BCP / NFDC are committed to raising the external contributions needed to deliver the works from this Strategy.
Requirements for significant external funding, reliance on FCRM GiA funding to augment external funding	Upfront engagement and collaboration with potential beneficiaries has taken place throughout strategy development.
Reduced GiA contribution due to change in guidance of PF score thresholds	BCP / NFDC will develop a funding Strategy upon completion of the Strategy and the adaptive pathways provides sufficient flexibility to delay schemes if required due to funding limitations.
Actual option costs are higher than currently estimated	The maximum recommended optimism bias of 60% has been adopted to the costs in the strategy economics and Partnership Funding calculations. An additional 30% uplift was applied to account for known risks. Costs are based on the latest available cost price information (i.e. SPONS 2024) and have accounted for inflation.
The schemes may not be attractive or in support of the plans of external developers/investors	Ensure early engagement with potential investors to align their development plans with coastal protection options, thus making the schemes more attractive.
<b>Technical</b>	
Climate change / sea level rise occurs at a different rate than predicted	The Strategy has sufficient adaptive capacity to adjust course / adaptive pathways as risks develop. The schemes outlined in epoch 1 as part of the leading options are 'low regret' and needed to manage existing risks that are happening now (such as beach lowering at Milford on Sea, outflanking risk at Highcliffe etc.)
Problems in supply of suitable materials when constructing new defences. Particularly over 100 year implementation timescale	Phasing of works is flexible to allow for variation in materials supply and costs. Further studies such as the scheme business cases and detailed design will establish suitable materials and supply for each scheme.
Publication of new data or guidance	Ensure subsequent strategy updates / additional studies / business cases / detailed designs utilise the most up to date guidance and datasets. A range of sensitivity tests have been carried out on the strategy options and demonstrate a robust strategy. Changes in guidance should therefore not have a significant impact on the Strategy recommendations.
Development of adjacent Hurst Spit to Lymington FCERM Strategy and potential implications of Hurst spit evolution on Christchurch Bay	FCERM decisions made via the Hurst Spit to Lymington Strategy regarding the evolution of Hurst Spit should be cognisant of the potential impacts on coastal processes within the sediment cell and other coast protection risks as a whole (i.e. shoreline alignment and potential sediment source locations). The project teams from both Strategies have liaised throughout the development of both projects and the Christchurch Bay and Harbour Strategy leading options support the short, medium and long term evolution of the spit by providing an additional sediment feed to the spit.
<b>Social</b>	
Implementation difficulties – e.g. on agreeing preferred defence route alignment, planning objections etc.	Early and ongoing engagement with key landowners and stakeholders along the frontage will be carried out to agree and confirm suitable alignments for the schemes required during epoch 1. Any special

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 103

	access requirements or provisions will also be ascertained to ensure the option is feasible.
<b>Environment</b>	
HRA / WFD compliance during scheme development	The Strategy HRA Appropriate Assessment and WFD assessment have identified the locations where project level assessments are required. There are opportunities for the scheme designs to minimise impact (through construction mitigation / alignment decisions) and mechanisms for providing compensatory habitat if required (such as the Regional Habitat Creation Programme).

## Safety plan

- 7.3.2 Public health and safety will form a key consideration in scheme development and will be considered throughout the option appraisal, outline and detailed design phases and will form part of the designer's risk assessment. This approach will be continued through the construction phase with any risks included in the Health and Safety file.
- 7.3.3 Consideration will be given to CDM and key health and safety issues as the leading Strategy options are advanced through further appraisal and design. Designer risk assessments will be written and appropriate records will be kept throughout future stages of each scheme. Where risks are identified that cannot be resolved entirely then appropriate mitigation measures will be developed wherever possible to reduce the probability of the risk occurrence.
- 7.3.4 Risk assessments will be carried out prior to any work starting on site to ensure the safety of the public during and after construction.

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 104

# 8 Appendices

<b>Title</b>	Christchurch Bay and Harbour FCERM Strategy					
<b>No.</b>	Version 1	<b>Status:</b>	BCP / NFDC issue	<b>Issue Date:</b>	May 2024	Page 105

## Appendix A Project appraisal report data sheet

Entries required in clear boxes, as appropriate.

### GENERAL DETAILS

Authority Project Ref. (as in forward plan):

Project Name  
(60 characters  
max.):

Christchurch Bay and Harbour FCERM Strategy

Promoting Authority: Defra ref (if known)  
Name

Bournemouth, Christchurch and Poole Council

Emergency Works:

No  Yes/No

Strategy Plan Reference:

NA

River Basin Management Plan

Hampshire Avon Catchment Flood  
Management Plan (2012)

System Asset Management Plan

NA

Shoreline Management Plan:

Poole and Christchurch Bay SMP 2  
(2011)

Project Type:

FCERM Strategy

Shoreline Management Study/ Preliminary Study/ Strategy Plan/Prelim. Works to Strategy/ Project within Strategy/Stand-alone Project/  
Strategy Implementation/Sustain SOS. Coast Protection/Sea Defence/Tidal Flood Defence/Non-Tidal Flood Defence/Flood Warning  
Tidal/Flood Warning - Fluvial/Special

### CONTRACT DETAILS

Estimated start date of works/study:

03/2021

Estimated duration in months:

45

Contract type\*

Framework

(\*Direct labour, Framework, Non Framework, Design/Construct )

### COSTS

Appraisal:

APPLICATION (£000's)

NA

Costs for Agency approval:

140,319

Total Whole Life Costs (cash):

313,209

For breakdown of costs see Table in Section 2.4

### CONTRIBUTIONS

Windfall Contributions:

NA

Deductible Contributions:

NA

ERDF Grant:

NA

Other Ineligible Items:

NA

### LOCATION - to be completed for all projects

EA Region/Area of project site (all projects):

WSX and SSD

Name of watercourse (fluvial projects only):

Bournemouth, Christchurch and Poole  
Council. New Forest District Council

District Council Area of project (all projects):

EA Asset Management System Reference:

Grid Reference (all projects):

SZ1791

(OS Grid reference of typical midpoint of project in form ST064055)

## DESCRIPTION

Specific town/district to benefit:

Christchurch, Barton on Sea, Milford on Sea

Brief project description including essential elements of proposed project/study  
(Maximum 3 lines each of 80 characters)

FCERM Strategy that sets out the leading options, adaptive pathways and timings to sustainably address coastal flood and erosion risk over the next 100 years

## DETAILS

Design standard (chance per year):

Varies

yrs

Existing standard of protection (chance per year)

Varies

yrs

Design life of project:

100 years

yrs

Fluvial design flow (fluvial projects only):

NA

m<sup>3</sup>/s

Tidal design level (coastal/tidal projects only):

Varies

m

Length of river bank or shoreline improved:

27,000

m

Number of groynes (coastal projects only):

To be determined at  
scheme stage

Total length of groynes\* (coastal projects only):

To be determined at  
scheme stage

m

Beach Management Project?

No

Yes/No

Water Level Management (Env) Project?

No

Yes/No

Defence type (embankment, walls, storage etc)

Varies

\* i.e. total length of all groynes added together, ignore any river training groynes

## ADDITIONAL AGREEMENTS:

Maintenance Agreement(s):

NA

Not Applicable/Received/Awaited

EA Region Consent (LA Projects only):

South West and Southern

Not Applicable/Received/Awaited

Non Statutory Objectors:

No

Yes/No

Date Objections Cleared:

NA

Other:

NA

Not Applicable/Received/Awaited

## ENVIRONMENTAL CONSIDERATIONS

Natural England (or equivalent) letter:

Received

Not Applicable/Received/Awaited

Date received

14/11/23

## SITES OF INTERNATIONAL IMPORTANCE

(Answer Y if project is within, adjacent to or potentially affects the designated site)

Special Protection Area (SPA):

Yes

Yes/No

Special Area of Conservation (SAC):

Yes

Yes/No

Ramsar Site

Yes

Yes/No

World Heritage Site

No

Yes/No

Other (Biosphere Reserve etc)

Yes

Yes/No

**SITES OF NATIONAL IMPORTANCE** (Answer Y if project is within, adjacent to or potentially affects the designated site)

Environmentally Sensitive Area (ESA):	Yes	Yes/No
Site of Special Scientific Interest (SSSI):	Yes	Yes/No
National/Regional Landscape Designation:	Yes	Yes/No
National Park/The Broads	No	Yes/No
National Nature Reserve	No	Yes/No
AONB, RSA, RSC, other	No	Yes/No
Scheduled Ancient Monument	Yes	Yes/No
Other designated heritage sites	Yes	Yes/No

**OTHER ENVIRONMENTAL CONSIDERATIONS**

Listed structure consent	NA	Not Applicable/Received/Awaited
Water Level Management Plan Prepared?	No	Yes/No
FEPA licence required?	No	Not Applicable/Received/Awaited
Statutory Planning Approval Required	NA	Yes/No/Not Applicable

**COMPATIBILITY WITH OTHER PLANS**

Shoreline Management Plan	Yes	Yes/No/Not Applicable
River Basin Management Plan	Yes	Yes/No/Not Applicable
Catchment Flood Management Plan	Yes	Yes/No/Not Applicable
Water Level Management Plan	NA	Yes/No/Not Applicable
Local Environment Agency Plan	Yes	Yes/No/Not Applicable

**SEA/ENVIRONMENTAL IMPACT ASSESSMENT**

SEA	Statutory stakeholder approval	Statutory required/Agency voluntary/not applicable
EIA	NA	Yes (schedule 1); Yes (schedule 2); SI1217; not applicable
SEA/EIA status	Final	Scoping report prepared/draft/draft advertised/final

Other agreements	Detail	Result	(Not Applicable/Received/Awaited for each)
	HRA	Natural England letter of support obtained	
	WFD	Reviewed by Environment Agency and support conclusions	
	MCZ	Natural England letter of support obtained	
	SEA	Natural England letter of support obtained. Historic England letter of support obtained. Environment Agency reviewed and support conclusions.	

# Costs, benefits and scoring data

(Apportion to this phase if part of a strategy)

**Local authorities only:** For projects done under Coast Protection Act 1949, please separately identify: FRM = Benefits from reduction of asset flooding risk; CERM = Benefits from reduction of asset erosion risk

**Benefit type** (DEF: reduces risk (contributes to Defra SDA 27); CM: capital maintenance; FW: improves flood warning; ST: study; OTH: other projects)

DEF
-----

## LAND AREA

Total area of land to benefit:			475	Ha
of which present use is:	FRM	CERM		
Agricultural:	0	0		Ha
Developed:	224	147		Ha
Environmental/Amenity:	65	39		Ha
Scheduled for development		0		Ha



## PROPERTY & INFRASTRUCTURE PROTECTED

	Number		Value (£'000s)	
	FRM	CERM	FRM	CERM
<sup>1</sup> Residential	1703	1176	47,492	54,316
Commercial/Industrial	352	185	23,172	4,298
Critical Infrastructure	Various	Various		
Key Civic Sites	NA	NA		
Other (description below):				
Description:				

### costs and Benefits

<sup>1</sup> Present value of total project whole life costs (£'000s):	140,319	
Project to meet statutory requirement? Y/N	N	
	Value (£'000s)	
	FRM	CERM
Present value of residential benefits:	47,492	54,316
Present value of commercial/industrial benefits:	23,172	4,298
Present value of other benefits (infrastructure, agriculture, environment/amenity, health):	39,095	
<sup>1</sup> Present value of total benefits (FRM & CERM)	168,373	
Net present value:	28,054	
Benefit/cost ratio:	1.20	
Base date for estimate:	2024	
FCERM-AG Decision Rule stage 3 applied	Yes	Yes/No
FCERM-AG Decision Rule stage 4 applied	Yes	Yes/No

### OTHER OUTCOME MEASURE SCORING DETAILS

Super Output Area No*:	Varies	Indicate if deprived:	Varies	Yes/No
(*as ranked by Indices of Multiple Deprivation)				
Risk:	N/A	VH, H or N/A		
	Wetland	Saltmarsh/ Mudflat		
Net gain of BAP habitat:	N/A	N/A	Ha	
SSSI protected:	N/A	Ha		
Other Habitat:	N/A	Ha		
Heritage Sites:	N/A	"I or II", "II or other" or "N/A"		

### Exemption Details (if exempt from OM scoring system)

Exempt from Scoring:  No  Yes/No

*Outcome measure prioritisation priority score overleaf based on initial / major scheme recommended in leading options. The values presented assume a 'jump forward' in time to year of scheme implementation and details may vary when schemes are actually implemented in the future. The values presented only include the ODUs that have had Partnership Funding scores calculated and do not cover the full Strategy area (see Table 10-1 in Economics Appendix for more details).*

## Outcome measure prioritisation priority score

### Stage 1 - Calculate individual scores

Ref	Description	Project contributions (including adjustments)		Targets	Individual scores
<b>OM1</b>	Present value of Whole Life Benefits (£000s)	227,266 <b>o1</b>		Divided by 3,700,000 <b>t1</b>	Gives OM1 individual score <b>s1</b> 0.061
<b>OM2</b>	Number of households moved from any flood / coastal erosion probability category to a lower one (households)	1,434 <b>o2</b>	Minus o2b 164 <b>o2b</b>	Divided by 100,000 <b>t2</b>	Gives OM2 individual score <b>s2</b> 0.013
<b>OM2b</b>	Number of households moved from the very significant or significant flood probability category to the moderate or low flood probability category; or equivalent coastal erosion probability categories (households)	164 <b>o2b</b>	Minus o3 0 <b>o3</b>	Divided by 36,000 <b>t2b</b>	Gives OM2b individual score <b>s2b</b> 0.005
<b>OM3</b>	Number of households in deprived communities at reduced flood risk (households)	0 <b>o3</b>		Divided by 9,000 <b>t3</b>	Gives OM3 individual score <b>s3</b> 0
<b>OM5</b>	The number of hectares Biodiversity Action Plan habitat created, net of compensatory habitat (Hectares)	0 <b>o5</b>		Divided by 800 <b>t5</b>	Gives OM5 individual score <b>s5</b> 0

**Stage 2 - Calculate overall OM prioritisation score**

**Score**

Outcome Measure prioritisation score (total of individual scores divided by whole life cost)

$$0.061 + 0.013 + 0.005 + 0 + 0 =$$

$$(s1 + s2 + s2b + s3 + s5)$$

Divided by

**140,319**

**Project whole life costs**

Multiplied by  
1,000,000

**0.56**

**OM prioritisation score**

- Appendix B List of Reports Produced**
- Appendix C Leading Option Report**
- Appendix D Long List to Short List Report**
- Appendix E Adaptive Pathway Illustrations**
- Appendix F Economics Appraisal Report**
- Appendix G Action and Implementation Plan**
- Appendix H Cost and Funding Profiles**
- Appendix I List of Consultees**
- Appendix J Stakeholder Engagement Report**
- Appendix K SEA Report**
- Appendix L HRA Report**
- Appendix M WFD Report**
- Appendix N MCZ Assessment Report**
- Appendix O Natural England and Historic England Letters of Support**
- Appendix P Carbon Technical Note**
- Appendix Q Coastal Processes Report**
- Appendix R Defence Condition Report**
- Appendix S Stakeholder Engagement Phases 1-5 Summary Reports**
- Appendix T Option Development Unit Maps**

Version	Details	Date	Prepared	Checked
1	Draft for client review	02/04/2024	BT	JS
2	Update following review	22/04/2024	BT	JS

#### General notes

- The sea level rise trigger thresholds are relative to the present day sea level (2024)
- The defence condition trigger threshold of 'poor' is for an the overall asset. However, there may be local variations in the condition of defence assets that could mean that localised repairs are needed before the trigger threshold is reached.
- Defence maintenance should be guided by detailed condition assessments undertaken regularly and this action plan should not be relied upon to inform maintenance requirements / timing
- The adaptive pathway figures are to be updated for all units so the epoch dates match those within this spreadsheet
- The cost profiles have been obtained directly from the 'Christchurch FCERM Strategy funding profiles\_v5\_240130' and the same limitations / assumptions apply (i.e. strategic level costing, subject to change)
- ODU 8 is not included as it has been agreed with the Environment Agency that future River Avon projects will appraise this area

#### Decision tree notes

- The decision tree diagrams are for illustrative purposes only and may not include all key decisions that need to be made when delivering the Strategy
- The decision tree diagrams have been produced to provide more detail for epoch 1. However, if key decisions within an ODU are due in epoch 2 or 3, the decision tree also provides this information

# ODU 1 - Hengistbury Head East

## Key features / risks

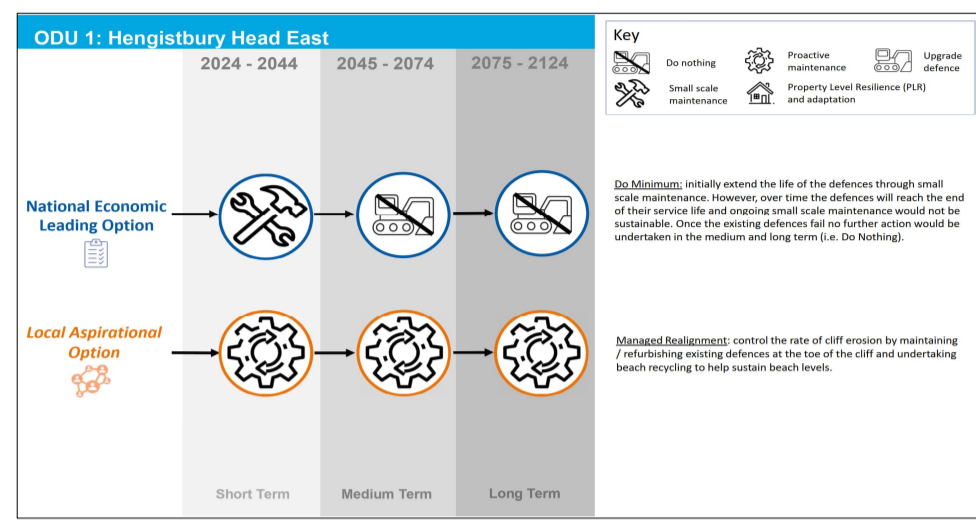
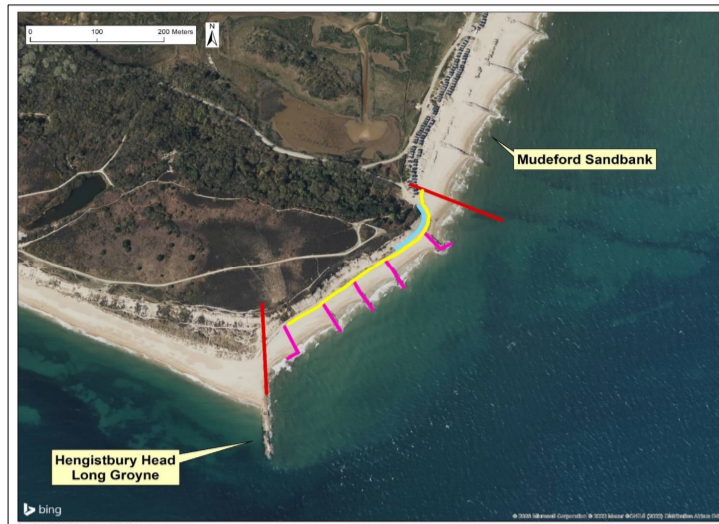
- No flooding / erosion risk to properties
- Erosion risk to headland and scheduled monument / environmental designations (SSSI, SAC, SPA, LNR)
- Existing rock defences at base of cliff including rock revetment and rock groyne
- Unmanaged erosion of headland 'anchor point' could threaten Mudeford Sandbank and wider morphology

## Strategy Leading Options

- National and Local Option identified
- National Option is Do Minimum whereas Local Option is Managed Realignment
- Local Option (Managed Realignment) provides more confidence in future coastline position and would involve refurbishing existing rock defences over time. Some limited erosion expected to occur due to cliff slope processes
- National Option (Do Minimum) would not involve replacing existing defences when they fail and erosion would be expected

## Map of Leading Options

- Alignments are indicative and will vary subject to further appraisal



## Works required to deliver leading options\*

Option	Epoch 1			Epoch 2	Epoch 3
	Years 2025 - 2029	Years 2030 - 2034	Years 2035 - 2039		
National	No planned works other than small scale patch & repair and ensuring H&S compliance Review SHP policy to align with the option if this is the option delivered				
Local	Develop funding strategy Undertake defence condition assessments Begin planning defence refurbishments (as condition is already poor for some assets) Secure funding and consenting for refurbishments Undertake beach management as required	Refurbish existing rock defences Undertake beach management as required	Undertake beach management as required	Further refurbishments of existing defences	Further refurbishments of existing defences

\*note: not shown in table above, but monitoring and small scale / patch repair maintenance on existing defences and assets should be undertaken annually / as required  
\*timings of works subject to trigger points such as funding and condition of existing defences

## Cost profile for capital works and maintenance (not including pre-business case / support work)

Leading Option	Indicative option cost (£K - cash)																
	Epoch 1 (years)			Epoch 2 (years)				Epoch 3 (years)			Total						
	2025-2029	2030-2034	2035-2039	2040-2044	2045-2049	2050-2054	2055-2059	2060-2064	2065-2069	2070-2074	2075-2079	2080-2084	2085-2089	2090-2094	2105-2114	2115-2124	
National	23	46	91	183	37	0	0	0	0	0	0	0	0	0	0	0	654
Local	40	54	2,098	54	40	54	40	2,112	40	54	94	2,152	94	2,152	94	9,172	

\*note that defence refurbishments timing may need to be adjusted if refurbishments are required sooner (to be informed by detailed defence condition assessment)

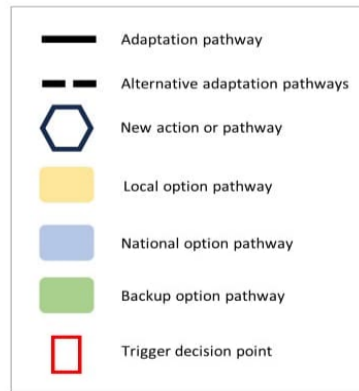
## FCERM GiA funding availability

- FCERM GiA funding unlikely to be available for defence works due to BCR < 1 on national basis

## Trigger Points

Category	Influence on	Details of key decisions when implementing options	Triggers
Defence condition	Timing of defence refurbishments in Local Option	<ul style="list-style-type: none"> <li>If implementing the Local Option:                             <ul style="list-style-type: none"> <li>The existing rock defences were assessed to have a 'Poor' or 'Fair' condition in the Strategy defence condition assessment, with an estimated residual life (without maintenance) of &lt;10 for the 'poor' defences and 10-15 years for the 'fair' defences</li> <li>Ongoing small scale / patch repair maintenance would be expected to extend the life of these asset but they are still expected to require a refurbishment during epoch 1</li> <li>More detailed defence condition assessments are required to inform the exact timing of defence refurbishments</li> <li>The timing of the refurbishments should be based on these detailed condition inspections and may need to be brought forward or delayed accordingly</li> <li>It is recommended that when the condition reaches a 'poor' rating then a refurbishment is undertaken as soon as possible once funding is secured.</li> <li>Given the Strategy defence condition assessment identified that some of the defences are already in a poor condition, it is recommended that planning for the refurbishments begins in the first years of the Strategy implementation</li> </ul> </li> </ul>	Condition rating of Poor
Funding	Decision on Local vs National Option and timing of embankment improvements	<ul style="list-style-type: none"> <li>The Local Option will have a funding shortfall for the defence refurbishment works</li> <li>The Funding Strategy will need to outline how the defence refurbishments will be funded. If funding is not likely, then these refurbishment works could be delayed until the funding is secured or the National Option delivered instead</li> </ul>	Funding availability Revert to National Option if funding for refurbishments is not secured

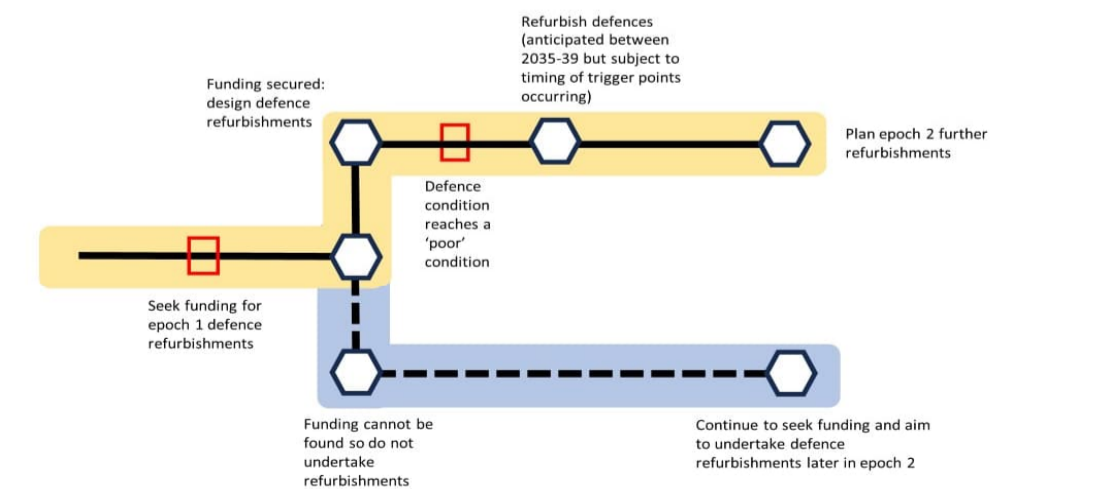
## Decision Tree



## ODU 1: Hengistbury Head East Decision tree

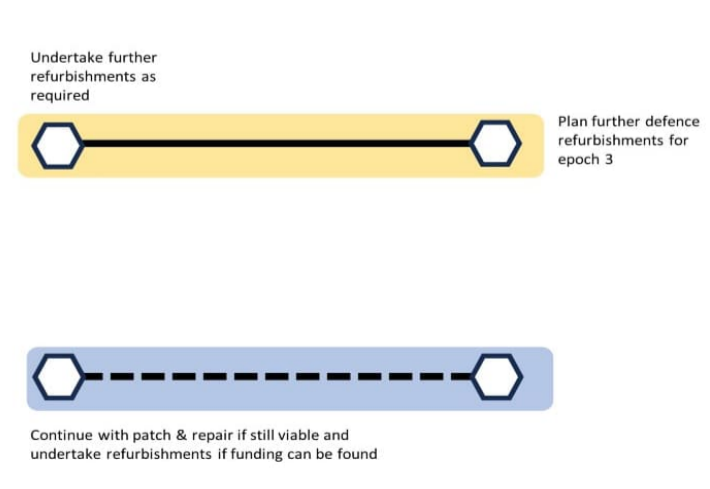
### Epoch 1 (2024-2044)

Present day (2024) → Time & Sea level rise → 2044 or 0.13m SLR



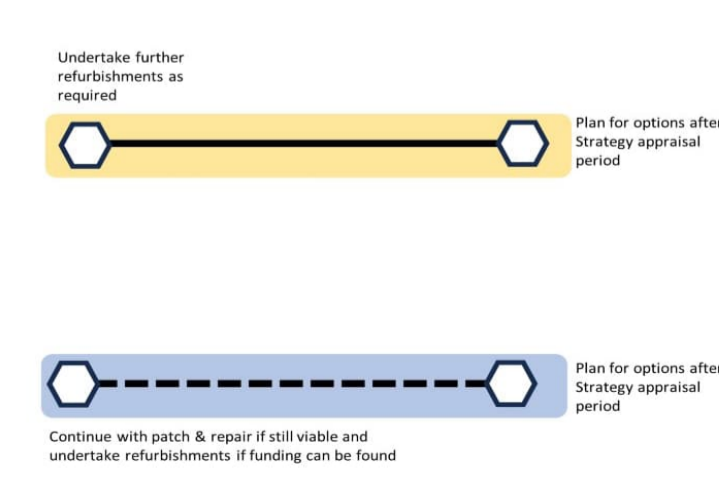
### Epoch 2 (2045-2074)

Time & Sea level rise → 2074 or 0.42m SLR



### Epoch 3 (2075-2124)

Time & Sea level rise → 2124 or 1.06m SLR



# ODU 2 - Mudeford Sandbank

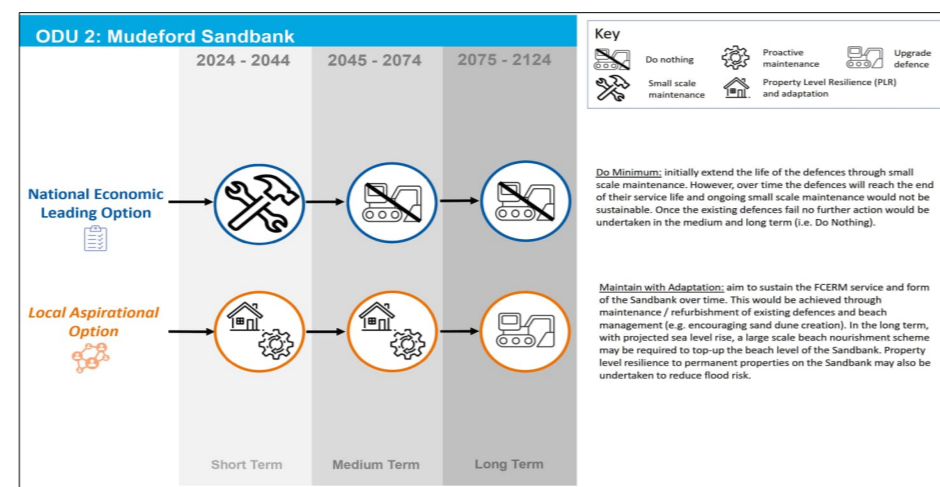
## Key features / risks

- Six properties at risk from flooding (2124 0.5% AEP) so therefore there is only limited economic benefits on a national basis
- Large number of beach huts and recreational / amenity resource on the Sandbank providing local benefit to the area
- With no further interventions the Sandbank is expected to rollback over time. Risk of breaching
- Buried services beneath the Sandbank which could be damaged if the Sandbank rolls back significantly
- Uncertain impact on coastal morphology should Sandbank roll back in an unconstrained manner



## Strategy Leading Options

- National and Local Option identified
- National Option is Do Minimum whereas Local Option is Maintain with Adaptation
- Local Option (Maintain with Adaptation) aims to sustain the FCERM service of the Sandbank by holding its form over time and aiming to keep it broadly in its current position. Achieved through beach nourishment, defence refurbishments and property level resilience.
- National Option (Do Minimum) would not involve replacing existing defences when they fail and rollback of the Sandbank would be expected



## Map of Leading Options

- Alignments are indicative and will vary subject to further appraisal
- PLR requirements to be determined on property by property basis as required



## Works required to deliver leading options\*

Option	Years 2025 - 2029	Years 2030 - 2034	Years 2035 - 2039	Years 2040 - 2044	Epoch 2 Years 2045-2074	Epoch 3 Years 2075-2124
National	No planned works other than small scale patch repair and ensuring HMA compliance Review DMP policy to align with this option if this is the option delivered					
Local	Develop funding strategy Undertake defence condition assessments Undertake beach management as required Review DMP policy to align with this option if this is the option delivered	Begin planning defence refurbishments Secure funding and consenting for refurbishments Undertake beach management as required	Refurbish existing defences on the Sandbank Undertake beach management as required	Undertake beach management as required	Further refurbishments of existing defences	Beach Nourishment scheme Further refurbishments of existing defences

\*note: not shown in table above, but monitoring and small scale / patch repair maintenance on existing defences and assets should be undertaken annually / as required  
\*timings of works subject to trigger points such as funding and condition of existing defences

## Cost profile for capital works and maintenance (not including pre-business case / support work)

Leading Option	Indicative option cost (£k) - cash												Total		
	Epoch 1 (years)				Epoch 2 (years)				Epoch 3 (years)						
	2025-2029	2030-2034	2035-2039	2040-2044	2045-2049	2050-2054	2055-2059	2060-2064	2065-2069	2070-2074	2075-2084	2085-2094	2095-2104	2105-2114	2115-2124
National	46	91	183	183	365	365	73	0	0	0	0	0	0	0	0
Local	23	37	3,688	37	37	37	3,688	37	37	3,057	3,725	1,566	3,725	74	19,805

\*note that defence refurbishments timing may need to be adjusted if refurbishments are required sooner (to be informed by detailed defence condition assessment)

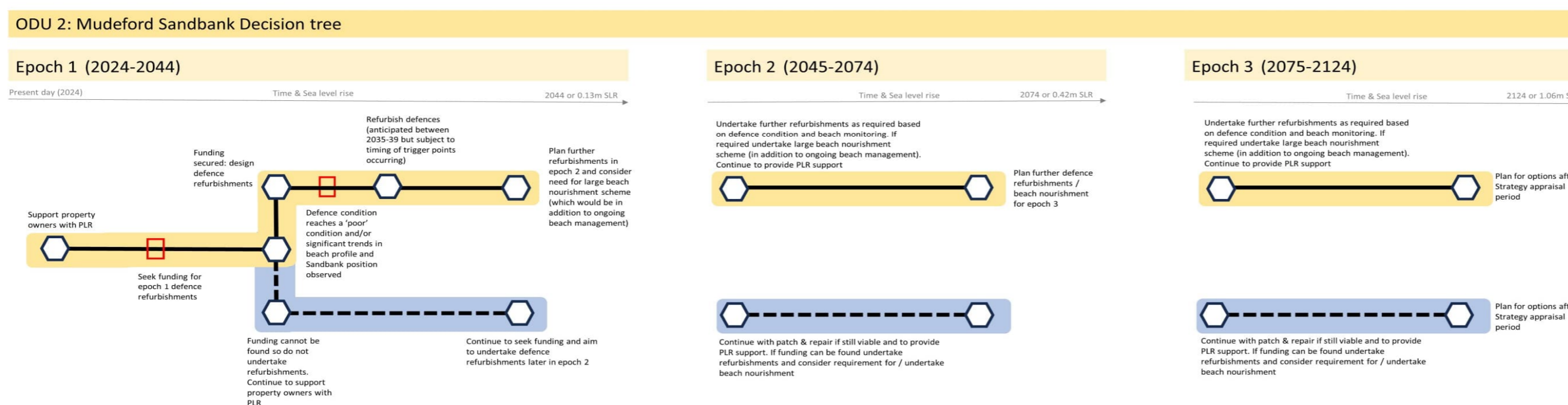
## FCERM GIA funding availability

- FCERM GIA funding unlikely to be available for defence works due to BCR < 1 on national basis

## Trigger Points

Category	Influence on	Details of key decisions when implementing options	Triggers
Defence condition	Timing of defence refurbishments in Local Option	- If implementing the Local Option: - The existing risk defences were assessed to have a "Good" or "Fair" condition in the Strategy defence condition assessment, with an estimated residual life (without maintenance) of >10 years - Ongoing small scale / patch repair maintenance would be expected to extend the life of these asset but they are still expected to require a refurbishment during epoch 1 - The requirement for a refurbishment will need to be determined based on detailed condition inspections and may need to be brought forward or delayed accordingly based on the results of the inspections - It is recommended that when the condition reaches a "Poor" rating then a refurbishment is undertaken	Condition rating of Poor
Sandbank beach monitoring	Timing of defence refurbishments in Local Option	- If implementing the Local Option: - The existing defences (rock groynes) currently help control beach levels and the position of the Sandbank - There is a risk that the existing defences could become less effective over time in response to storms / sea level rise - It is recommended that the Sandbank beach profiles continues to be monitored on a regular basis (i.e. every 6 months) to identify any trends in the beach profile / Sandbank movement - If the beach profile trends indicate that the beach profile is changing beyond the typical range or there is evidence of the Sandbank position moving significantly then this could be a trigger for refurbishing / modifying the existing defences - A long term record of monitoring is required to enable long term significant trends to be identified relative to typical seasonal variations	- A consistent trend in beach profile change / Sandbank position (not typical seasonal change)
Funding	Decision on Local vs National Option and timing of defence refurbishments	- The Local Option will have a funding shortfall for the defence refurbishment works and beach nourishment (in epoch 3) - The Funding Strategy will need to outline how the defence refurbishments will be funded. If funding is not likely, then these refurbishment works could be delayed until the funding is secured or the National Option could be delivered instead	- Funding availability - Revert to National Option if funding for refurbishments is not secured

## Decision Tree



# ODU 3 - Christchurch Harbour South

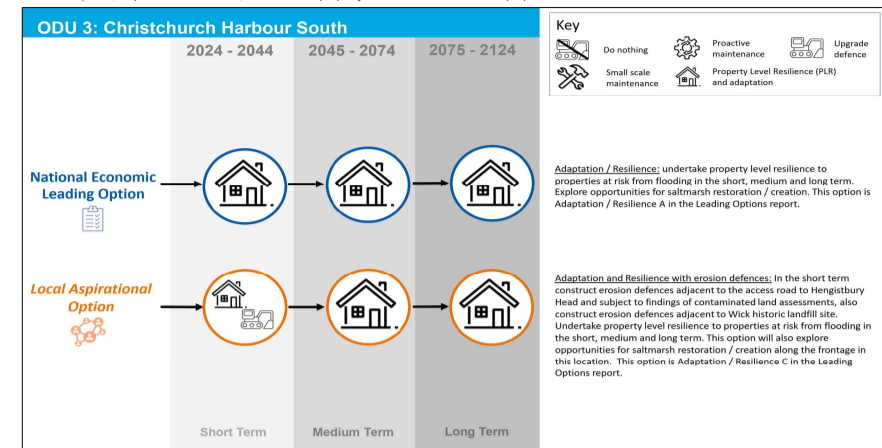
## Key features / risks

- Eight properties at risk from flooding (2/100 0.5% AEP event) so therefore there is limited economic benefits on a national basis
- Two historic landfill sites (Wick and east of Double Dykes) adjacent to the shoreline and potentially at risk from erosion
- Contamination status of historic landfill sites is unknown at this stage
- Only access road onto Hengistbury Head also adjacent to shoreline and potentially at risk from erosion



## Strategic Leading Options

- National and Local Option Identified
- National Option is Adaptation / Resilience (A) whereas Local Option is Adaptation / Resilience (C) with erosion defences
- Local Option (Adaptation / Resilience C with defences) aims to provide property level resilience measures to properties at risk of flooding
- and new defences to Wick historic landfill as well as refurbish defences to the access road to Hengistbury Head (also defending Double Dykes historic landfill site)
- National Option (Adaptation / Resilience A) would include property level resilience measures to properties at risk but would not include defences to landfill / access road



## Map of Leading Options

- Alignments are indicative and will vary subject to further appraisal
- PLR requirements to be determined on property by property basis as required



## Works required to deliver leading options\*

Option	Years 2025 - 2029	Years 2030 - 2034	Epoch 1 Years 2035 - 2039	Years 2040 - 2044	Epoch 2 Years 2045-2049	Epoch 3 Years 2050-2124
National	Identify properties that would benefit from property level resilience measures Engage with property owners and support property level resilience funding applications / implementation as required Review SAMP policy to align with this option if this is the option delivered					
Local	Develop leading strategy Undertake historic landfill investigations to determine contamination status of the landfill sites Identify properties that would benefit from property level resilience measures Engage with property owners and support property level resilience funding applications / implementation as required Review SAMP policy to align with this option if this is the option delivered	Business case development, outline design and secure funding for erosion defences at Wick historic landfill and Hengistbury Head Access Road (if required pending contaminated land assessment) Approval of business case Outline design, consenting and procurement for erosion defences Construction of erosion defences			Maintenance / refurbishment of erosion defences as required Continued support for PLR measures to property owners	Maintenance / refurbishment of erosion defences as required Continued support for PLR measures to property owners

\*note: not shown in table above, but monitoring and small scale / patch repair maintenance on existing defences and assets should be undertaken annually / as required  
\*timings of works subject to trigger points such as funding and condition of existing defences

## Cost profile for capital works and maintenance (not including pre-business case / support work)

Leading Option	Indicative option cost (£k - cash)																
	Epoch 1 (years)			Epoch 2 (years)			Epoch 3 (years)			Total							
	2025-2029	2030-2034	2035-2039	2040-2044	2045-2049	2050-2054	2055-2059	2060-2064	2065-2069	2070-2074	2075-2079	2080-2084	2085-2089	2090-2094	2105-2114	2115-2124	
National	11	11	51	11	11	11	11	11	11	11	23	23	63	63	63	23	385
Local	11	11	55	23	23	23	23	55	23	23	46	46	579	46	579	46	2,575

\*note that defence upgrades / refurbishments timing may need to be adjusted if works are required sooner (to be informed by detailed defence condition assessment and historic landfill investigations)

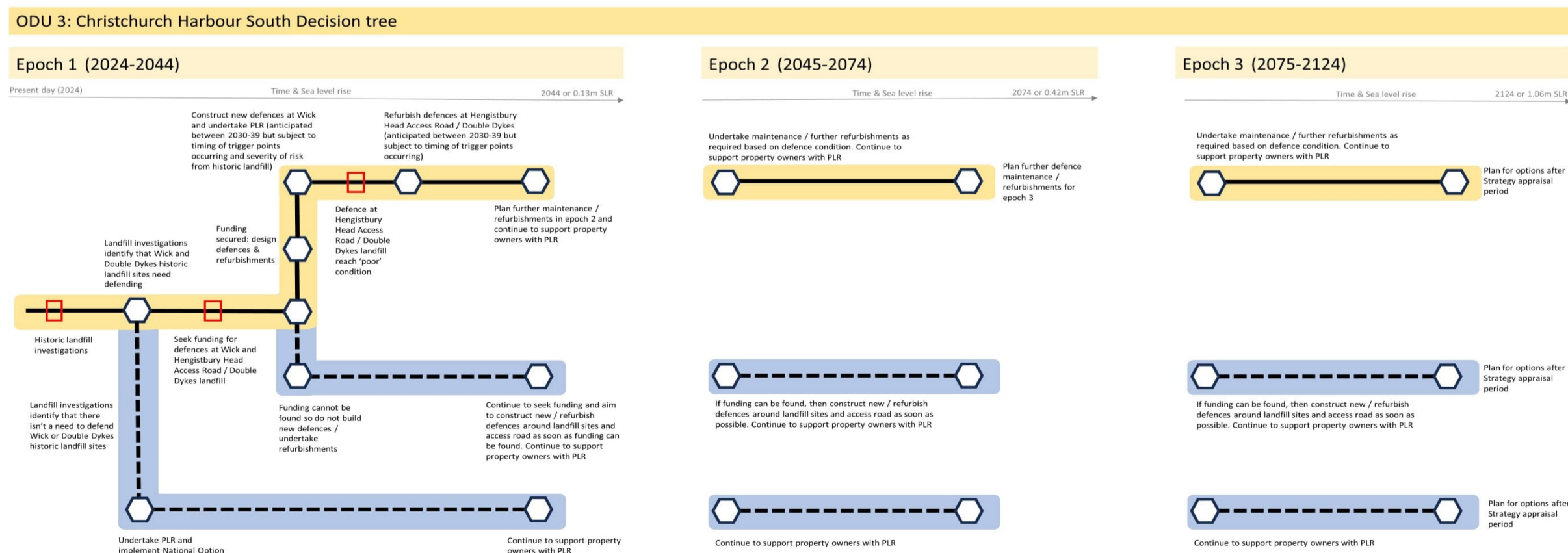
## FCERM GIA funding availability

- FCERM GIA funding likely to be limited for defence works due to very few properties being at risk and lack of funding typically available for historic landfill defences

## Trigger Points

Category	Influence on	Details of key decisions when implementing options	Triggers
Historic landfill status	Decision on Local vs National Option	It is recommended that site investigations into the contaminated land status of the historic landfill sites are undertaken This will inform whether the new defences are required around the historic landfill sites and help steer the decision on whether the Local Option or National Option is delivered If the land is found to be contaminated then the Local Option should be delivered as a preference / if funding allows The investigations will also help better inform environmental assessments, such as WFD assessment, at scheme level appraisal	Contaminated land status
Defence condition	Timing of defence refurbishments / upgrades at Hengistbury Head Access Road in local option	If implementing the Local Option: There is currently a gabion basket wall adjacent to the Hengistbury Head Access road at the location where it is closest to the shoreline The gabion basket wall is not included in the Strategy defence condition assessment and therefore the condition status is not known It is recommended that routine defence condition assessments are undertaken on this structure to determine its initial condition status and change over time Ongoing small scale / patch repair maintenance would be expected to extend the life of this asset but it is likely that a refurbishment would be needed during epoch 1 It is recommended that when the condition reaches a "Poor" rating then a refurbishment is undertaken	Condition rating of Poor
Funding	Decision on Local vs National Option and timing of defence refurbishments	The Local Option will have a funding shortfall for the defences around Wick historic landfill and any refurbishments to the defence at the Hengistbury Head Access Road The Funding Strategy will need to outline how the defences will be funded. If funding is not likely, then these defences would be delayed until the funding is secured or the National Option could be delivered instead	Funding availability Revert to National Option if funding for refurbishments is not secured

## Decision Tree





# ODU 4 - Wick

## Key features / risks

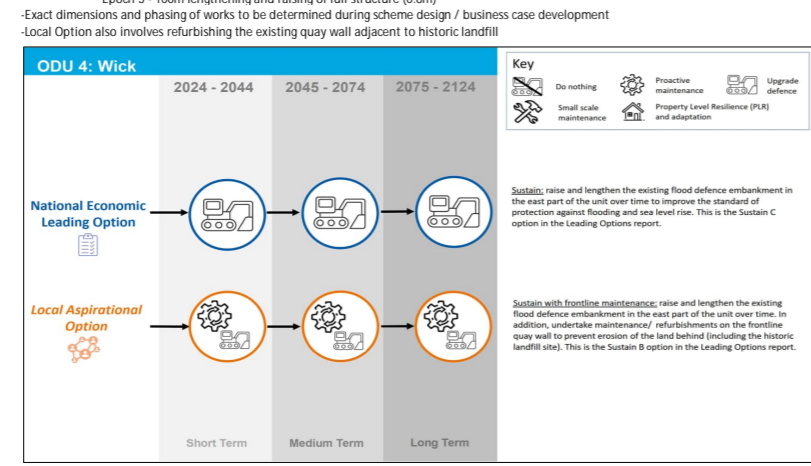
- Flood risk to residential area in east part of unit expected to increase over time with sea level rise
- Two properties at risk from flooding from present day 0.5% AEP event, 121 properties at risk in 2124 0.5% AEP event
- Existing earth embankment defence originally constructed to 2070 20yr SLP (EA comm)
- Latest modelling indicates embankment would be outflanked to the south, increasing in severity over time
- Historic landfill site north of Wick Lane. Contamination status of land unknown
- Quay wall adjacent to historic landfill site will fail at end of service life, leading to erosion of historic landfill
- Adjacent to environmental designations, including LNR & SSSI

## Strategy/Leading Options

- National and Local Option identified
- Both options involve raising and lengthening the setback embankment in the east part of the unit over time
- Raising and lengthening would be done incrementally
- Approx. changes to embankment required:
  - Epoch 1 - subject to alignment, between 100m to 400m lengthening to the south (low height <0.5m)
  - Epoch 2 - 170m lengthening and raising of full structure (<0.5m)
  - Epoch 3 - 100m lengthening and raising of full structure (0.6m)
- Exact dimensions and phasing of works to be determined during scheme design / business case development
- Local Option also involves refurbishing the existing quay wall adjacent to historic landfill

## Map of Leading Options

- Alignments are indicative and will vary subject to further appraisal



## Works required to deliver leading options\*

Option	Years 2025 - 2029		Years 2030 - 2034		Epoch 1		Years 2035 - 2039		Years 2040 - 2044		Epoch 2		Epoch 3			
	2025-2029	2030-2034	2035-2039	2040-2044	2045-2049	2050-2054	2055-2059	2060-2064	2065-2069	2070-2074	2075-2079	2080-2084	2085-2089	2090-2094	2105-2114	2115-2124
National	34	606	34	34	34	34	34	34	34	1,929	68	68	68	68	68	3,984
Local	34	606	34	1,904	870	34	34	34	1,903	34	1,900	1,996	68	68	1,996	11,637

\*note: not shown in table above, but monitoring and small scale / patch repair maintenance on existing defences and assets should be undertaken annually / as required  
 \*timings of works subject to trigger points such as funding and condition of existing defences

## Cost profile for capital works and maintenance (not including pre-business case / support work)

Leading Option	Epoch 1 (years)		Epoch 2 (years)		Epoch 3 (years)		Total
	2025-2029	2030-2034	2035-2039	2040-2044	2045-2049	2050-2054	
National	34	606	34	34	34	34	3,984
Local	34	606	34	1,904	870	34	11,637

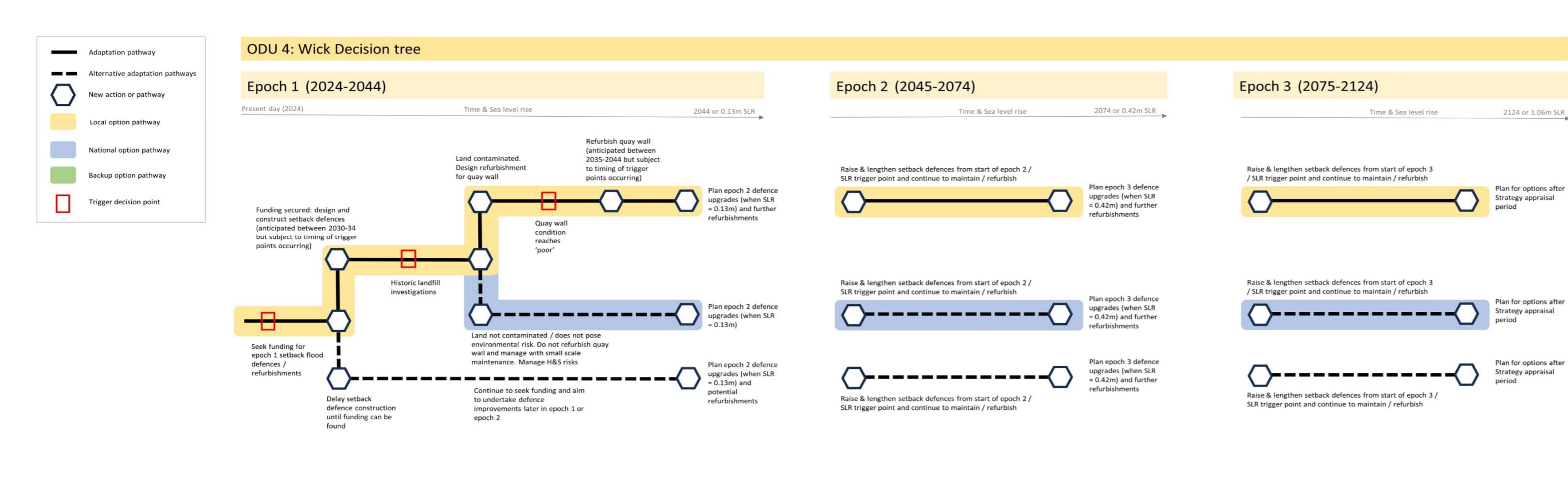
## FCERM GIA funding availability

- Indicative FCERM GIA funding availability calculated for largest scheme as part of the national / local option (epoch 3 defence upgrades)
- Indicative amount of FCERM GIA available for epoch 3 upgrades estimated to be in region of £735-809k
- GIA also likely to be available for defence upgrades in epoch 1 and 2, but fewer benefits so amount of GIA likely to be considerably less
- See economics report for assumptions when calculating indicative GIA availability (such as baseline year)

## Trigger Points

Category	Influence on	Details of key decisions when implementing options	Triggers
Sea level rise	Embankment improvements for Local and National Options	<ul style="list-style-type: none"> <li>The Strategy National and Local Options follow a managed adaptive approach whereby the setback embankment is raised / lengthened incrementally over time in response to rising sea levels</li> <li>For each embankment improvement, the target SLP is for a SLP at the end of the epoch. For example, the epoch 2 improvement undertaken at the start of the epoch will aim to achieve a target SLP for 2074.</li> <li>Note that more work to define the SLP will need to be reviewed during business case development</li> <li>In the National and Local options, estimates have been made as to when the embankment will need improving based on projections for sea level rise (UKCP18, RCP 8.5, 70%ile).</li> <li>Should sea level rise occur faster / slower than projected, this will change the timing of when embankment improvements are required</li> <li>The projected sea level rise between present day and the start of epoch 2 is 0.13m</li> <li>The projected sea level rise between present day and the start of epoch 3 is 0.42m</li> <li>The embankment improvement in epoch 1 is not related to sea level rise but due to outflanking risk identified in the River Avon model for present day model simulations. Therefore the timing of this intervention will remain unchanged (i.e. midway through epoch 1).</li> <li>The planning / business case development for the second and third rounds of defence improvements (in epochs 2 and 3 respectively) should be undertaken when the structure design life is close to falling below the design SLP of the previous round of defence upgrades.</li> <li>Based on existing UKCP18 sea level rise projections, and assuming the defences are designed to a target SLP at the start of each epoch, the planning / business case development should begin when sea level rise reaches 0.13m (epoch 2) and 0.42m (epoch 3).</li> </ul>	<ul style="list-style-type: none"> <li>Commencement of second round of embankment planning / upgrades when SLR is 0.13m</li> <li>Commencement of third round of embankment planning / upgrades when SLR is 0.42m</li> </ul>
Historic landfill status	Decision on Local vs National Option	<ul style="list-style-type: none"> <li>It is recommended that site investigations into the contaminated land status of the historic landfill site are undertaken</li> <li>This will help inform how important it is to refurbish the quay wall adjacent to the historic landfill site and help steer the decision on whether the Local Option or National Option are delivered</li> <li>The Local Option includes a provision for refurbishing the frontline quay wall over time to ensure that it continues to provide erosion protection to the historic landfill behind</li> <li>If the land is found to be contaminated then the Local Option should be delivered as a preference / if funding allows</li> <li>The investigations will also help better inform environmental assessments, such as WFD assessment, at scheme level appraisal</li> </ul>	Contaminated land status
Defence condition	Timing of quay wall refurbishments in Local Option	<ul style="list-style-type: none"> <li>If implementing the Local Option</li> <li>The frontline quay wall was assessed to have an 'Fair' condition in the Strategy defence condition assessment, with an estimated residual life (without maintenance) of 10-15 years</li> <li>Ongoing small scale / patch repair maintenance would be expected to extend the life of this asset but it is still expected to require a refurbishment during epoch 1 (assumed to be around year 15 in the appraisal)</li> <li>The requirement for a refurbishment will need to be determined based on detailed condition inspections and may need to be brought forward or delayed accordingly based on the results of the inspections</li> <li>It is recommended that when the condition reaches a 'Poor' rating then a refurbishment is undertaken</li> </ul>	Condition rating of Poor
Funding	Decision on Local vs National Option and timing of embankment improvements	<ul style="list-style-type: none"> <li>The National and Local Options will have a funding shortfall for the embankment improvement works in each epoch (i.e. FCERM GIA will not cover the full cost)</li> <li>The funding shortfall is likely to be most significant for the earlier interventions (i.e. epochs 1 and 2) because the benefits are not expected to have increased significantly yet, relative to epoch 3</li> <li>The Funding Strategy will need to outline how the epoch 1 embankment improvements will be funded. If funding is not likely, then these embankment improvement works could be delayed until the funding is secured.</li> <li>This will increase the residual risk to properties at risk from outflanking prior to the works being completed, but it is not until epoch 3 when significant numbers of properties are expected to be at risk here (with current SLR projections) and therefore risks could be managed on an individual property by property basis.</li> <li>With existing FCERM GIA funding rules, for the Local Option, it is unlikely that FCERM GIA will cover a significant proportion (if any) of the refurbishment costs as the primary benefit will be to defend historic landfill from erosion (and not properties)</li> <li>The Funding Strategy will need to outline how the quay wall refurbishment works will be funded. If funding is not likely then the National Option could be delivered as a fallback in the interim. This could lead to the failure of the quay wall and therefore health and safety compliance measures would be needed in this location.</li> </ul>	Funding availability Revert to National Option if funding for quay wall refurbishment is not secured

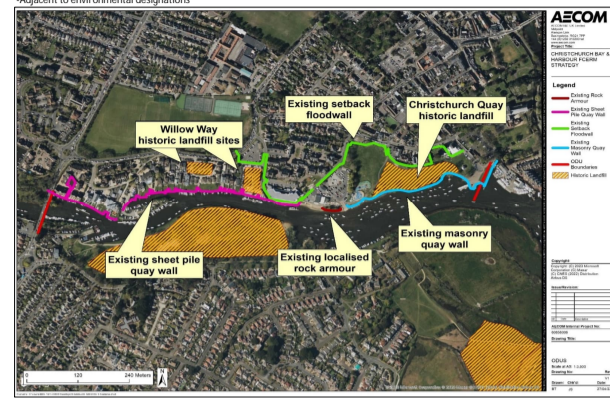
## Decision Tree



# ODU 5 - Willow Drive and the Quomps

## Key features / risks

- Flood risk to residential area
- 27 properties at flood risk from present day 0.5% AEP event primarily in the west part of the unit. 562 properties at risk in 2124 0.5% AEP event across entire unit
- Existing setback flood defence scheme in east part of unit. West part of unit has a quay wall but this is not raised so at risk from flooding
- Outstanding risk of existing flood defence scheme in the future
- Multiple historic landfill sites including beneath the Quomps recreation ground in the east part of the unit
- Quay wall adjacent to Quomps historic landfill site will fail at end of service life, leading to erosion of historic landfill
- Adjacent to environmental designations



## Works required to deliver leading options\*

Option	Years 2025 - 2029	Years 2030 - 2034	Epoch 1	Years 2035 - 2039	Epoch 2	Epoch 3
National	Service funding strategy; Plan for further quays wall refurbishments; Upgrade maintenance and support property level resilience measures; Engage with property owners and support property level resilience funding applications/implementation as required	Stakeholder support for defence in west part of unit. Confirm alignment	Stakeholder support for defence in west part of unit. Confirm alignment	Stakeholder support for defence in west part of unit. Confirm alignment	Stakeholder support for defence in west part of unit. Confirm alignment	Stakeholder support for defence in west part of unit. Confirm alignment
Local	Stakeholder support for defence in west part of unit. Confirm alignment	Stakeholder support for defence in west part of unit. Confirm alignment	Stakeholder support for defence in west part of unit. Confirm alignment	Stakeholder support for defence in west part of unit. Confirm alignment	Stakeholder support for defence in west part of unit. Confirm alignment	Stakeholder support for defence in west part of unit. Confirm alignment
Backup	Service funding strategy; Plan for further quays wall refurbishments; Upgrade maintenance and support property level resilience measures; Engage with property owners and support property level resilience funding applications/implementation as required	Stakeholder support for defence in west part of unit. Confirm alignment	Stakeholder support for defence in west part of unit. Confirm alignment	Stakeholder support for defence in west part of unit. Confirm alignment	Stakeholder support for defence in west part of unit. Confirm alignment	Stakeholder support for defence in west part of unit. Confirm alignment

\*Refer not shown in table above, but monitoring and small scale / patch repair maintenance on existing defences and assets should be undertaken annually / as required  
 \*Timing of works subject to trigger points such as funding and condition of existing defences

## Cost profile for capital works and maintenance (not including pre-business case / support work)

Leading Option	Indicative option cost (£k) - cash													
	Epoch 1 (years)			Epoch 2 (years)			Epoch 3 (years)			Total				
National	3,354	23	23	19,499	23	23	2,590	23	46	2,613	2,804	46	2,613	33,670
Local (Improve B shown)	19,916	23	23	23	23	23	4,401	46	46	46	46	46	46	28,275
Backup	2,822	23	23	1,821	23	23	3,581	46	46	4,274	1,664	46	6,224	36,272

\*Note - costing for defence refurbishments / upgrades conservatively assumed in first 5 years, but actual delivery time may be later subject to time taken to acquire funding / undertake design / investigate landfill etc.

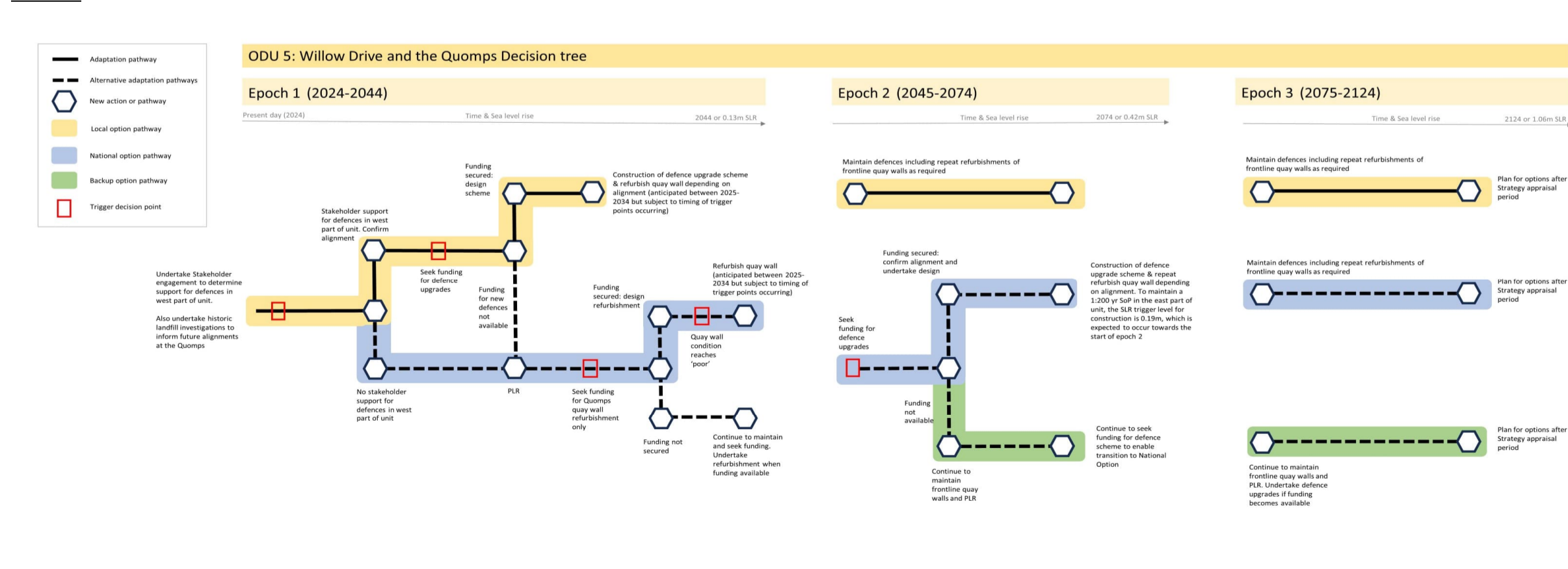
## FCERM GIA funding availability

- Indicative FCERM GIA funding availability calculated for initial defence upgrade scheme as part of the national / local option
- Indicative amount of FCERM GIA available for defence upgrade scheme estimated to be in region of £2.5 million to £4.3 million
- See economics report for assumptions when calculating indicative GIA availability (such as baseline year)

## Trigger Points

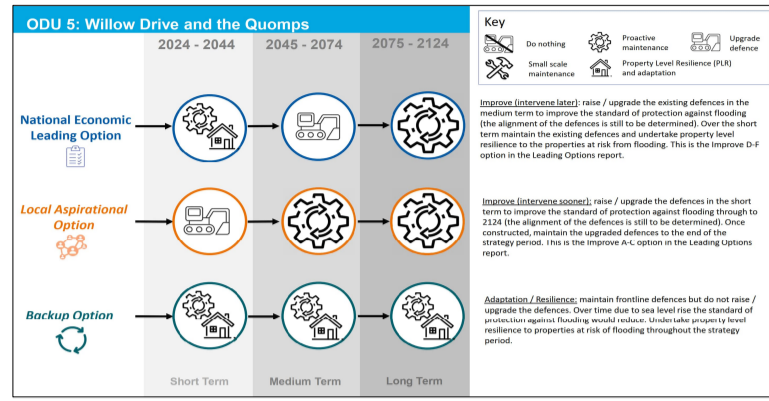
Category	Information	Details of key decisions when implementing options	Triggers
Stakeholder engagement	Choice of Local or National Option, and defence alignment	Currently there is a setback flood defence in the east part of the unit that reduces the risk of flooding to a large number of residential properties in the east part of the unit (this was constructed in the 1990s). However, there is no raised flood defence in the west part of the unit and therefore this area is at increased risk of flooding. It is understood that during the scheme construction in the east part of the unit, the residents in the west part of the unit are opted out and don't support extending the flood defences to the west. Hence this area remained unattended. It is important that stakeholder / community engagement is undertaken before making a decision on future schemes in this location because to understand the support for a scheme to reduce the risk of flooding in the west part of the unit and potential alignment for a scheme need to be identified. For the Strategy, the economic case for the leading options is based on delivering a combined scheme / PLR across both the west and east parts of the unit. However, the feedback from the stakeholder engagement will determine if the leading options are delivered in this way. This will have an impact on the economic case and potential timing of schemes that can be delivered. If defences / property level resilience measures to reduce flood risk in the west part of the unit are not supported (as outlined by the leading options), then this significantly reduces the economic case for the leading options in ODU 5 in the short term. This is because most of the economic benefits of the leading options in ODU 5 are associated with the properties in the west part of the unit and removing these benefits reduces the overall economic case for a scheme. If this is the case then the National Option should be followed as that flood defence improvements are delayed and delivered in future epochs. By waiting to deliver the scheme, the flood risk will get worse over time in the east part of the unit due to sea level rise and deteriorating condition of the defences. This will increase the amount of benefits that can be associated with the defence upgrades in the east part of the unit and improve the economic case for the scheme. It is likely that the defence improvements would be delayed until epoch 2 but the exact timing will need to be determined from sea level rise triggers and defence condition triggers for the existing setback defences. However, if new flood defences and/or property level resilience in the west part of the unit is supported, then this improves the economic case for delivering a scheme across the full unit and can help justify improving the defences in the east in epoch 1 (i.e. the Local Option), subject to funding.	Stakeholder support / opposition to defences in the west part of the unit and overall alignment decisions
Sea level rise	Timing of scheme for National Option	The Strategy Local Option involves upgrading defences early in epoch 1 and therefore a sea level rise trigger level for implementing this defence as part of this option is not relevant. However, the National Option involves upgrading the defences at a later point in time (epoch 2). The exact timing of this should be informed by status of sea level rise and the onset of flood risk in the future. According to the Environment Agency AMIS dataset, the existing defences in the east part of the unit have a crest level of approximately 2.3m OD which is in excess of a present day 1 in 1000 year AEP water level in the harbour (not considering any defence headroom or water level gradients up the River Quomps). However, with sea level rise, the SLR of the defence will fall over time and the risk of overflow / outflanking will increase. In the east part of the unit (currently defended), should the objective be to sustain a 1 in 200 year SLR and if a 0.3m headroom is assumed, the defence will need to be raised once the 200 year extreme water level in the harbour reaches within 0.1m of the existing crest elevation. This equivalent water level is approximately 2.2m OD which is approximately 0.1m sea level rise from the 200 year present day water level. Based on UKCP18 projections, this amount of SLR is expected to occur during epoch 2. However, the actual rate of sea level rise will need to be monitored and once the 0.1m trigger level has been reached then planning for the defence raising should begin.	Begin National Option scheme planning / Business case development when SLR is 19m
Historic landfill sites	Defence alignment	It is recommended that site investigations into the contaminated land status of the historic landfill sites in ODU 5 are undertaken. This will help inform the choice of defence alignment and design for the flood defence scheme. The information will also inform the design of any frontline quay wall refurbishments. If issues such as leaching need to be considered. The investigations will also help better inform environmental assessments, such as WFD assessment, at scheme level appraisal.	Contaminated land status
Defence condition	Timing of scheme / quay wall refurbishments	The condition of the defences in ODU 5 varies but is typically 'fair' or 'poor'. For defence refurbishments it is recommended that refurbishments are undertaken once defences reach a 'poor' condition. However, the requirement for refurbishment works should consider the outcomes of broader work (such as stakeholder engagement) which will inform the choice of scheme alignment. It may not be appropriate to refurbish defences that are likely to be replaced as part of a scheme alignment a few years later. If defences reach a 'poor' condition and are on the proposed alignment of the envisaged scheme, then this is also a trigger for undertaking the scheme as soon as possible. It is recommended that detailed defence condition surveys are undertaken on a regular basis to inform the defence condition and changes over time.	Condition rating of floor
Funding	Decision on Local or National vs Backup Option	The National Local and Backup Options will have a funding shortfall (i.e. FCERM GIA will not cover the full cost). The Funding Strategy will need to outline how the scheme / refurbishments will be funded, if funding is not likely, then the scheme could be delayed until the funding is secured. Delaying the scheme will increase the residual risk to proper risk prior to the works being completed, but this risk could be managed on an individual property by property by using PLR. The availability of funding should be a key point of discussion with stakeholders and will also inform scheme alignment decisions.	Funding availability - Revert to National Option if funding not initially available - Revert to Backup option if funding not available in medium term

## Decision Tree



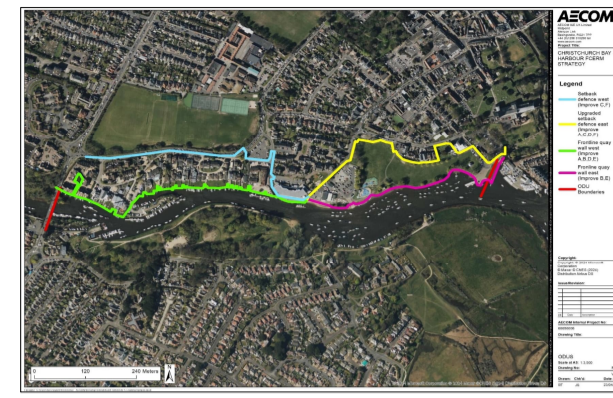
## Strategy Leading Options

- National, Local and Backup Options Identified
- Both of the National and Local options involve raising and lengthening the defence to improve the SLR. National Option is Improve D.F. and Local Option is Improve A-C
- Further work is required after the Strategy to confirm the alignment of the new defences, and this will impact the economic case / timing of interventions
- Provisionally the Local Option involves intervening sooner whereas the National Option involves waiting until the medium term (epoch 2) to raise defences
- Both the National and Local Options have significant funding shortfalls and therefore a Backup Option has been identified (Adaptation / Resilience)
- The Backup option involves PLR to manage flood risk and repair refurbishments of defences. It does not have a large one-off scheme cost like the National / Local Options



## Map of Leading Options

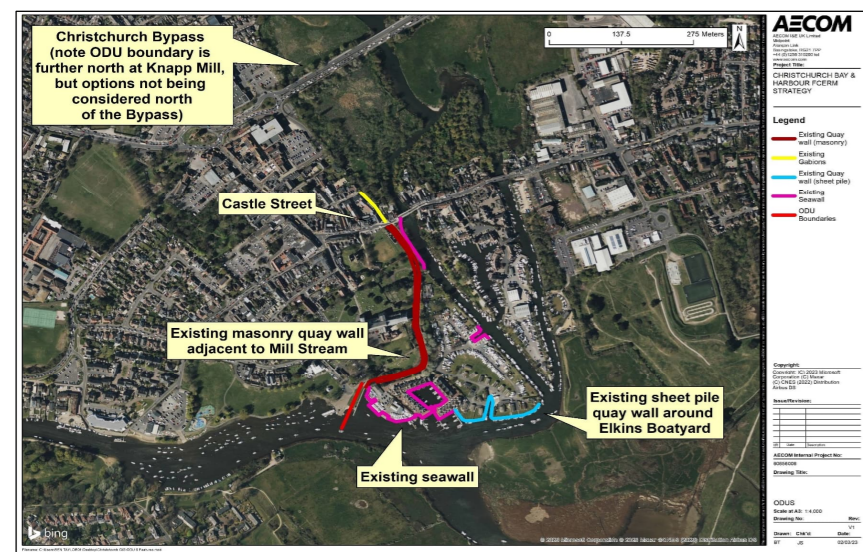
- Alignments are indicative and will vary subject to further appraisal



# ODU 6 - River Avon West Bank

## Key features / risks

- 126 properties at risk from flooding in the future (2124 0.5% AEP event).
- Flooding also in proximity to key historic environment designations such as scheduled monument
- Economic case for new defences is weak due to length of defences required
- Two main areas of flood risk: Elkins Boatyard / Priory Quay and adjacent to Castle Street. Risk comes from River Avon and Millstream

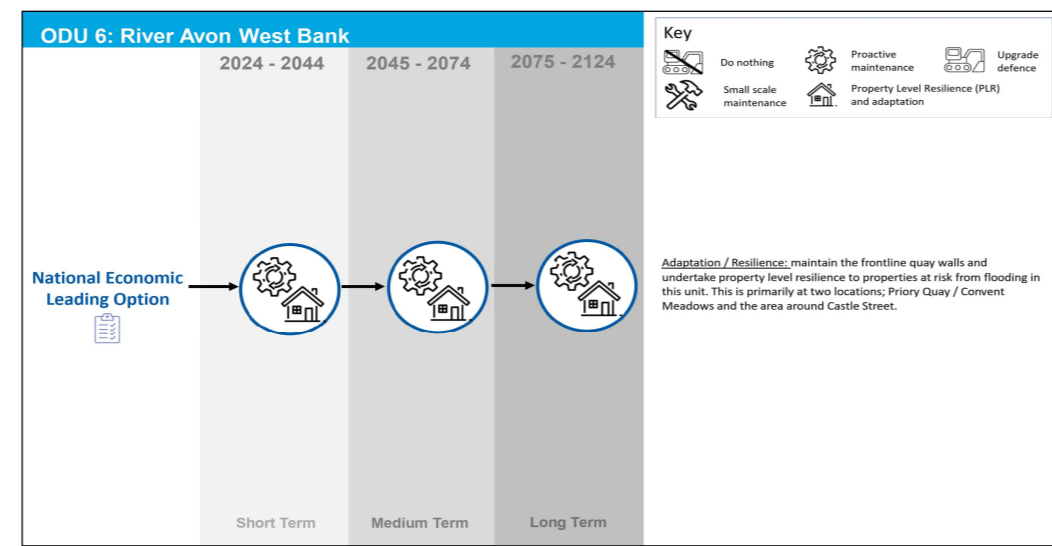


## Strategy Leading Options

- National Option is Adaptation / Resilience which involves PLR and maintenance of defences
- No Local Option identified here

## Map of Leading Options

- Alignments / areas for PLR are indicative and will vary subject to further appraisal



## Works required to deliver leading options\*

Option	Years 2025 - 2029	Years 2030 - 2034	Epoch 1 Years 2035 - 2039	Years 2040 - 2044	Epoch 2 Years 2045 - 2074	Epoch 3 Years 2075 - 2124
National	Identify properties that would benefit from property level resilience measures Engage with property owners and support property level resilience funding applications / implementation as required Develop funding strategy for defence refurbishments			Ongoing PLR measures Plan quay wall refurbishments, acquire consenting and funding for refurbishment Undertake refurbishment of quay wall	Ongoing PLR, maintenance and defence refurbishments	Ongoing PLR, maintenance and defence refurbishments

\*note: not shown in table above, but monitoring and small scale / patch repair maintenance on existing defences and assets should be undertaken annually / as required  
\*timings of works subject to trigger points such as funding and condition of existing defences

## Cost profile for capital works and maintenance (not including pre-business case / support work)

Leading Option	Indicative option cost (£k) - cash															
	Epoch 1 (years)			Epoch 2 (years)						Epoch 3 (years)			Total			
	2025-2029	2030-2034	2035-2039	2040-2044	2045-2049	2050-2054	2055-2059	2060-2064	2065-2069	2070-2074	2075-2084	2085-2094		2095-2104	2105-2114	2115-2124
National	641	11	11	1,582	701	11	11	11	1,582	11	1,582	953	23	2,900	23	8,508

\*note that defence refurbishments timing may need to be adjusted if refurbishments are required sooner (to be informed by detailed defence condition assessment)

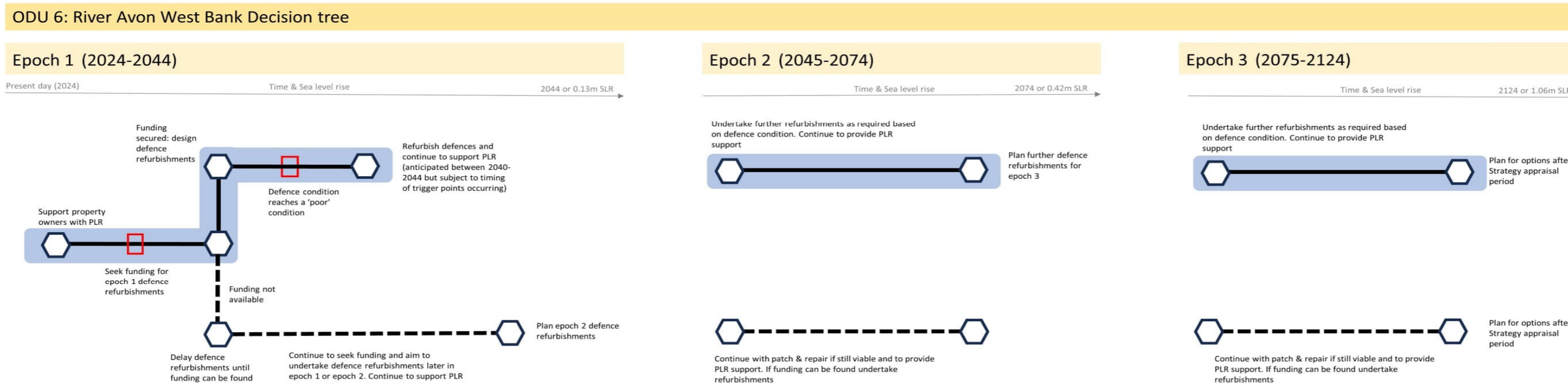
## FCERM GiA funding availability

- FCERM GiA funding unlikely to be available for PLR as part of the leading option. Other sources of funding could be available

## Trigger Points

Category	Influence on	Details of key decisions when implementing options	Triggers
Defence condition	Timing of defence refurbishments	- There are currently quay walls and sheet pile walls in this unit that will need refurbishing over time - Generally in fair / good condition based on Strategy defence condition assessment - In the Strategy costing estimates have been made with regards to the timing of defence refurbishments based on estimated residual life - It is recommended that routine defence condition assessments are undertaken on the structures to determine initial condition status and change over time - Ongoing small scale / patch repair maintenance would be expected to extend the life of these assets but it is likely that a refurbishment would be needed during epoch 1 - It is recommended that when the condition reaches a "Poor" rating then a refurbishment is undertaken	- Condition rating of Poor
Funding	Timing of defence refurbishments	- The National Option may have a funding shortfall for the defence refurbishment works (unlikely FCERM-GiA will cover this work) - The Funding Strategy will need to outline how the defence refurbishments will be funded. If funding is not likely, then these refurbishment works could be delayed until the funding is secured	- Funding availability - Delay refurbishments if funding is not secured

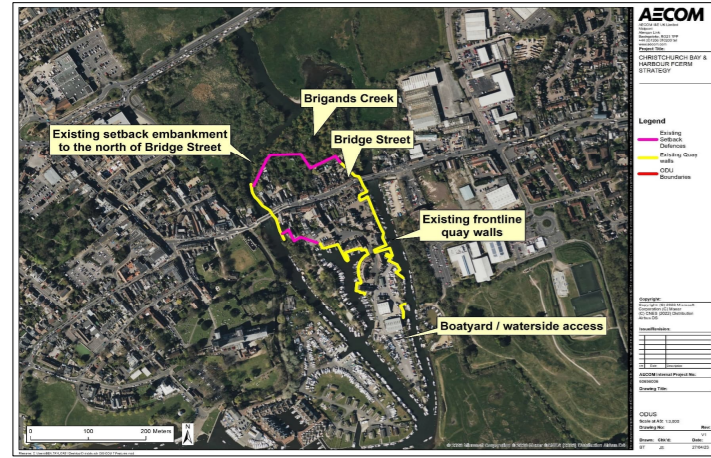
## Decision Tree



# ODU 7 - Rossiters Quay

## Key features / risks

- Island within the River Avon. Residential / non-residential properties either side of Bridge Street
- Area has a high SoP for the present day but over time due to SLR the SoP will fall.
- By 2124 there are 57 properties expected to be at risk from 0.5% AEP event
- A lack of space to construct new defences in parts of this unit and waterside alignments therefore likely to be required
- During design key issues to consider include access to the water and the natural creek (Brigands Creek) that pass through the defences

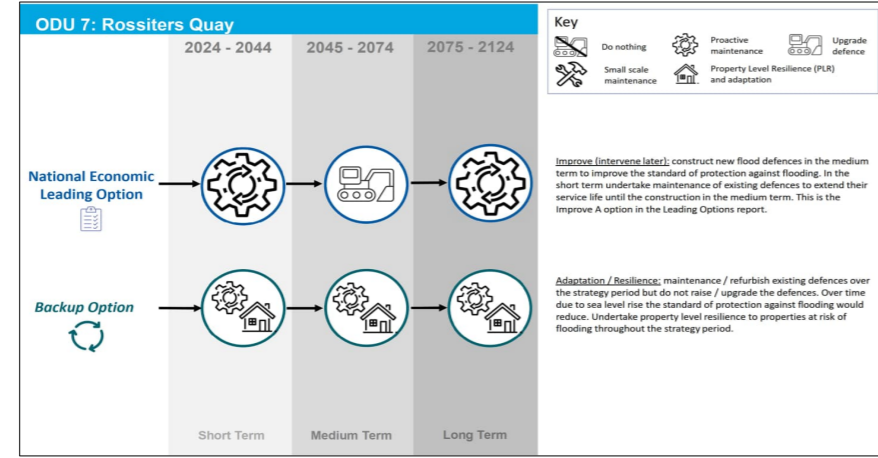


## Strategy/Leading Options

- National Option and Backup Option identified
- National Option is Improve (A) that involves raising existing defences / new defences from epoch 2
- Backup option is Adaptation / Resilience which involves undertaking PLR and maintaining existing defences through refurbishments

## Map of Leading Options

- Alignments are indicative and will vary subject to further appraisal



## Works required to deliver leading options\*

Option	Epoch 1			Epoch 2			Epoch 3		
	Years 2025 - 2029	Years 2030 - 2034	Years 2035 - 2039	Years 2040 - 2044	Years 2045 - 2049	Years 2050 - 2054	Years 2055 - 2059	Years 2060 - 2064	Years 2065 - 2069
National	Develop leading strategy for defence improvements / scheme / include to epoch 2			Business case development, outline design and secure funding for defence improvements in epoch 2	Approval of business case	Decided design, consenting and procurement for defence improvements			
Backup	Identify properties that would benefit from property level resilience measures. Engage with property owners and support property level resilience funding applications / implementation as required. Develop funding strategy for defence refurbishments.			Engaging PLR measures. Undertake refurbishment, design consenting and funding for refurbishment			Engaging maintenance and defence refurbishment, design consenting and funding for PLR		Engaging maintenance and defence refurbishment and support to property owners for PLR

\*note: not shown in table above, but monitoring and small scale / patch repair maintenance on existing defences and assets should be undertaken annually / as required  
 \*timings of works subject to trigger points such as funding and condition of existing defences

## Cost profile for capital works and maintenance (not including pre-business case / support work)

Leading Option	Indicative option cost (£k) - cash											Total				
	Epoch 1 (years)			Epoch 2 (years)			Epoch 3 (years)			Total						
	2025-2029	2030-2034	2035-2039	2040-2044	2045-2049	2050-2054	2055-2059	2060-2064	2065-2069	2070-2074	2075-2079	2080-2084	2085-2089	2090-2094	2100-2114	2115-2124
National	11	11	11	11	8,014	23	23	23	23	23	46	46	46	46	46	8,403
Backup	41	11	11	1,821	746	11	11	1,821	821	23	1,833	878	23	1,833	9,895	9,895

\*note that defence refurbishments timing may need to be adjusted if refurbishments are required sooner (to be informed by detailed defence condition assessment)

## FCERM GIA funding availability

- Indicative FCERM GIA funding availability calculated for initial defence upgrade scheme as part of the national option
- Indicative amount of FCERM GIA available for defence upgrade scheme estimated to be in region of £632k
- See economics report for assumptions when calculating indicative GIA availability (such as baseline year)

## Trigger Points

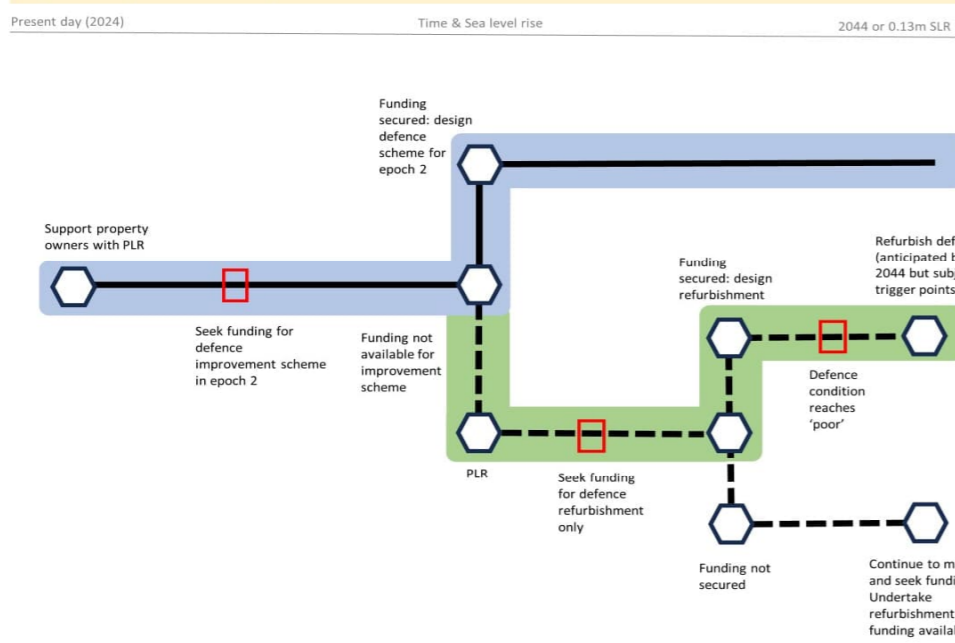
Category	Influence on	Details of key decisions when implementing options	Triggers
Defence condition	Timing of scheme for National Option / refurbishments for Backup Option	- There are currently quay walls / raised defences in this unit that provide flood defence - Generally in fair / good condition based on Strategy defence condition assessment - It is recommended that routine defence condition assessments are undertaken on the structures to determine initial condition status and change over time - Ongoing small scale / patch repair maintenance would be expected to extend the life of these assets. - However, when the condition of the defences / quay walls deteriorates then either construction of the defence improvement scheme will be required (national option) or a refurbishment required (backup) - It is recommended that when the condition reaches a "Poor" rating then the scheme / refurbishment is undertaken	- Condition rating of Poor
Sea level rise	Timing of scheme for National Option	- The National Option involves upgrading the defences in the future (most likely in epoch 2). The exact timing of this should be informed by rates of sea level rise and the onset of flood risk in the future (as well as the defence condition) - According to the Environment Agency AIMS dataset, the raised defences in the unit typically have a crest level of approximately 2.4-2.5m OD (although this does vary and there are some sections with a lower crest level, particularly on the west side). - 2.4m OD is in excess of a present day 1 in 1000 year AEP water level in the harbour (not considering any defence freeboard or water level gradients up the River Avon). However, with sea level rise, the SoP of the defence will fall over time and the risk of overflow / outflanking will increase. - Should the objective be to sustain a 1 in 200 year SoP and if a 0.3m freeboard is assumed, the defences will need to be raised once the 200 year extreme water level in the harbour reaches within 0.3m of the existing crest elevation. This equates to a water level of approximately 2.1-2.2m OD which is approximately 0.09-0.19m sea level rise from the 200 year present day water level. - Existing UKCP18 SLR projections indicate 0.13m of sea level rise is expected to occur by the start of epoch 2 and this represents an approximate mid-point for the 0.09m-0.19m range. Therefore it is suggested that a 0.13m trigger for sea level rise is used for undertaking planning / construction for the defence raising. - It should be noted that the crest level in parts of this unit is lower than 2.4-2.5m and therefore some sections may need raising sooner if the desire is to sustain a 1 in 200yr SoP before a scheme is constructed. However, there is not sufficient detail available to assess the need for this in the Strategy and detailed analysis of flow paths / deflecto defences would be required to draw any conclusions.	- Begin National Option scheme planning / business case development when SLR is 0.13m
Funding	Timing of scheme for National Option / choice switching to Backup Option	- The National Option may have a funding shortfall for the scheme / defence improvement works (unlikely FCERM GIA will cover all of this work) - The Funding Strategy will need to outline how the scheme will be funded. If funding is not likely, then the scheme could be delayed or the option choice switched to the Backup Option. - Funding will still be required for the defence refurbishments as part of the Backup Option but this amount is expected to be less	- Funding availability - Delay refurbishments if funding is not secured

## Decision Tree

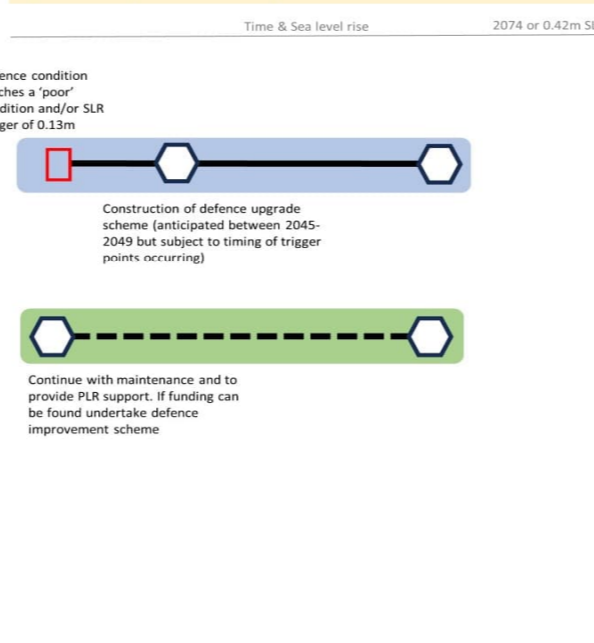


## ODU 7: Rossiters Quay Decision tree

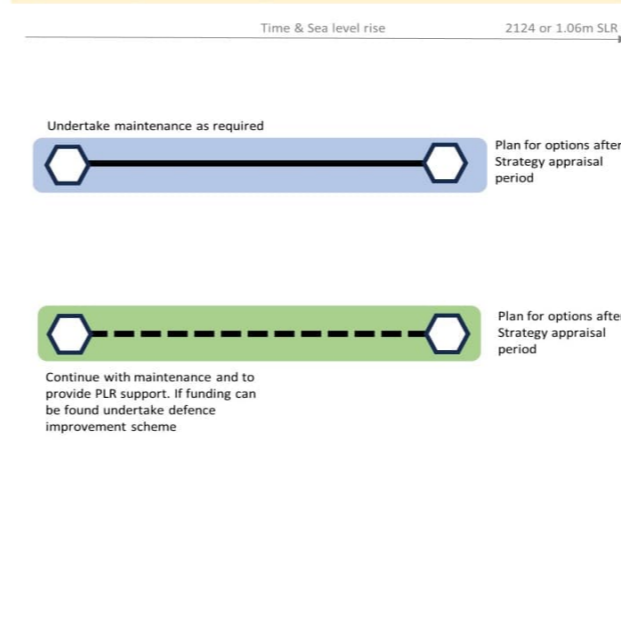
### Epoch 1 (2024-2044)



### Epoch 2 (2045-2074)



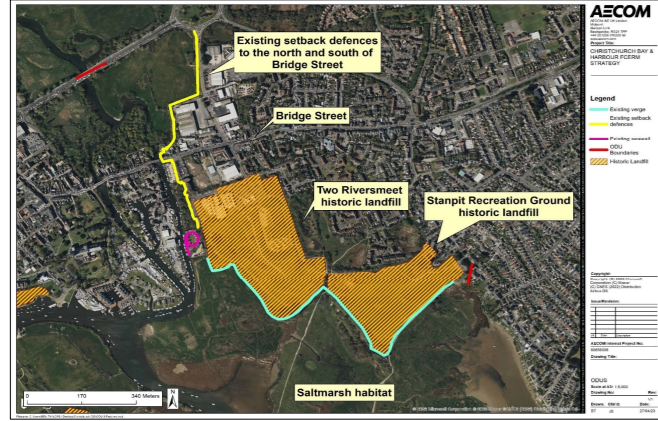
### Epoch 3 (2075-2124)



ODU 9 - Stanpit

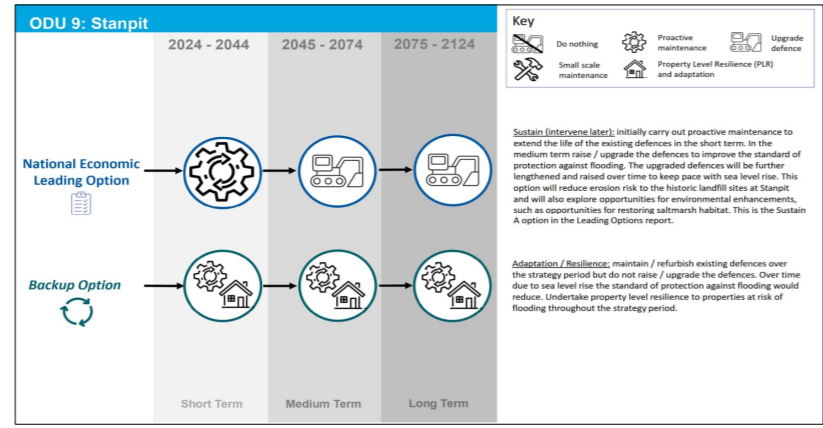
Key features / risks

- East bank of the River Avon and the North side of Christchurch Harbour
- Large areas of historic landfill sites at Two Rivermead and Stanpit Recreation Ground that are adjacent to the harbour
- Potentially contaminated land status of landfill sites is unknown
- Also there are expected to be a large number of properties at risk from flooding in the future
- By 2124 expected that 867 properties would be at risk from 0.5m AEP event



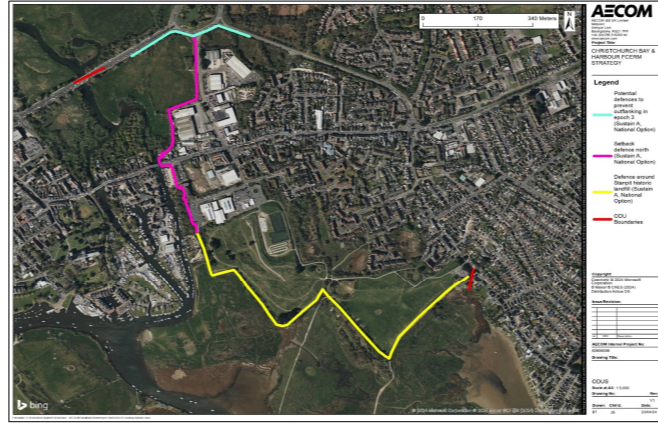
Strategy Leading Options

- National Option and Backup Option identified
- National Option is Sustain (A) that involves raising defences over time to keep pace with SLR (0.05 y SoP) from epoch 2.
- Sustain A also involves defences around the historic landfill and will seek opportunities for saltmarsh refurbishment
- Backup option is Adaptation / Resilience which involves undertaking PLR and maintaining existing defences (including around the historic landfill sites) through refurbishments



Map of Leading Options

- Alignments are indicative and will vary subject to further appraisal



Works required to deliver leading options\*

Option	Years 2025 - 2029	Years 2030 - 2034	Epoch 1	Years 2035 - 2039	Years 2040 - 2044	Epoch 2	Epoch 3
National	Operate historic landfill investigations to determine contamination status of the landfill sites Develop funding strategy for defence improvements / scheme considered for epoch 2 Review SLP policy to align with this option if this is the option delivered				Determine scheme alignment (subject to historic landfill investigations) Business case development, scheme design and cost planning for defence improvements Approval of business case Detailed design, consenting and procurement for defence improvements	Construction for defence improvements	Start to roll out of defence improvements / ongoing
Backup	Operate historic landfill investigations to determine contamination status of the landfill sites Identify properties that would benefit from property level resilience measures Begin to primarily assess and support property level resilience measures Develop funding strategy for defence refurbishments Review SLP policy to align with this option if this is the option delivered				Ongoing M&M measures Underpin need for defence maintenance around historic landfill sites (subject to outcome of historic landfill investigations). Refurbishment of other defences along the bank of the Avon would still be required if historic landfill sites are not needed Plan defence refurbishments, scheme consenting and funding for refurbishment Undertake refurbishment of defences	Ongoing maintenance and defence refurbishment and support to property owners for PLR	Ongoing maintenance and defence refurbishment and support to property owners for PLR

\*Note: not shown in table above, but monitoring and small scale / patch repair maintenance on existing defences and assets should be undertaken annually / as required  
 \*Timings of works subject to trigger points such as funding and condition of existing defences

Cost profile for capital works and maintenance (not including pre-business case / support work)

Leading Option	Epoch 1 (years)					Epoch 2 (years)					Epoch 3 (years)			Total			
	2025-2029	2030-2034	2035-2039	2040-2044	2045-2049	2050-2054	2055-2059	2060-2064	2065-2069	2070-2074	2075-2079	2080-2084	2085-2089		2090-2104	2105-2114	2115-2124
National	0	34	0	0	16,910	0	0	0	0	0	0	0	0	0	0	0	25,942
Backup	24	34	34	1,811	8,945	34	34	34	1,811	34	4,520	1,845	8,730	68	68	1,350	29,279

\*Note that defence refurbishments timing may need to be adjusted if refurbishments are required sooner (to be informed by detailed defence condition assessments)

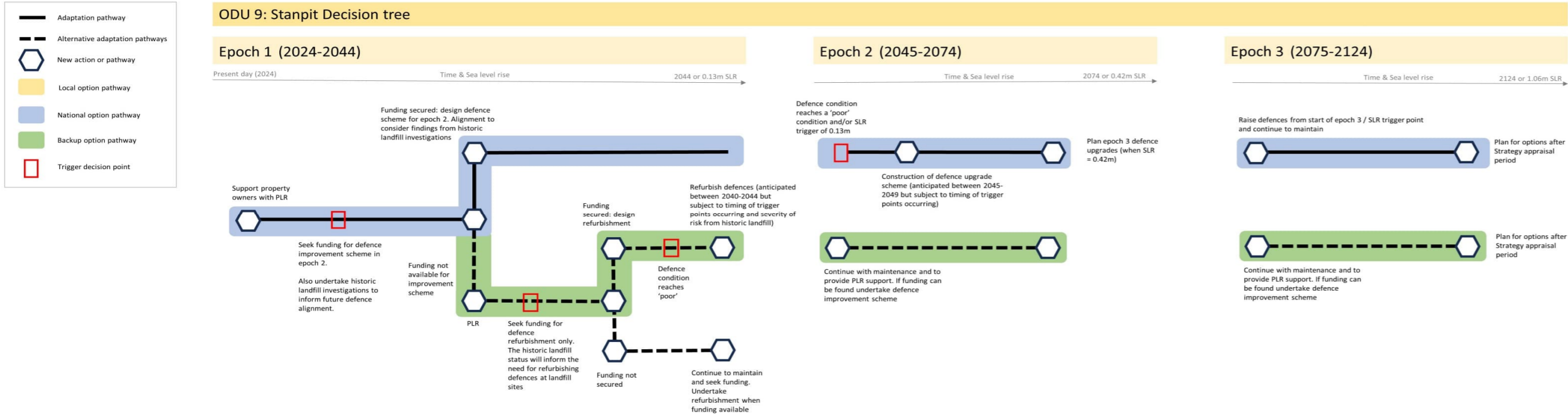
FCERM GIA funding availability

- Indicative FCERM GIA funding availability calculated for initial defence upgrade scheme as part of the national option
- Indicative amount of FCERM GIA available for defence upgrade scheme estimated to be in region of £2.7 million
- See economics report for assumptions when calculating indicative GIA availability (such as baseline year)

Trigger Points

Category	Influence on	Details of key decisions when implementing options	Triggers
Historic landfill status	Decision on defence alignment for National Option	It is recommended that site investigations into the contaminated land status of the historic landfill sites are undertaken This will inform whether the new defences are required around the historic landfill sites and help steer the decision on the defence alignment for the National Option If the lands found to be contaminated then defences around the landfill sites should be delivered as a preference / if funding allows The investigations will also help better inform environmental assessments, such as WFD assessment, at scheme level appraisal	Contaminated land status
Defence condition	Timing of scheme for National Option / refurbishments for Backup Option	There are currently raised defences in the unit that provide flood defence The condition for the majority of the defence length is unknown (data not available for the Strategy defence condition assessment). The ANMS dataset suggests a 'Fair' condition although this needs to be confirmed It is recommended that routine defence condition assessments are undertaken on the structure to determine initial condition status and change over time Ongoing small scale / patch repair maintenance would be expected to extend the life of these assets However, when the condition of the defences deteriorates then either construction of the defence improvement scheme will be required (national option) or a refurbishment required (Backup) It is recommended that when the condition reaches a 'Poor' rating then the scheme / refurbishment is undertaken	Condition rating of Poor
Sea level rise	Timing of scheme for National Option	The National Option involves upgrading the defences in the future (most likely in epoch 2). The exact timing of this should be informed by rates of sea level rise and the onset of flood risk in the future (as well as the defence condition) According to the Environment Agency ANMS dataset, the raised defences in the unit typically have a crest level of approximately 2.4.2.5m OD 2.4m OD in excess of a present day 1 in 1000 year AEP water level in the harbour (not considering any defence freboard or water level gradients up the River Avon). However, with sea level rise, the SoP of the defence will fall over time and the risk of overflow / outflanking will increase Should the objective be to sustain a 1 in 200 year SoP and if a 0.3m freboard is assumed, the defences will need to be raised once the 200 year extreme water level in the harbour reaches within 0.3m of the existing crest elevation. This equates to a water level of approximately 2.1.2.2m OD which is approximately 0.9m sea level rise from the 200 year present day water level Existing URCP18 SLR projections indicate 0.13m of sea level rise is expected to occur by the start of epoch 2 and this represents an approximate mid-point for the 0.09m-0.19m range. Therefore it is suggested that a 0.13m trigger for sea level rise is used for undertaking planning / construction for the defence raising It should be noted that the crest level in parts of the unit is lower than 2.4.2.5m and therefore some sections may need raising sooner if the desire is to sustain a 1 in 200yr SoP before a scheme is constructed. However, there is not sufficient detail available to assess the need for this in the Strategy and detailed analysis of flow paths / defacto defences would be required to draw any conclusions The planning / business case development for the second round of defence improvements (in epoch 3) should be undertaken when the structure design life is close to falling below the design SoP of the previous round of defence upgrades undertaken in epoch 2 Based on existing URCP18 sea level rise projections, and assuming the defences are designed to a target SoP at the start of epoch 3, the planning / business case development for the second round of upgrades should begin when sea level rise reaches 0.42m	Begin National Option scheme planning / business case development when SLR is 0.13m
Funding	Timing of scheme for National Option / choice switches to Backup Option	The National Option may have a funding shortfall for the scheme / defence improvement works (partly) FCERM GIA will cover all of this work The Funding Strategy will need to outline how the scheme will be funded if funding is not likely, then the scheme could be delayed or the option choice switched to the Backup Option Funding will still be required for the defence refurbishments as part of the Backup Option but it does not include one-off capital scheme costs that are as large as the National Option and therefore could be more deliverable.	Funding availability Delay refurbishments if funding is not secured

Decision Tree



# ODU 10 - Mundeford

## Key features / risks

- North side of Christchurch Harbour. Main land use is residential properties / gardens which back onto the shoreline
- River Mude and Bare Brook located at the eastern end of the unit
- Privately owned / maintained quay wall along length of unit
- 25 properties at risk for a present day 0.5% AEP event, increasing to 370 properties by 2124
- Future flood risk is relatively linear along the frontage

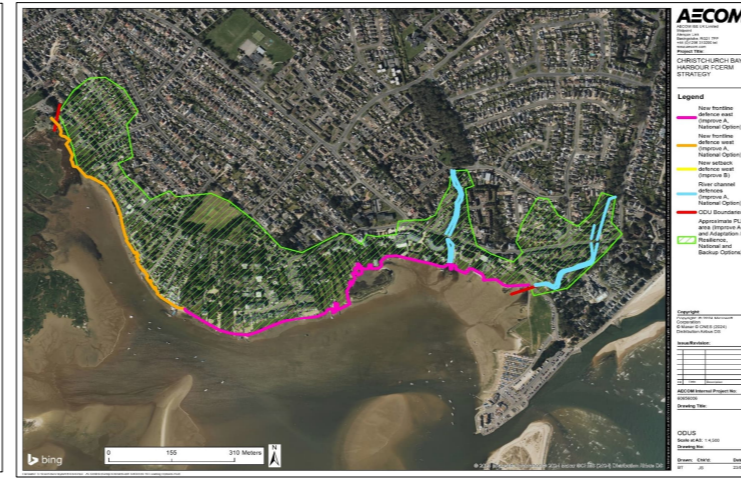
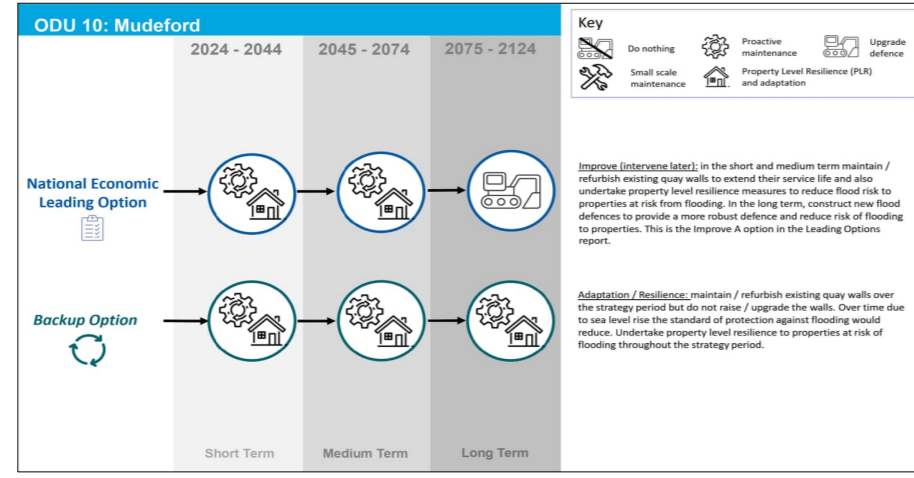


## Strategy Leading Options

- National Option and Backup Option identified
- National Option is Improve (A) that involves raising defences in epoch 3 when the flood risk begins to increase significantly
- In epochs 1 and 2 Improve A also involves PLR measures and quay wall refurbishments as required
- Backup option is Adaptation / Resilience which involves undertaking PLR and maintaining existing defences through refurbishments

## Map of Leading Options

- Alignments / PLR areas are indicative and will vary subject to further appraisal



## Works required to deliver leading options\*

Option	Epoch 1			Epoch 2	Epoch 3
	Years 2025 - 2029	Years 2030 - 2034	Years 2035 - 2039		
National	Identify properties that would benefit from property level resilience measures. Engage with property owners and support property level resilience funding applications / implementation as required. Develop funding strategy for defence refurbishments in epochs 1 and 2. Also consider potential funding for scheme in epoch 3 although this will be highly uncertain.			Ongoing PLR measures. Plan quay wall refurbishments, acquire consenting and funding for refurbishment. Undertake refurbishment of quay wall.	Ongoing PLR measures. Refurbishments.
Backup	Identify properties that would benefit from property level resilience measures. Engage with property owners and support property level resilience funding applications / implementation as required. Develop funding strategy for defence refurbishments.			Ongoing PLR measures. Plan quay wall refurbishments, acquire consenting and funding for refurbishment. Undertake refurbishment of quay wall.	Ongoing maintenance and defence refurbishments and support to property owners for PLR.

\*Note: not shown in table above, but monitoring and small scale / patch repair maintenance on existing defences and assets should be undertaken annually / as required  
 \*timings of works subject to trigger points such as funding and condition of existing defences

## Cost profile for capital works and maintenance (not including pre-business case / support work)

Leading Option	Indicative option cost (£k) - cash															
	Epoch 1 (years)				Epoch 2 (years)				Epoch 3 (years)				Total			
	2025-2029	2030-2034	2035-2039	2040-2044	2045-2049	2050-2054	2055-2059	2060-2064	2065-2069	2070-2074	2075-2079	2080-2084		2085-2089	2095-2104	2105-2114
National	763	23	23	3,056	1,333	23	23	23	23	25,533	46	46	46	46	46	31,030
Backup	761	23	23	3,054	1,331	23	23	23	23	1,250	3,079	4,136	46	3,079	20,540	

\*Note that defence refurbishments timing may need to be adjusted if refurbishments are required sooner (to be informed by detailed defence condition assessment)

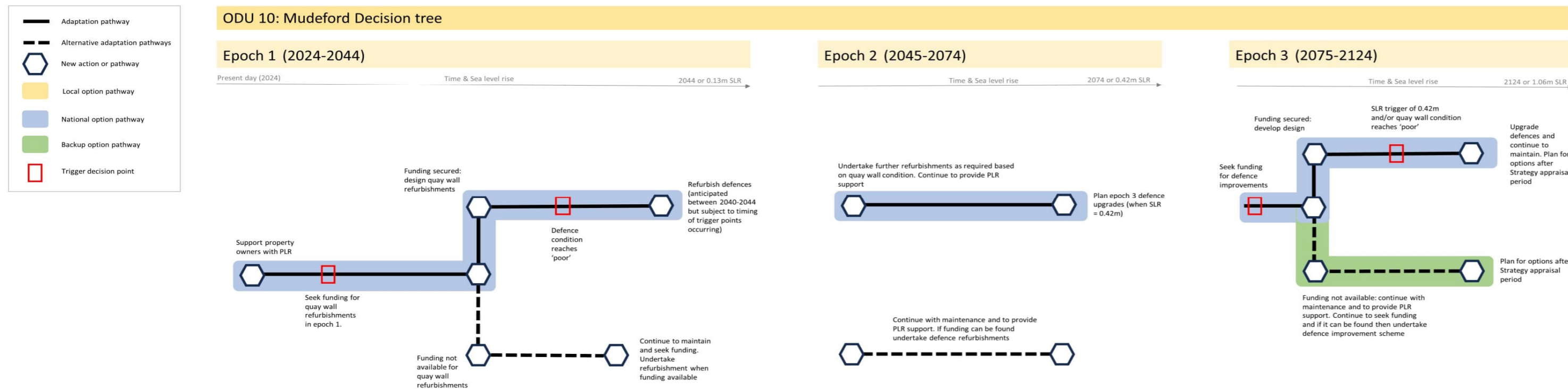
## FCERM GIA funding availability

- Indicative FCERM GIA funding availability calculated for defence upgrade scheme as part of the national option in epoch 3
- Indicative amount of FCERM GIA available for defence upgrade scheme estimated to be in region of £2 million
- See economics report for assumptions when calculating indicative GIA availability (such as baseline year)

## Trigger Points

Category	Influence on	Details of key decisions when implementing options	Triggers
Defence condition	Timing of refurbishments for National and Backup Option. Timing of scheme in epoch 3 for National Option	- There is currently a quay wall along this frontage that provides stability to the land behind and prevents erosion - The condition for the quay wall is unknown (data not available for the Strategy defence condition assessment). - It is recommended that routine defence condition assessments are undertaken on the structures to determine initial condition status and change over time - Ongoing small scale / patch repair maintenance would be expected to extend the life of these assets - However, when the condition of the defences deteriorates then refurbishments will be required with the National and Backup options. - It is recommended that when the condition reaches a 'Poor' rating then the refurbishments are undertaken - In epoch 3 the National Option recommends a new defence scheme. The condition of the quay wall during this time period will also help determine the timing of the scheme in epoch 3	- Condition rating of Poor
Sea level rise	Timing of scheme for National Option	- The National Option involves upgrading the defences in epoch 3 when the flood risk is expected to increase significantly and there is a stronger economic case to improve the defences. - The exact timing of the defence scheme with the National Option should be informed by the observed rates of sea level rise and the onset of flood risk in the future (as well as the defence condition). - The UKCP18 sea level rise projections estimate 0.42m of sea level rise by the start of epoch 3 (2074) relative to today. It is therefore recommended that planning / business case development for the scheme begins when observed sea level rise is around 0.42m	- Begin National Option scheme planning / business case development when SLR is 0.42m
Funding	Timing of refurbishments for National Option / Backup Option. Timing of defence improvement scheme with the National Option	- The National and Backup Options may have a funding shortfall for the quay wall refurbishment works (unlikely FCERM-GIA will cover all of this work) - The Funding Strategy will need to outline how these refurbishments will be funded. If funding is not likely, then the refurbishments could be delayed until funding is secured. However, this will increase the residual risk and localised impacts, such as erosion, could occur in locations where defences fail. - In the long term, there is also expected to be a funding shortfall for the defence scheme as part of the National Option. If funding cannot be secured then the scheme could be delayed until funding can be found. Alternatively the Strategy could implement the Backup option in the long term but there would be increased uncertainty with this due to increased residual risk and deeper flooding and the effectiveness of PLR would reduce.	- Funding availability - Delay refurbishments if funding is not secured

## Decision Tree



# ODU 11 - Mundeford Quay

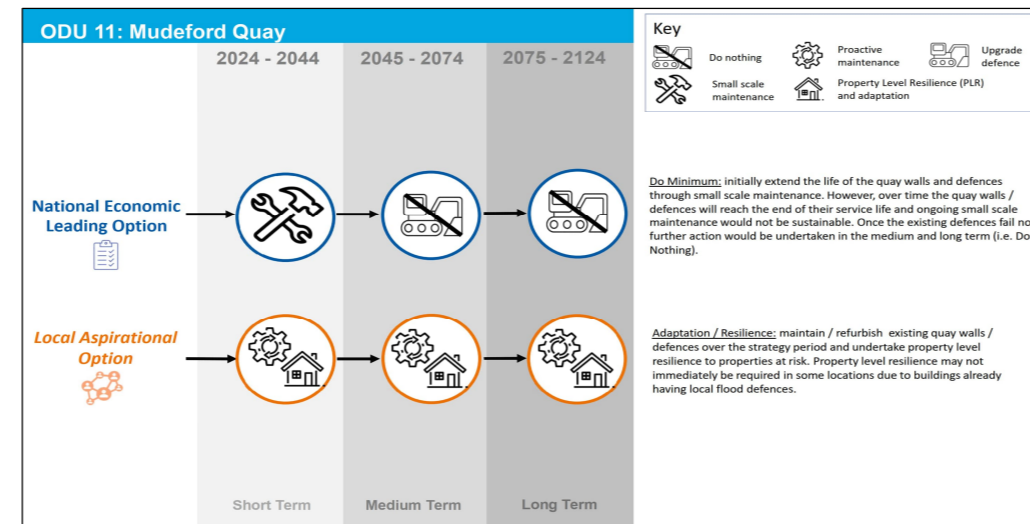
## Key features / risks

- Small number of properties at risk from flooding / erosion so therefore there is limited economic benefits on a national basis for defence improvements / maintenance
- Mundeford Quay at risk from flooding currently and depth of flooding expected to increase significantly over next 100 years
- Three properties at risk for a present day 0.5% AEP event, increasing to 12 by 2124
- The quay is a strategically important features for overall morphology of the area, for example, in acting as a training wall for 'the Run' channel
- Uncertain impact on coastal morphology should quay walls around the quay be left to fail in the future
- Key infrastructure passes beneath 'the Run' from the quay



## Strategy Leading Options

- National and Local Option identified
- National Option is Do Minimum whereas Local Option is Adaptation / Resilience
- Local Option (Adaptation / Resilience) would involve maintaining the quay walls with refurbishments and manage flood risk on the quay using PLR
- National Option (Do Minimum) would not involve replacing existing defences when they fail and long term morphology is uncertain



## Map of Leading Options

- Defence maintenance assumed along existing alignments, however this may vary subject to further appraisal
- PLR requirements to be determined on property by property basis as required



## Works required to deliver leading options\*

Option	Epoch 1					Epoch 2	Epoch 3
	Years 2025 - 2029	Years 2030 - 2034	Years 2035 - 2039	Years 2040 - 2044	Years 2045 - 2049	Years 2050 - 2054	Years 2055 - 2124
National	No planned works other than small scale patch & repair and ensuring H&S compliance. Review S&P policy to align with this option if this is the option delivered.						
Local	Develop funding strategy for quay wall refurbishments. Undertake defence condition assessments. Undertake historic aerial investigations to determine contamination status of landfill sites. Identify properties that would benefit from property level resilience measures. Engage with property owners and support property level resilience funding applications / implementation as required.	Begin planning defence refurbishments. Secure funding and consenting for refurbishments. Continue to provide PLR support.	Refurbish existing quay walls. Continue to provide PLR support.	Continue to provide PLR support.	Further refurbishments of existing defences and PLR.	Further refurbishments of existing defences and PLR.	Further refurbishments of existing defences and PLR.

\*note: not shown in table above, but monitoring and small scale / patch repair maintenance on existing defences and assets should be undertaken annually / as required  
 \*timings of works subject to trigger points such as funding and condition of existing defences

## Cost profile for capital works and maintenance (not including pre-business case / support work)

Leading Option	Indicative option cost (£k) - cash														Total	
	Epoch 1 (years)		Epoch 2 (years)						Epoch 3 (years)							
	2025-2029	2030-2034	2035-2039	2040-2044	2045-2049	2050-2054	2055-2059	2060-2064	2065-2069	2070-2074	2075-2084	2085-2094	2095-2104	2105-2114	2115-2124	
National	23	46	91	91	183	183	37	0	0	0	0	0	0	0	0	654
Local	101	11	7,517	11	121	11	11	7,517	11	11	143	7,529	143	7,529	23	30,689

\*note that defence refurbishments timing may need to be adjusted if refurbishments are required sooner (to be informed by detailed defence condition assessment)

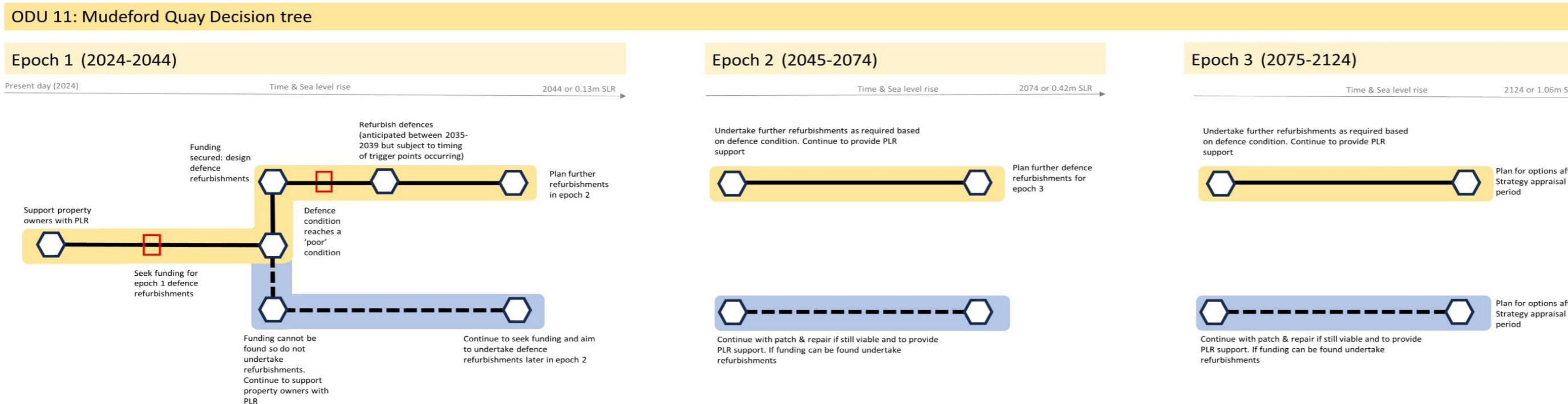
## FCERM GiA funding availability

- FCERM GiA funding unlikely to be available for defence works due to BCR < 1 on national basis. Funding may be available for PLR from separate funding routes

## Trigger Points

Category	Influence on	Details of key decisions when implementing options	Triggers
Defence condition	Timing of defence refurbishments in Local Option	- If implementing the Local Option: - The existing quay wall around Mundeford Quay was assessed to have a 'Fair' condition in the Strategy defence condition assessment, with an estimated residual life (without maintenance) of 10-15 years - Ongoing small scale / patch repair maintenance would be expected to extend the life of these asset but they are still expected to require a refurbishment during epoch 1 - The timing of a refurbishment will need to be determined based on further detailed condition inspections and may need to be brought forward or delayed accordingly based on the results of the inspections - It is recommended that when the condition reaches a 'Poor' rating then a refurbishment is undertaken	- Condition rating of Poor
Funding	Decision on Local vs National Option and timing of defence refurbishments	- The Local Option will have a funding shortfall for the defence refurbishment works - The Funding Strategy will need to outline how the defence refurbishments will be funded. If funding is not likely, then these refurbishment works could be delayed until the funding is secured or the National Option could be delivered instead. - The residual risk of defence failure will increase if refurbishments are delayed or not undertaken and the consequences of this could be erosion / uncertain morphological change.	- Funding availability - Delay refurbishments or revert to National Option if funding for refurbishments is not secured

## Decision Tree







# ODU 13 - Highcliffe

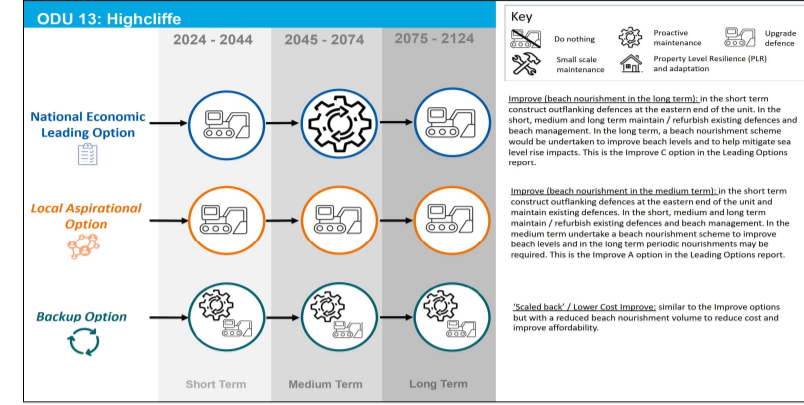
## Key features / risks

- Open coast frontage between Steamer Point and Chewton Bunnery
- Variety of coastal defences including rock groynes, rock revetment and cliff stabilisation / drainage
- Key areas for coastal recreation / tourism
- Main risk is from coastal erosion. Initially erosion risk is low, increasing over time
- 191 properties expected to be at risk from erosion over the next 100 years (cumulative)
- Risk of outflanking at the eastern end of the unit at undeveloped Naish Cliff



## Strategy Leading Options

- National (Improve C), Local (Improve A) and Backup Options (scaled back Improve C) identified
- Each of the leading options involve upgrading the defences to provide erosion defence over the Strategy period and this will also support ongoing maintenance of the cliff drainage and stabilisation system at Highcliffe
- Further work is required after the Strategy to confirm the alignment of the new defences, and this will impact the economic case / timing of interventions
- The National Option (Improve C) involves constructing an outflanking defence in epoch 1 and then maintaining / refurbishing existing defences in epoch 1 and 2. Then in epoch 3 upgrade defences / beach nourishment.
- The Local Option (Improve A) is the same as the National Option but it involves undertaking the beach nourishment from epoch 2 (rather than epoch 3)
- The Backup option is the same as the National Option (Improve C) but is 'scaled back' and involves smaller defence upgrades / less beach nourishment material



## Map of Leading Options

- Alignments are indicative and will vary subject to further appraisal



## Works required to deliver leading options\*

Option	Epoch 1			Epoch 2			Epoch 3		
	Years 2025 - 2029	Years 2030 - 2034	Years 2035 - 2039	Years 2040 - 2044	Years 2045 - 2074	Years 2075 - 2124	Years 2040 - 2044	Years 2045 - 2074	Years 2075 - 2124
National	Develop funding strategy Understand beach management as required	Plan epoch 1 outflanking defence, acquire consenting and funding, and undertake design Understand beach management as required	Construct outflanking defence Understand beach management as required	Plan and business case development for defence refurbishments in epoch 2 if required Understand beach management as required	Understand defence refurbishments as required and ongoing beach management	Beach nourishment scheme and further defence maintenance / upgrades as required and ongoing beach management	Plan and business case development for defence refurbishments in epoch 2 if required Understand beach management as required	Understand defence refurbishments as required and ongoing beach management	Beach nourishment scheme and further defence maintenance / upgrades as required and ongoing beach management
Local	Develop funding strategy Understand beach management as required	Plan epoch 1 outflanking defence, acquire consenting and funding, and undertake design Understand beach management as required	Construct outflanking defence Understand beach management as required	Begin planning for beach nourishment in epoch 2 if required Understand beach management as required	Beach nourishment scheme and further defence maintenance / upgrades as required and ongoing beach management	Further defence maintenance and upgrade design if required Ongoing beach management	Plan and business case development for defence refurbishments in epoch 2 if required Understand beach management as required	Understand defence refurbishments as required and ongoing beach management	Beach nourishment scheme and further defence maintenance / upgrades as required and ongoing beach management
Backup	Develop funding strategy Understand beach management as required	Plan epoch 1 outflanking defence, acquire consenting and funding, and undertake design Understand beach management as required	Construct outflanking defence Understand beach management as required	Plan and business case development for defence refurbishments in epoch 2 if required Understand beach management as required	Understand defence refurbishments as required and ongoing beach management	Scaled back beach nourishment scheme and further defence maintenance / upgrades as required and ongoing beach management	Plan and business case development for defence refurbishments in epoch 2 if required Understand beach management as required	Understand defence refurbishments as required and ongoing beach management	Beach nourishment scheme and further defence maintenance / upgrades as required and ongoing beach management

\*Note: not shown in table above, but monitoring and small scale / patch repair maintenance on existing defences and assets should be undertaken annually / as required  
\*Timing of works subject to trigger points such as funding and condition of existing defences

## Cost profile for capital works and maintenance (not including pre-business case / support work)

Leading Option	Indicative option cost (£k) - cash															
	Epoch 1 (years)			Epoch 2 (years)			Epoch 3 (years)			Total						
	2025-2029	2030-2034	2035-2039	2040-2044	2045-2049	2050-2054	2055-2059	2060-2064	2065-2069	2070-2074	2075-2084	2085-2094	2095-2104	2105-2114	2115-2124	Total
National	60	60	740	60	5,919	60	60	60	60	60	6,142	120	1,676	120	120	16,873
Local	60	60	740	60	9,032	60	60	60	60	60	6,142	120	1,676	120	120	18,430

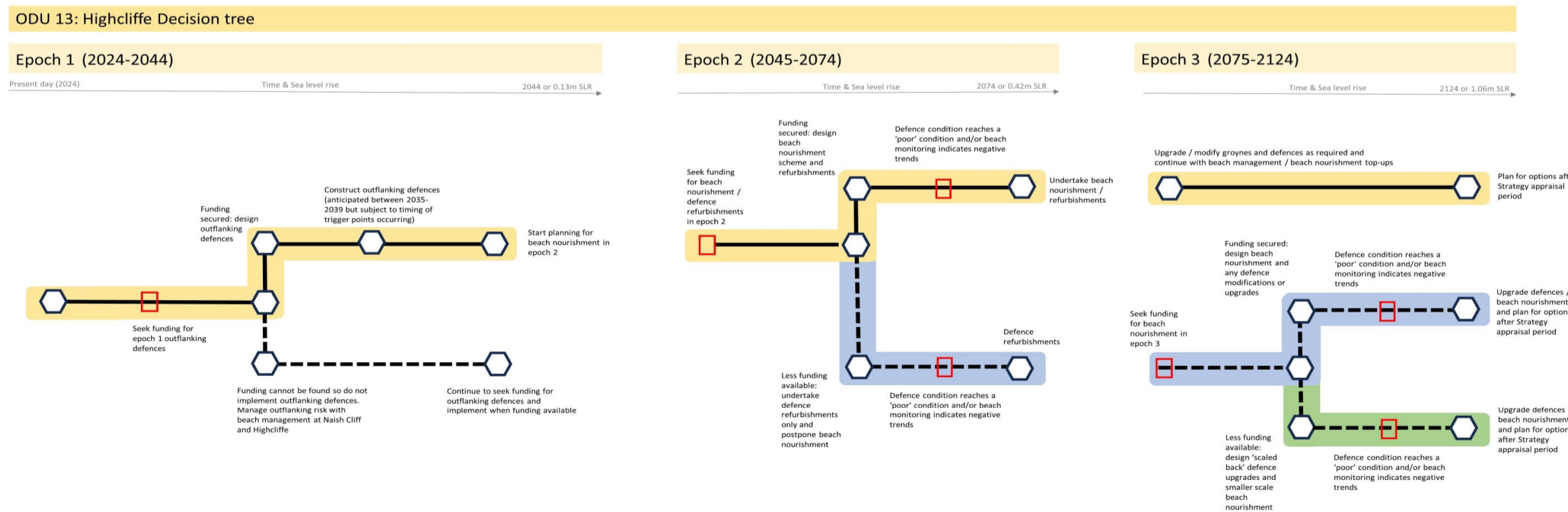
## FCERM GIA funding availability

- Indicative FCERM GIA funding availability calculated for scheme as part of the local option in epoch 2, and the national option in epoch 3
- Indicative amount of FCERM GIA available for defence scheme estimated to be in region of £1.5 million (local option scheme) to £2.2 million (national option scheme)
- See economics report for assumptions when calculating indicative GIA availability (such as baseline year)

## Trigger Points

Category	Influence on	Details of key decisions when implementing options	Triggers
Beach monitoring	Timing of defence upgrades / beach nourishment in Leading Options	The beach is a key component of the defence system in this location and the existing defences (groynes) currently help control beach levels There is a risk that the beach profile could change over time in response to storms/ sea level rise which could reduce the effectiveness of the defence system It is recommended that the beach profiles in ODU 13 continue to be monitored on a regular basis (i.e. every 6 months) to identify any trends in the beach profile movement. If the beach profile trends indicate that the beach profile is lowering beyond the typical range then this could be a trigger for upgrading / modifying the existing defences to help retain more beach material and undertaking a beach nourishment scheme. A long term record of monitoring is required to enable long term significant trends to be identified relative to typical seasonal variations	A consistent trend in beach profile change (not typical seasonal changes)
Defence condition	Timing of defence refurbishments and defence upgrades in Leading Options	The condition of the defences in ODU 13 varies but are typically 'good'. The condition of the defences can also inform the timing of refurbishments and defence upgrades For defence refurbishments it is recommended that refurbishments are undertaken once defences reach a 'poor' condition. Similarly, if a defence upgrade scheme is scheduled within several years and the defences reach a 'poor' condition then this could also be a trigger for undertaking the scheme sooner. It is recommended that detailed defence condition surveys are undertaken on a regular basis to inform the defence condition and changes over time.	Condition rating of Poor
Funding	Decision on Local vs National vs Backup Option	The National, Local and Backup Options will have a funding shortfall (i.e. FCERM GIA will not cover the full cost) The Funding Strategy will need to outline how the scheme / refurbishments will be funded If funding for undertaking the beach nourishment for the Local Option in epoch 2 is not available, then the Strategy could revert to the National Option and undertake the beach nourishment in epoch 3. If funding for the defence improvements and beach nourishment for the National Option in epoch 3 is not available, then the Strategy could revert to the Backup option and reduce the scale of defence improvements / beach nourishment to reduce the overall cost. If funding is not available for the outflanking defences in epoch 1 (recommended in each of the leading options) then the defences could be delayed and beach management could be utilised instead at Naish Cliff to help control rates of erosion at the eastern end of ODU 13 (i.e. moving material from Highcliffe to Naish Cliff)	Funding availability Revert to National Option if funding not available for scheme in epoch 1 Revert to Backup option if not enough funding is available in medium term

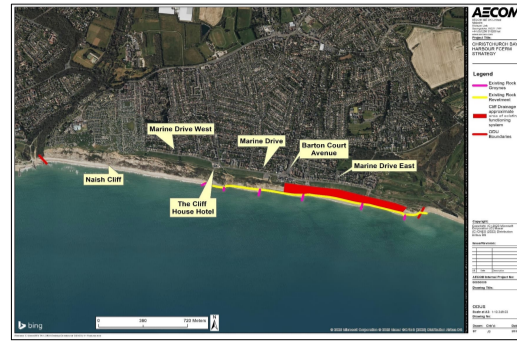
## Decision Tree



ODU 14 - Naish Cliff and Barton on Sea

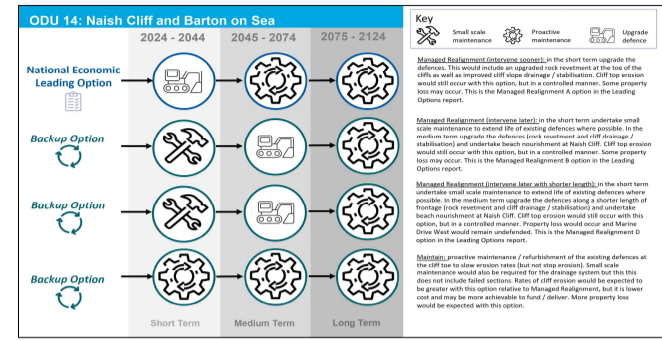
Key features / risks

Operational longevity between Chichester Bay and the western end of Barton on Sea. Characterised by eroding shingle cliffs. Variety of coastal defences including rock armour, rock revetment and cliff stabilisation / drainage. Maintenance from coastal erosion. Consider cliff grading with erosion / beach defence used to wave action and groundwater / rainfall. 100% degradation along the cliff face due to geological importance. Erosion risk to property/infrastructure over time, with low probability of an in-south but not at or by 2124 (contingency). Uncertainty around technical stability of new defences at Marine Drive West due to slumping zone.



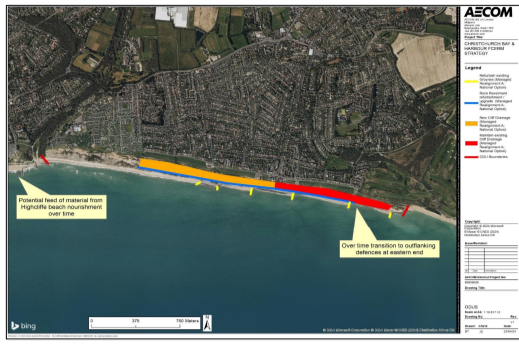
Notes on the Data

National Managed Regime (A), and multiple Backup Options (Managed Regime B, Managed Regime C, Managed Regime D). The National Option (Managed Regime A) involves new / upgraded defences between Marine Drive West and Marine Drive East (main urban area of BOD) underpin in epoch 1. Erosion would not be stopped entirely due to geology of cliff. Backup Option (Managed Regime B) is the same as the National Option (Managed Regime A) but would also include the defence scheme until epoch 2. Backup Option (Managed Regime C) involves defining a smaller length of the defences between Marine Drive West and Marine Drive East from epoch 2. This is the currently defined area and defences would be upgraded. Backup Option (Managed Regime D) involves maintaining existing defences and the functioning of a range, but no new defences would be constructed. More erosion would be expected relative to the Managed Regime options as a result of defences failure over time.



Map of Location Data

Agreement on location and will vary subject to further approval. Only National Option shown in figure (Backup options not shown).



Works required to deliver leading options\*

Option	Years 2024 - 2029	Years 2030 - 2034	Years 2035 - 2039	Years 2040 - 2044	Years 2045 - 2049	Years 2050 - 2054	
National Managed Regime (A)	Design leading strategy and engage with potential funding partners for epoch 1 scheme. Complete detailed design. Prepare business case and design of scheme. Agree funding partners for scheme. Agree construction scheme.	Finalise business case and design of scheme. Prepare business case and design of scheme. Agree funding partners for scheme. Agree construction scheme.	Finalise construction of scheme and undertake maintenance required. Prepare business case and design of scheme. Agree funding partners for scheme. Agree construction scheme.	Finalise construction of scheme and undertake maintenance required. Prepare business case and design of scheme. Agree funding partners for scheme. Agree construction scheme.	Finalise construction of scheme and undertake maintenance required. Prepare business case and design of scheme. Agree funding partners for scheme. Agree construction scheme.	Finalise construction of scheme and undertake maintenance required. Prepare business case and design of scheme. Agree funding partners for scheme. Agree construction scheme.	Finalise construction of scheme and undertake maintenance required. Prepare business case and design of scheme. Agree funding partners for scheme. Agree construction scheme.
Backup Managed Regime (B)	Design leading strategy and engage with potential funding partners for epoch 2 scheme. Complete detailed design. Prepare business case and design of scheme. Agree funding partners for scheme. Agree construction scheme.	Finalise business case and design of scheme. Prepare business case and design of scheme. Agree funding partners for scheme. Agree construction scheme.	Finalise construction of scheme and undertake maintenance required. Prepare business case and design of scheme. Agree funding partners for scheme. Agree construction scheme.	Finalise construction of scheme and undertake maintenance required. Prepare business case and design of scheme. Agree funding partners for scheme. Agree construction scheme.	Finalise construction of scheme and undertake maintenance required. Prepare business case and design of scheme. Agree funding partners for scheme. Agree construction scheme.	Finalise construction of scheme and undertake maintenance required. Prepare business case and design of scheme. Agree funding partners for scheme. Agree construction scheme.	Finalise construction of scheme and undertake maintenance required. Prepare business case and design of scheme. Agree funding partners for scheme. Agree construction scheme.
Backup Managed Regime (C)	Design leading strategy and engage with potential funding partners for epoch 3 scheme. Complete detailed design. Prepare business case and design of scheme. Agree funding partners for scheme. Agree construction scheme.	Finalise business case and design of scheme. Prepare business case and design of scheme. Agree funding partners for scheme. Agree construction scheme.	Finalise construction of scheme and undertake maintenance required. Prepare business case and design of scheme. Agree funding partners for scheme. Agree construction scheme.	Finalise construction of scheme and undertake maintenance required. Prepare business case and design of scheme. Agree funding partners for scheme. Agree construction scheme.	Finalise construction of scheme and undertake maintenance required. Prepare business case and design of scheme. Agree funding partners for scheme. Agree construction scheme.	Finalise construction of scheme and undertake maintenance required. Prepare business case and design of scheme. Agree funding partners for scheme. Agree construction scheme.	Finalise construction of scheme and undertake maintenance required. Prepare business case and design of scheme. Agree funding partners for scheme. Agree construction scheme.
Backup (Mainnet)	Design leading strategy. Complete detailed design. Prepare business case and design of scheme. Agree funding partners for scheme. Agree construction scheme.	Finalise business case and design of scheme. Prepare business case and design of scheme. Agree funding partners for scheme. Agree construction scheme.	Finalise construction of scheme and undertake maintenance required. Prepare business case and design of scheme. Agree funding partners for scheme. Agree construction scheme.	Finalise construction of scheme and undertake maintenance required. Prepare business case and design of scheme. Agree funding partners for scheme. Agree construction scheme.	Finalise construction of scheme and undertake maintenance required. Prepare business case and design of scheme. Agree funding partners for scheme. Agree construction scheme.	Finalise construction of scheme and undertake maintenance required. Prepare business case and design of scheme. Agree funding partners for scheme. Agree construction scheme.	Finalise construction of scheme and undertake maintenance required. Prepare business case and design of scheme. Agree funding partners for scheme. Agree construction scheme.

\*Note: not shown if stable above, but monitoring and small scale / patch repair maintenance on existing defences and assets would be undertaken annually, as required. \*Range of works subject to trigger points such as funding and condition of existing defences.

Cost profile for capital works and maintenance (not including pre-business case / support work)

Leading Option	Epoch 1 (2024-2029)	Epoch 2 (2030-2034)	Epoch 3 (2035-2039)	Epoch 4 (2040-2044)	Epoch 5 (2045-2049)	Epoch 6 (2050-2054)	Epoch 7 (2055-2059)	Epoch 8 (2060-2064)	Epoch 9 (2065-2069)	Epoch 10 (2070-2074)	Epoch 11 (2075-2079)	Epoch 12 (2080-2084)	Epoch 13 (2085-2089)	Epoch 14 (2090-2094)	Epoch 15 (2095-2099)	Epoch 16 (2100-2104)	Epoch 17 (2105-2109)	Epoch 18 (2110-2114)	Epoch 19 (2115-2119)	Epoch 20 (2120-2124)
National Managed Regime (A)	255	255	255	255	255	255	255	255	255	255	255	255	255	255	255	255	255	255	255	255
Backup Managed Regime (B)	255	255	255	255	255	255	255	255	255	255	255	255	255	255	255	255	255	255	255	255
Backup Managed Regime (C)	255	255	255	255	255	255	255	255	255	255	255	255	255	255	255	255	255	255	255	255
Backup (Mainnet)	255	255	255	255	255	255	255	255	255	255	255	255	255	255	255	255	255	255	255	255

\*Note that specific for defence upgrade as part of backup option is undertaken as soon as possible. Therefore the costs outlined in epoch 10-19 could occur sooner.

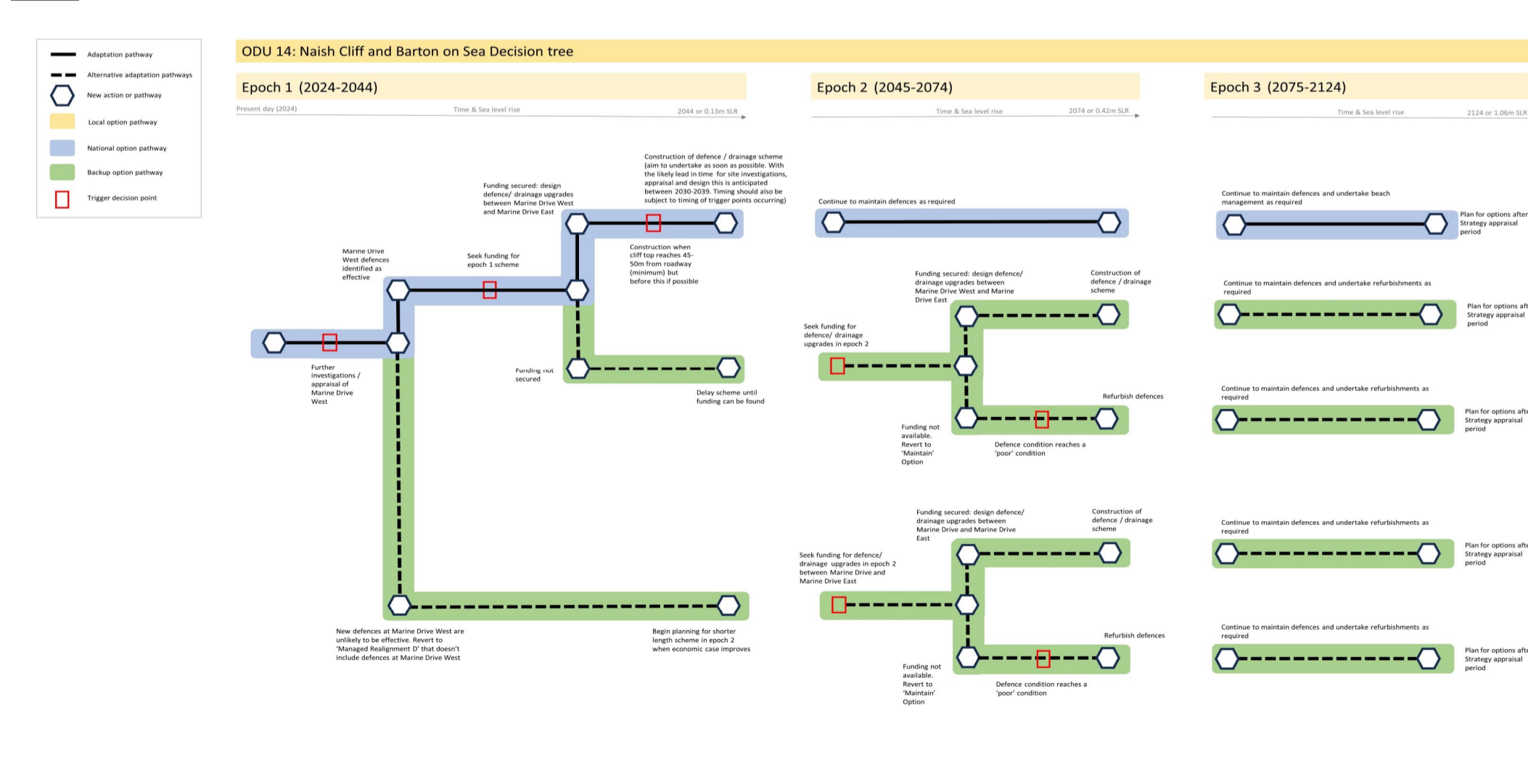
FCERM GIA funding availability

Indicates FCERM GIA funding availability calculated for defence upgrade scheme as part of the national option in epoch 1. Indicates amount of FCERM GIA available for defence scheme in epoch 1 in region of £12 million. FCERM GIA would not be eligible to cover off stabilisation / drainage part of the scheme cost. FCERM GIA could be used on cliff face defences. See economic report for assumptions when calculating indicative GIA availability (each business year).

Trigger Points

Category	Influence on	Point of key decision when implementing option	Trigger
Marine Drive West feasibility	Defence alignment for scheme (includes Marine Drive West) and therefore choice of Strategic option	Revised the 2024-2029 cliff at Marine Drive West in the water ramping one of the alignment back (B). The effectiveness of new sea defences / cliff drainage in this location is uncertain. Prior to, or during the development of a business case / scheme design for the Barton on Sea Strategic, it is recommended that further appraisal of constructing new defences at Marine Drive West is undertaken. If the appraisal indicates that defences would be effective and provide sufficient cost benefit then it is recommended that they are included in the scheme alignment. This would deliver the National Option that currently assumes that defences would be included here. If the appraisal indicates that defences would not be effective / not provide sufficient cost benefit then it is recommended that they are excluded from the scheme alignment. This would mean that the Strategy reverts to the Managed Regime Option that is currently a backup option.	Funding from further appraisal of Marine Drive West (during or prior to business case development)
Observed cliff erosion at top of cliff	Timing of defence / drainage scheme as part of the National Option	As outlined in the Barton on Sea option review, as much as possible it is required at the top of the cliff between the cliff line and the roadway in order to implement the emerging drainage solution being developed by MFC. As a minimum detail design is required and should be with regard to how this can be resolved then it is recommended that the implementation of the emerging drainage solution is challenging. Erosion of the cliff typically occurs in increments and is not a linear process. It is typically noticed in response to storm / rainfall events rather than a gradual loss every year. The planning and design for the defence and drainage scheme should proceed long before the cliff reaches the roadway to account for any erosion events that could occur during the planning and design process. It is recommended that planning / scheme development begins when the cliff is between 10-15m from the roadway and construction starts when the cliff is between 40-50m from the roadway (at the latest). Some parts of the cliff are already at this trigger threshold and therefore the National Option requirements planning / starting on the scheme delivery as soon as possible.	Begin scheme planning / development and construction begins when cliff is 40-50m from roadway (at the latest)
Defence condition	Timing of defence refurbishments / upgrades as part of the leading options	The condition of the defences in ODU 14 varies but are typically 'good' and 'fair' although some groups are in a 'poor' condition. The condition of the defences can also be the trigger for refurbishments and defence upgrades. For defence refurbishments it is recommended that refurbishments are undertaken once defences reach a 'poor' condition. Similarly, if defence upgrade scheme is scheduled within several years and the defence reach a 'poor' condition then the build should be a trigger for undertaking the scheme sooner. It is recommended that detailed defence condition surveys are undertaken on a regular basis to inform the defence condition and changes over time.	Condition rating of Poor
Funding	Decision on National or Backup Options	The National and Backup Options will have a funding shortfall (i.e. FCERM GIA will not cover the full cost). The funding strategy will need to outline how the scheme / refurbishments will be funded. If funding for undertaking National Option is not available, then the Strategy could revert to the Backup Option (Managed Regime B) and undertake the scheme in epoch 2. If funding for the Backup option scheme in epoch 2 (Managed Regime B) is not available, then the Strategy could revert to the other Backup option (Backup C) and undertake defence refurbishments rather than defence / drainage upgrades. In the event of funding not being available for refurbishments then small scale maintenance could be continued but the realistic expectation is that erosion would be expected to occur in line with the 100 years once defences fail.	Funding availability. Revert to Backup Option if funding not available for National Option

Decision Tree



# ODU 15 - Barton on Sea to Hordle Cliff

## Key features / risks

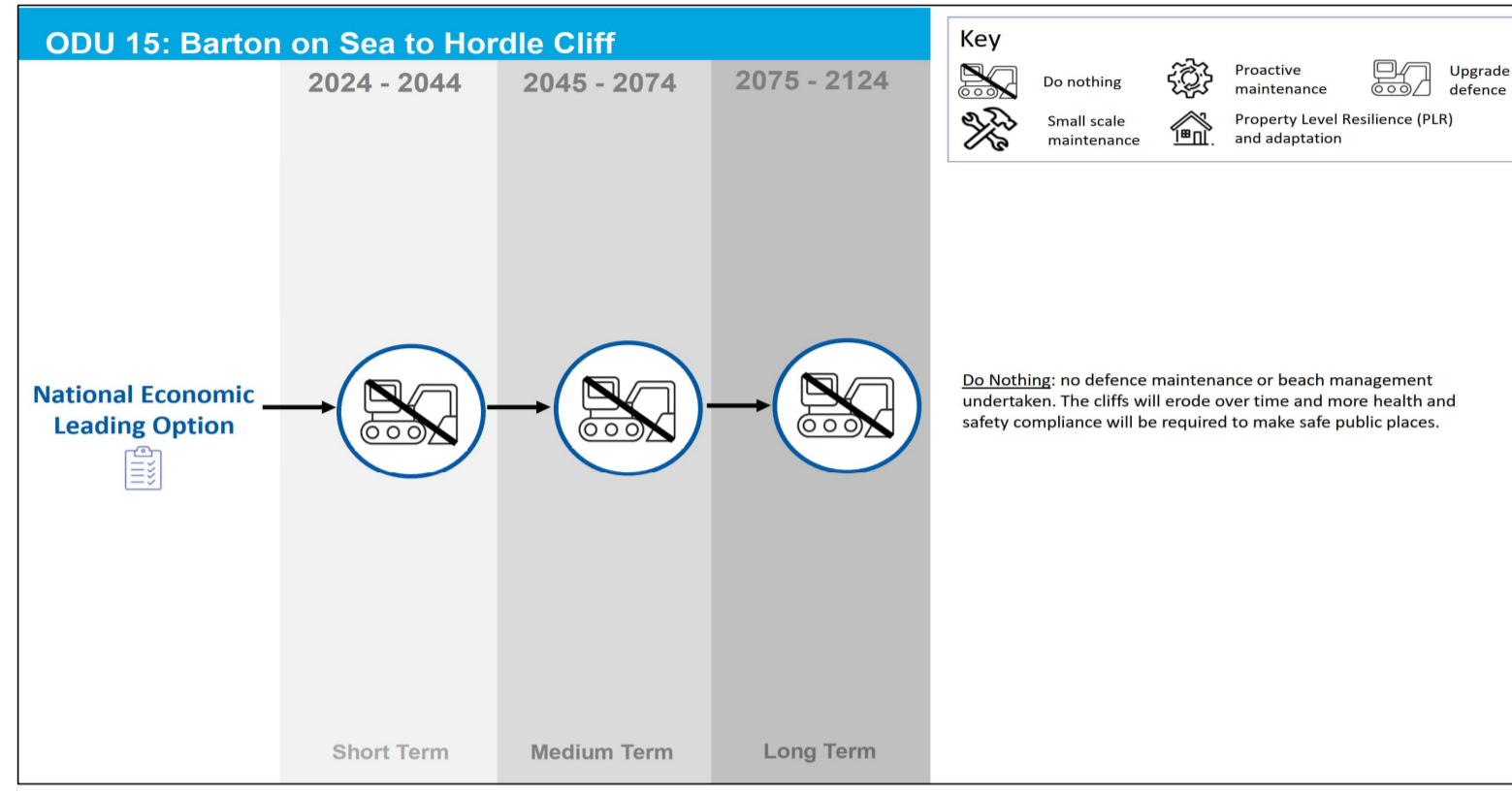
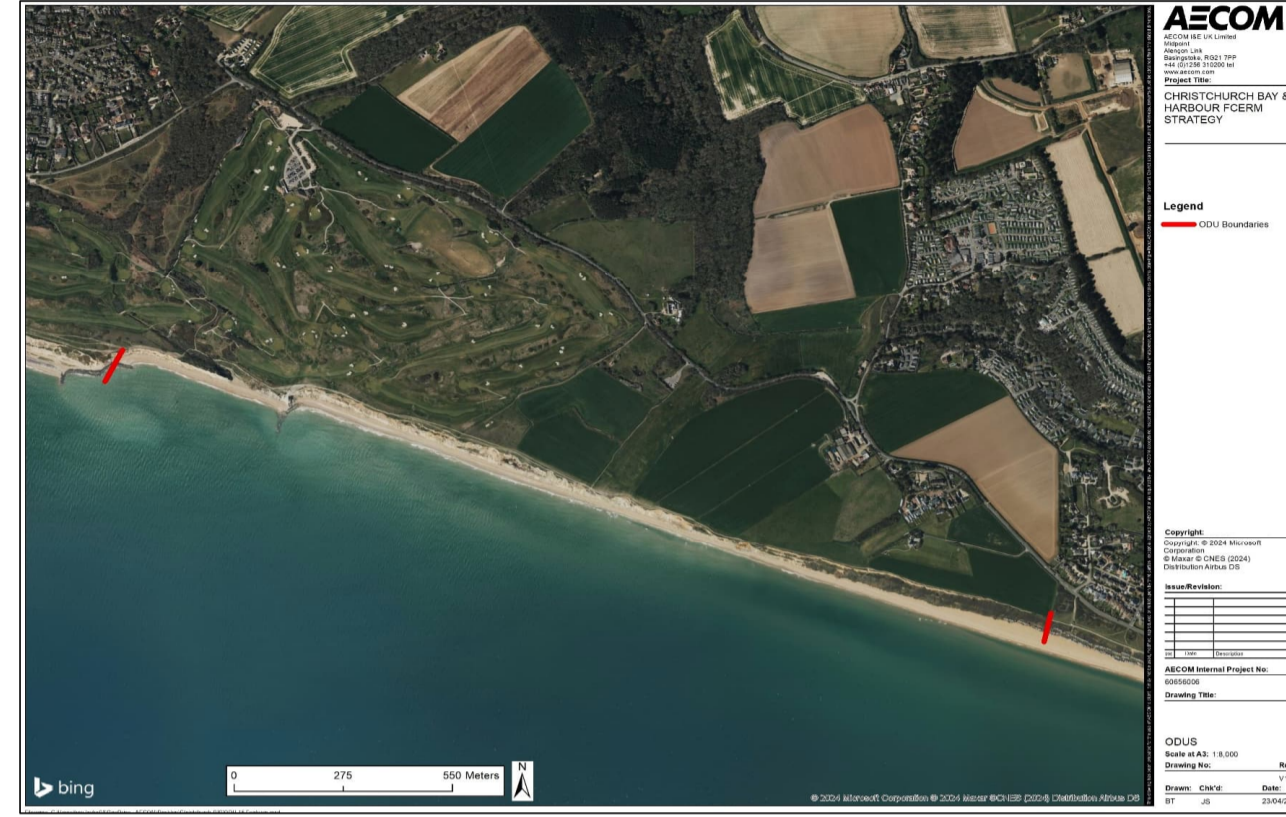
- Undefended open coast frontage between Barton on Sea and Hordle Cliff
- No properties or other assets at risk until epoch 3 (only 1 property at risk in epoch 3)

## Strategy Leading Options

- National option is Do Nothing
- Allow natural processes to occur, supporting the features of the environmental designations found in this area

## Map of Leading Options

- No map of Leading Options provided as Do Nothing does not include any interventions



## Works required to deliver leading options\*

Option	Epoch 1					Epoch 2	Epoch 3
	Years 2025 - 2029	Years 2030 - 2034	Years 2035 - 2039	Years 2040 - 2044	Years 2045-2074	Years 2075-2124	
National	No defence maintenance or beach management undertaken. Undertake health and safety activities following cliff erosion events to make safe public spaces						

## Cost profile for capital works and maintenance (not including pre-business case / support work)

Leading Option	Indicative option cost (£k) - cash															
	Epoch 1 (years)				Epoch 2 (years)					Epoch 3 (years)						Total
	2025-2029	2030-2034	2035-2039	2040-2044	2045-2049	2050-2054	2055-2059	2060-2064	2065-2069	2070-2074	2075-2084	2085-2094	2095-2104	2105-2114	2115-2124	
National	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

## FCERM GiA funding availability

- Not applicable with Do Nothing option

## Trigger Points

Category	Influence on	Details of key decisions when implementing options	Triggers
NA	NA	NA	

## Decision Tree

- Not applicable with Do Nothing option

# ODU 16 - Cliff Road

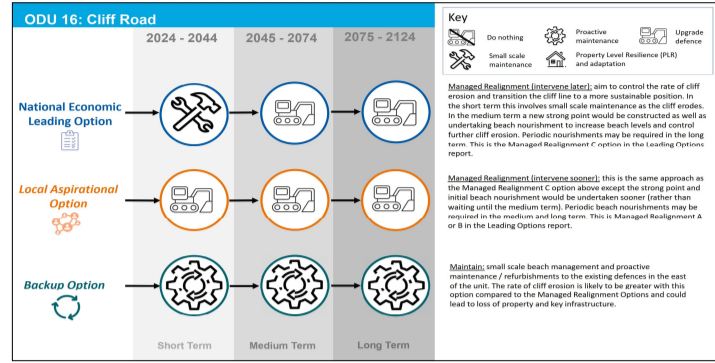
## Key features / risks

- Open coast frontage between the beach huts and the western end of the defences at Cliff Cliff, used extensively for recreation / amenity
- Most of the cliff is underlain and the beach floor of the cliffs provides the main protection to the cliff toe
- However, at the eastern end of the cliff there is a wall and groynes that provide local protection
- Main risk is from coastal erosion. Beach huts at end of cliff corner, there is a risk of erosion to the cliff and main road
- Also risk to public amenity features, toilets, car parking and beach access
- Over the next 100 years 223 properties at risk of erosion, but majority of the properties at risk are expected during epoch 3
- Cliff designated as SSSI due to geological importance
- Dominant sediment transport direction is from west to east



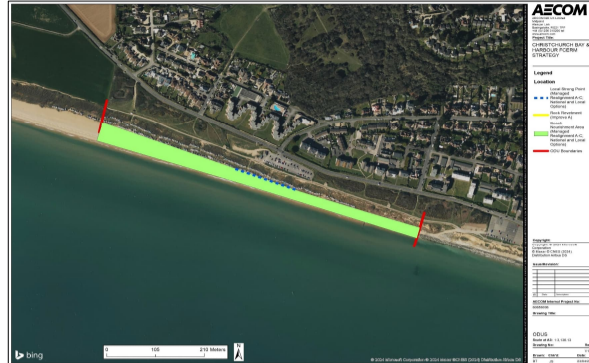
## Strategy Leading Options

- National (Managed Realignment C), Local (Managed Realignment A/B) and Backup Options (Mantain) identified
- The National Option (Managed Realignment C) involves constructing a local strong point and undertaking beach nourishment in epoch 2. The aim will be to let erosion of the cliff toe occur and cliff toe to reach more sustainable position. However, with the defence interventions this will be done in a controlled manner to avoid property loss / loss of road in the future
- The Local Option (Managed Realignment A/B) as the same as the National Option but it involves undertaking the beach nourishment and construction of local strong point sooner (in other epoch 1 or the start of epoch 2)
- The Backup option involves maintenance of existing defences and beach recycling. However, in the long term the erosion risk is likely to be greater than the National / Local options and property loss could occur
- Further work is required after the Strategy to confirm the alignment of the new defences, and this will impact the economic case / timing of interventions



## Map of Leading Options

- Alignments are indicative and will vary subject to further appraisal



## Works required to deliver leading options\*

Option	Years 2020 - 2029	Years 2030 - 2034	Epoch 1	Years 2035 - 2039	Years 2040 - 2044	Epoch 2	Epoch 3	
National	Design and construction of local strong point and beach nourishment scheme as required. The cliff will continue to erode to support beach hut owners as required.	Design and construction of local strong point and beach nourishment scheme as required. The cliff will continue to erode to support beach hut owners as required.	Design and construction of local strong point and beach nourishment scheme as required. The cliff will continue to erode to support beach hut owners as required.	Design and construction of local strong point and beach nourishment scheme as required. The cliff will continue to erode to support beach hut owners as required.	Design and construction of local strong point and beach nourishment scheme as required. The cliff will continue to erode to support beach hut owners as required.	Design and construction of local strong point and beach nourishment scheme as required. The cliff will continue to erode to support beach hut owners as required.	Design and construction of local strong point and beach nourishment scheme as required. The cliff will continue to erode to support beach hut owners as required.	Design and construction of local strong point and beach nourishment scheme as required. The cliff will continue to erode to support beach hut owners as required.
Local Managed Realignment (A shown for reference)	Design and construction of local strong point and beach nourishment scheme as required. The cliff will continue to erode to support beach hut owners as required.	Design and construction of local strong point and beach nourishment scheme as required. The cliff will continue to erode to support beach hut owners as required.	Design and construction of local strong point and beach nourishment scheme as required. The cliff will continue to erode to support beach hut owners as required.	Design and construction of local strong point and beach nourishment scheme as required. The cliff will continue to erode to support beach hut owners as required.	Design and construction of local strong point and beach nourishment scheme as required. The cliff will continue to erode to support beach hut owners as required.	Design and construction of local strong point and beach nourishment scheme as required. The cliff will continue to erode to support beach hut owners as required.	Design and construction of local strong point and beach nourishment scheme as required. The cliff will continue to erode to support beach hut owners as required.	Design and construction of local strong point and beach nourishment scheme as required. The cliff will continue to erode to support beach hut owners as required.
Backup	Design and construction of local strong point and beach nourishment scheme as required. The cliff will continue to erode to support beach hut owners as required.	Design and construction of local strong point and beach nourishment scheme as required. The cliff will continue to erode to support beach hut owners as required.	Design and construction of local strong point and beach nourishment scheme as required. The cliff will continue to erode to support beach hut owners as required.	Design and construction of local strong point and beach nourishment scheme as required. The cliff will continue to erode to support beach hut owners as required.	Design and construction of local strong point and beach nourishment scheme as required. The cliff will continue to erode to support beach hut owners as required.	Design and construction of local strong point and beach nourishment scheme as required. The cliff will continue to erode to support beach hut owners as required.	Design and construction of local strong point and beach nourishment scheme as required. The cliff will continue to erode to support beach hut owners as required.	Design and construction of local strong point and beach nourishment scheme as required. The cliff will continue to erode to support beach hut owners as required.

\*Notes: not shown in table above, but monitoring and small scale / patch repair maintenance on existing defences and assets should be undertaken annually / as required

\*Range of works subject to trigger points such as funding and condition of existing defences

## Cost profile for capital works and maintenance (not including pre-business case / support work)

Leading Option	Indicative option cost (£k) - cash												Total				
	Epoch 1 (years)			Epoch 2 (years)			Epoch 3 (years)			Total							
	2020-2029	2030-2034	2035-2039	2040-2044	2045-2049	2050-2054	2055-2059	2060-2064	2065-2069	2070-2074	2075-2079	2080-2084	2085-2089	2090-2094	2095-2104	2105-2114	2115-2124
National	98	98	193	193	348	264	264	10,237	127	127	211	1,940	214	1,940	214	1,940	211
Local	98	1,660	131	131	131	131	131	131	131	131	131	131	131	131	214	1,940	211
Backup	98	491	98	98	348	264	264	348	264	264	1,000	615	615	615	615	1,000	615

## FCERM GIA funding availability

Indicative FCERM GIA funding availability calculated for scheme as part of the local option in epoch 1 and the national option in epoch 2

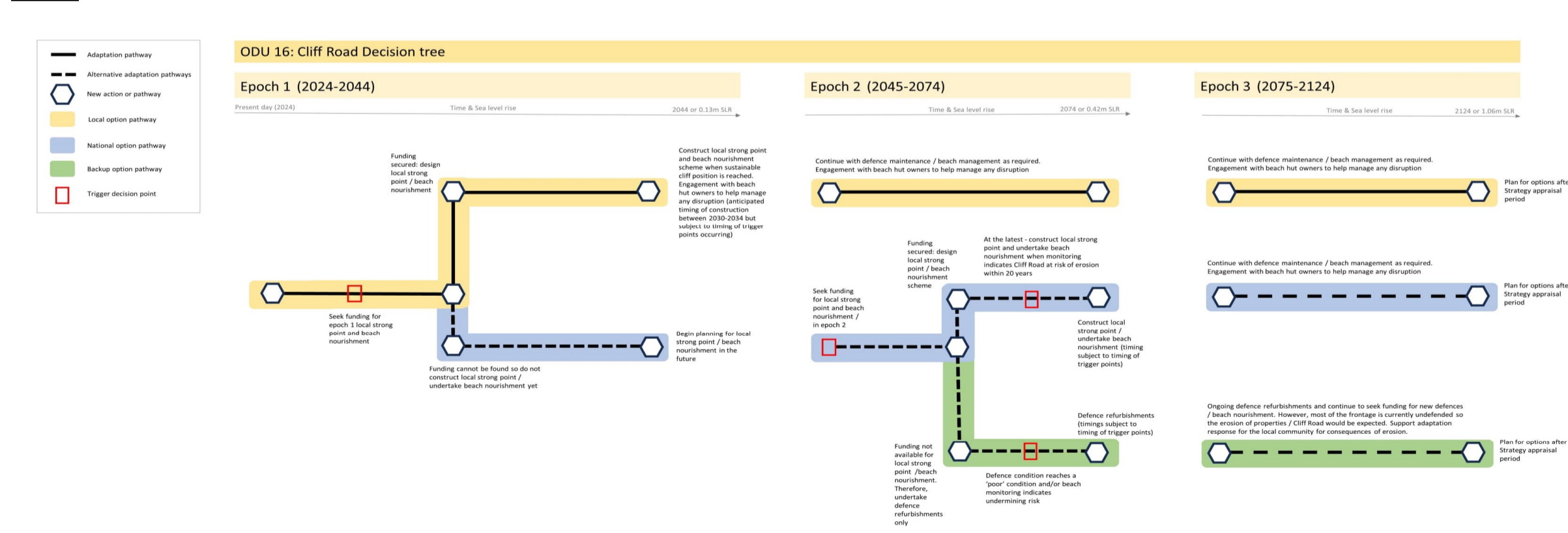
Indicative amount of FCERM GIA available for defence scheme estimated to be in region of £1.3 million (local option scheme) to £1.9 million (national option scheme)

\*See economic report for assumptions when calculating indicative GIA availability (such as baseline year)

## Trigger Points

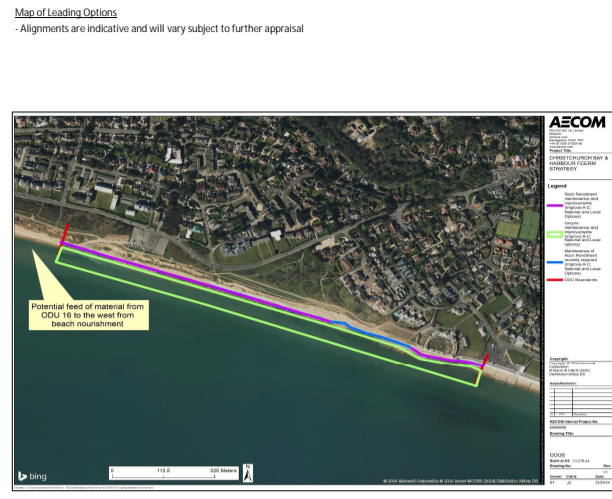
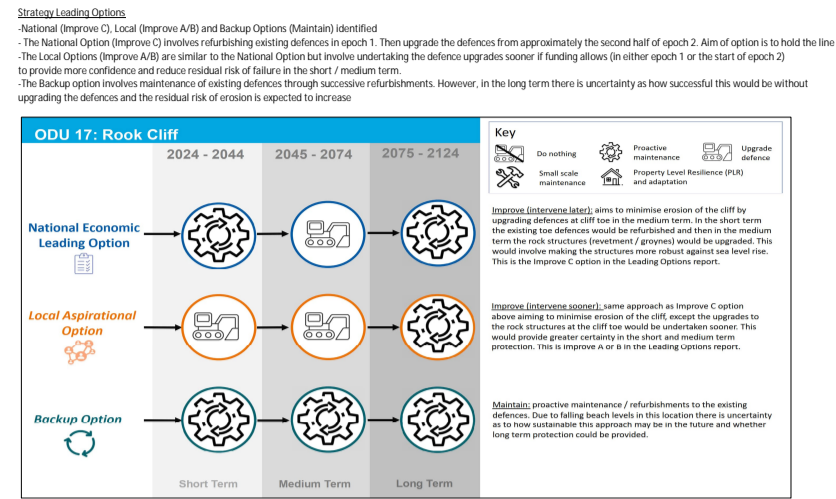
Category	Influence on	Details of key decisions when implementation options	Triggers
Beach nourishment / cliff erosion	Timing of local strong point construction / beach nourishment in National / Local Options	<ul style="list-style-type: none"> <li>The beach is a key component of the defence system in this location and it helps to control rates of cliff erosion. Where the beach is narrower it provides less protection to the cliff toe</li> <li>Over time there is a risk that the beach profile could change further in response to storms / sea level rise which could reduce the effectiveness of the defence system further</li> <li>It is recommended that rates of cliff erosion and the beach profile in ODU 16 continue to be monitored on a regular basis (i.e. every 6 months and in response to storms). This will help to identify any long term trends.</li> <li>The National / Local options aim to allow some erosion of the cliff to occur in the future to create more space for a wider beach. However, the options will ensure that this erosion will be in a controlled manner with the aim of stopping erosion reaching Cliff Road and the properties behind it.</li> <li>The cliff erosion / beach profile trends should therefore be monitored so that the local strong point / beach nourishment scheme as part of these options can be timed appropriately so that the roadway / properties do not become at risk.</li> <li>The timing of the local strong point / beach nourishment will need to be carefully considered so that a buffer zone of land is retained seaward of Cliff Road. This will ensure that any further erosion in the future (after the scheme is in place) does not threaten the Road and properties</li> <li>It is recommended that the trigger for undertaking the local strong point / beach nourishment is when the cliff toe reaches a distance from Cliff Road that puts the road at risk from erosion within a 20 year period. This will need to consider the rate of erosion that is occurring and beach profile changes based on monitoring results, as well as the distance between the cliff top and Cliff Road.</li> <li>The local strong point / beach nourishment could be undertaken sooner (for example in epoch 1 if funding allows), but it should be undertaken no later than the trigger level in order to retain a buffer zone of open space at the cliff top after the scheme is constructed.</li> <li>A long term record of beach profile / cliff erosion monitoring is required to enable long term significant trends to be identified relative to typical seasonal variations. This will also be important after the local strong point / beach nourishment is undertaken because the cliff / beach may continue to erode and the monitoring will inform future interventions to help manage this process.</li> </ul>	Cliff erosion and beach profile trends that threaten Cliff Road & properties within 20 years (i.e. need to intervene before the risk is projected to be at risk within a 20 year period of time)
Defence condition	Timing of defence refurbishments and defence upgrades	<ul style="list-style-type: none"> <li>The condition of the defences in ODU 16 varies but are typically 'fair' or 'poor' and are sensitive to presence and supply of beach material to protect the toe</li> <li>The condition of the defences can inform the timing of refurbishments and defence upgrades</li> <li>For defence refurbishments it is recommended that refurbishments are undertaken once defences reach a 'poor' condition</li> <li>Similarly, if a defence upgrade scheme is scheduled within several years and the defences reach a 'poor' condition then this could also be a trigger for undertaking the scheme sooner.</li> <li>It is recommended that detailed defence condition surveys are undertaken on a regular basis to inform the defence condition and changes over time.</li> </ul>	Condition rating of Poor
Funding	Decision on Local or National or Backup Option	<ul style="list-style-type: none"> <li>The timing of the scheme for the local and National Options should primarily be determined by the beach profile / cliff erosion trigger threshold. However if it is recognised that funding availability may delay the construction of the scheme if funding is not available. If the scheme is delayed, then there is a risk of an increased cost for the scheme as more works may be required to stabilise the cliff position if it gets closer to Cliff Road</li> <li>The National, Local and Backup Options will have a funding shortfall as FCERM GIA will not cover the full cost</li> <li>The Funding Strategy will need to outline how the scheme / refurbishments will be funded</li> <li>Funding for undertaking the local strong point / beach nourishment for Managed Realignment A (Local option) in epoch 1 is not available. Then the Strategy could revert to the undertaking these improvements at later date - i.e. either Managed Realignment B (Local option) or Managed Realignment C (National Option). The exact timing will need to be determined by the erosion risk / beach profile trends. There is a risk that the longer the defence scheme is left, the greater the cost of the scheme as more works may be needed to stabilise the cliff position</li> <li>Funding for the local strong point / beach nourishment as part of the Local / National options is not available, then the Strategy could revert to the Backup option (Maintain) and only undertake defence refurbishments</li> <li>However, this would likely result in increased risk of erosion to Cliff Road / properties and adaptation plans would be required to manage the consequences of this erosion</li> </ul>	Funding availability Undertaking the local strong point / beach nourishment scheme at a later date if funding is not likely to be immediately available Revert to Backup option if it is unlikely that any funding can be found for the local strong point / beach nourishment in the future

## Decision Tree



# ODU 17 - Rook Cliff

**Key features / risks**  
 Open coast frontage between the start of the Rook Cliff defences and the Hunt Road West car park (including the White House)  
 Variety of coastal defences including a concrete seawall fronted by a rock revetment, timber and rock groynes  
 Recent emergency work completed at Westover to stabilise the defences following a failure. Undermining risk with falling beach levels  
 Main risk is from coastal erosion, with 20' properties expected to be at risk over the next 100 years (cumulative)  
 Car parks and open space between the defence line and the properties at risk



## Works required to deliver leading options\*

Option	Epoch 1				Epoch 2	Epoch 3
	Years 2025 - 2029	Years 2030 - 2034	Years 2035 - 2039	Years 2040 - 2044		
<b>National</b>	Service leading strategy: Sea defences refurbishment, repair concrete and sanding/replacement of sea defences. Review ROP policy to align with the option if this is the option delivered.	Understand condition of defences	Understand defences maintenance as required	High planning for defence upgrade and beach nourishment in epoch 2 (only red spots). Interim defences maintenance as required	Review ROP (development), funding and financing, design and construction of defence upgrade scheme in epoch 2	Defence refurbishment / refurbishments as required
<b>Local (Improve A/B - Aspirational Option)</b>	Service leading strategy: Sea defences upgrade and develop business case as an independent commercial scheme. Review ROP policy to align with the option if this is the option delivered.	Design defences upgrade. Construct scheme	Understand defences maintenance as required		Defence refurbishment / refurbishments as required	Defence refurbishment / refurbishments as required
<b>Backup</b>	Service leading strategy: Fund defences upgrade in the future to reduce the risk of failure. Review ROP policy to align with the option if this is the option delivered.	Understand condition of defences	Understand defences maintenance as required		Defence refurbishment / refurbishments as required. Defences upgrade may be required to increase risk of failure. Review ROP policy to align with the option if this is the option delivered.	Defence refurbishment / refurbishments as required. Defences upgrade may be required to increase risk of failure. Review ROP policy to align with the option if this is the option delivered.

\*Note: Not shown in table above, but monitoring and small scale / patch repair maintenance on existing defences and assets should be undertaken annually / as required  
 \*Timings of works subject to trigger points such as funding and condition of existing defences

## Cost profile for capital works and maintenance (not including pre-business case / support work)

Leading Option	Indicative option cost (£M) - cash														
	Epoch 1 (years)			Epoch 2 (years)			Epoch 3 (years)			Total					
	2025-2029	2030-2034	2035-2039	2040-2044	2045-2049	2050-2054	2055-2059	2060-2064	2065-2069	2070-2074	2075-2084	2085-2094	2095-2114	2115-2124	
National	50	3,830	50	50	50	50	17,521	50	50	50	100	100	100	100	24,985
Local	50	13,675	50	50	50	50	50	50	50	50	2,828	100	100	100	17,353
Backup	50	2,733	50	1,121	50	50	50	50	2,828	1,121	100	1,444	100	100	13,298

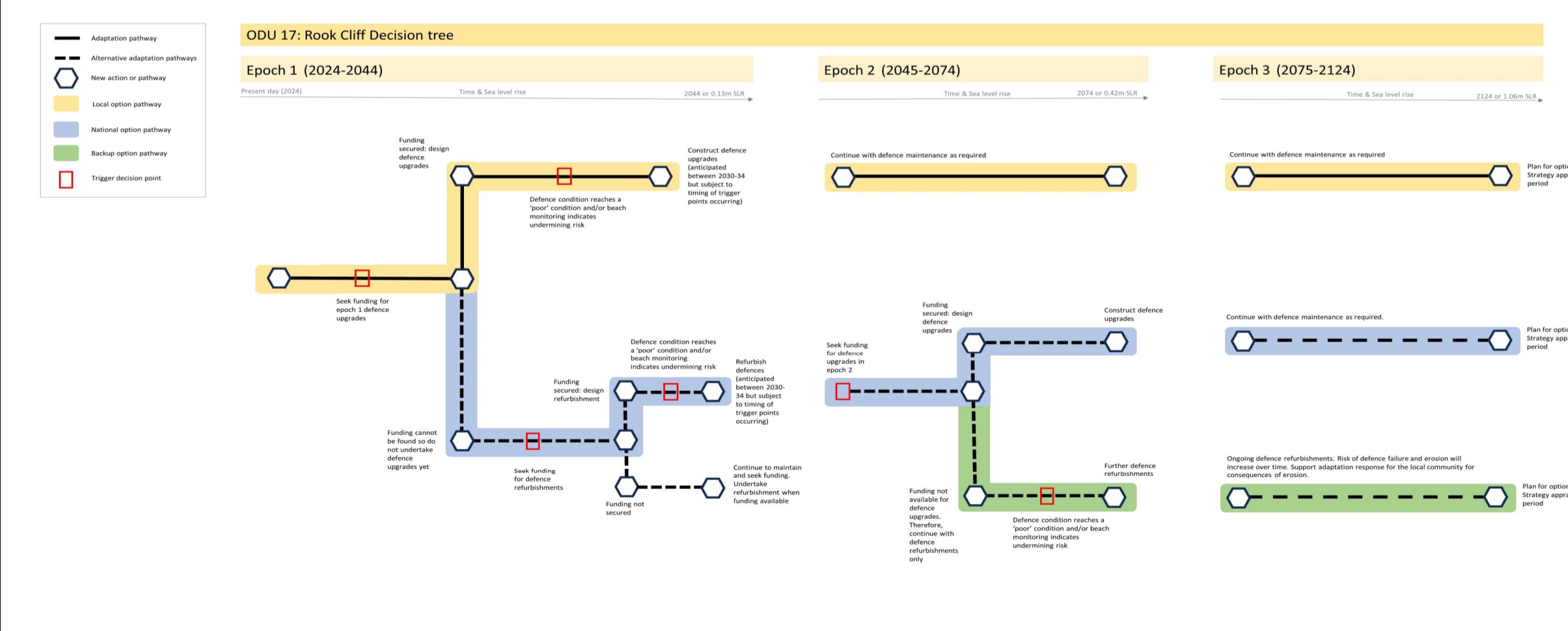
## FCERM GIA funding availability

Indicative FCERM GIA funding availability calculated for scheme as part of the local option in epoch 1, and the national option in epoch 2  
 Indicative amount of FCERM GIA available for defence scheme estimated to be in region of £2.4 million (local option scheme) to £3.4 million (national option scheme)  
 See economics report for assumptions when calculating indicative GIA availability (such as baseline year)

## Trigger Points

Category	Influence on	Details of key decisions when implementing option	Trigger
Beach monitoring	Timing of defence refurbishments and defence upgrades	The beach is a key component of the defence system as it helps to defend the toe of the defences. When the beach level falls, and the toe of the defences becomes exposed, it can increase the risk of the defences failing. This strategy has a risk investment along its full length and undermining risk can cause risks in the lower section of the rock slope to slump or collapse into the ocean zone, decreasing the defence performance. It is recommended that the beach profiles in ODU 17 continue to be monitored on a regular basis (i.e. every 6 months and in response to storms). This will help to identify any trends in beach levels and identify undermining risk. If a trend in beach levels develops which increases undermining risk and threatens the integrity of the defences then this should be a trigger for undertaking defence refurbishments to rebuild the rock slope or upgrades that could improve the toe protection.	Beach profile trends that increase undermining risk and threaten defence integrity
Defence condition	Timing of defence refurbishments and defence upgrades	The condition of the defences in ODU 17 varies between 'very good' and 'poor'. The condition of the defences can inform the timing of refurbishments and defence upgrades. For defence refurbishments it is recommended that refurbishments are undertaken once defences reach a 'poor' condition. Similarly, if a defence upgrade scheme is scheduled within several years and the defences reach a 'poor' condition then this could also be a trigger for undertaking the scheme sooner. It is recommended that detailed defence condition surveys are undertaken on a regular basis to inform the defence condition and changes over time.	Condition rating of Poor
Funding	Decision on Local vs National or Backup Option	The National, Local and Backup Options will have a funding shortfall (i.e. FCERM GIA will not cover the full cost) and if funding cannot be secured then this could delay the timing of defence upgrades and refurbishments. The funding strategy will need to outline how the scheme / refurbishments will be funded. If funding for undertaking the defence upgrade for Improve A (local option) in epoch 1 is not available, then the Strategy could revert to the Backup option (Maintain) and only undertake defence refurbishments. If funding for the defence upgrade as part of the Local / National option is not available, then the Strategy could revert to the Backup option (Maintain) and only undertake defence refurbishments. However, this could result in increased risk of erosion in the future as it is unclear how long existing defences could be refurbished for without compromising performance. Adaptation plans would be required to manage the consequences of any erosion that occurs with this option.	Funding availability Underlying the defence upgrade scheme if a later date of funding is not likely to be immediately available (revert to Backup option if it is unlikely that any funding can be found for the defence upgrades in the future)

## Decision Tree





**Cabinet- 4 September 2024****Strategic Risk Register**

Purpose	For Decision
Classification	Public
Executive Summary	The Strategic Risk Register (Appendix 1), now included within this report contains the significant risks, as identified by senior and executive council officers in consultation with the Portfolio Holders, in the Council achieving the priorities set out in the 'For people, place, prosperity Corporate Plan 2024-28'
<b>Recommendation</b>	<b>Cabinet are asked to recommend Council adopt the Strategic Risk Register.</b>
Reasons for recommendation	Risk Management Policy 2022 confirms the role of Cabinet is to endorse the content of the Strategic Risk Register.
Wards	All
Portfolio Holders	Councillor Jill Cleary – Leader / All
Strategic Director	Alan Bethune – Strategic Director Corporate Resources S151 and Transformation
Officer Contact	James Clarke Insurance and Risk Officer 023 8028 5002 James.Clarke@nfdc.gov.uk

**Introduction and background**

1. Risk management aims to identify the risks that may impact on the Council achieving its objectives. Its purpose is to evaluate, design and implement effective measures to reduce both the likelihood and potential impact of these risks occurring.
2. The Council has a statutory responsibility to have in place arrangements for managing risks under the Accounts and Audit Regulations; which require a sound system of internal control, facilitates the effective exercise of the body's functions and includes arrangements for the management of risk. As such it features

strongly in the Council's Local Code of Practice for Corporate Governance and is one of the primary assurance strands in the Annual Governance Statement, which places significant reliance on a robust risk management framework.

### **Strategic Risk Register**

3. The Strategic Risk Register (Appendix 1) outlines the most significant overarching risks to achieving the current Corporate Plan and details the proposed measures to address these risks effectively. The Strategic Risk Register (Appendix 1) captures the most significant cross cutting risks to the delivery of the current Corporate Plan and the proposed actions to mitigate these risks.
4. These risks have been identified through collaboration between senior and executive council officers and Portfolio Holders to ensure a unified approach in identifying and recording these risks.
5. The strategic risk register covers a total of eight significant risks. The updated register in Appendix 1 provides a comprehensive description of the actions needed to adequately control residual risks. Some actions are ongoing, while others have specific completion points.
6. In the narrative detailing the current circumstances and risk controls, each paragraph is labelled with a corresponding letter that matches the narrative in the Risk Control section. For instance, a paragraph labelled 'A' aligns with a reference 'A1' in the Risk Control column, maintaining this lettering system followed by sequential numbers.
7. The column titled 'Further control to mitigate risk' suggests additional measures to enhance the existing risk controls.
8. The term 'Action Owner,' indicates the responsible job title for taking on each action.
9. The below table provides an explanation to the coding used for the CPTC Column (Corporate Plan Priority Theme Code). This ensures each action is geared towards the relevant themes within the Corporate Plan.



<b>People Priorities</b>	<b>Code</b>
Priority 1: Helping those in our community with the greatest need	PE1
Priority 2: Empowering our residents to live healthy, connected and fulfilling lives	PE2
Priority 3: Meeting housing needs	PE3
<b>Place Priorities</b>	
Priority 1: Shaping our place now and for future generation	PL1
Priority 2: Protecting our climate, coast, and natural world	PL2
Priority 3: Caring for our facilities, neighbourhoods, and open spaces in a modern & responsive way	PL3
<b>Prosperity Priorities Code</b>	
Priority 1: Maximising the benefits of inclusive economic growth and investment	PR1
Priority 2: Supporting our high-quality business base and economic centres to thrive and grow	PR2
Priority 3: Championing skills and access to job opportunities	PR3

### **Corporate plan priorities**

10. The recommendations are designed to enhance the successful delivery of all corporate plan priorities by proposing risk mitigation strategies that address cross-cutting vulnerabilities facing the Council.

### **Options appraisal**

11. A strategic risk register is essential for the council to effectively identify, assess, and manage risks. Without this register, we may face considerable operational, financial, and reputational repercussions, underscoring the importance of prioritising and managing risks appropriately.

### **Consultation undertaken**

12. Service managers and the Executive Management Team (EMT) conducted an initial review of the Strategic Risk Register. It was determined that specific columns require updates to align with the recent recommendations provided by the internal audit. Additionally, a proposal was made to replace individual names in the action owners' section with job titles to enhance clarity and reference efficiency.
13. The Audit Committee contributed valuable feedback regarding the recent global ICT outage, which has been integrated into Strategic Risk 3A. This includes revisions to Risk Control A14 and the revision of Further control to mitigate risk, No 9. Moreover, input related to Strategic Risk 7 has been addressed, resulting in enhancements to

Current Circumstance A, as well as corresponding updates to Risk Controls A4 and A5.

### **Financial and resource implications**

14. There are none arising directly from this report, although strong risk management and a solid understanding of risk helps to support robust financial management.

### **Legal implications**

15. There are no direct legal implications arising from this report.

### **Risk assessment**

16. The Strategic Risk Register is evidence of the risk assessment for the cross-cutting risks.

### **Environmental / Climate and nature implications**

17. There are no direct environmental or climate and nature implications arising from this report.

### **Equalities implications**

18. There are no direct equality implications arising from this report.

### **Crime and disorder implications**

19. There are no direct crime and disorder implications arising from this report.

### **Data protection / Information governance / ICT implications**

20. There are no direct Data protection / Information governance / ICT implications arising from this report.

### **Appendices**

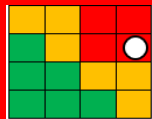
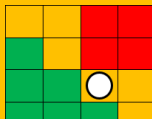
### **Background Papers:**

Appendix 1 – Strategic Risk Register N/A.

# Strategic Risk Register 2024 - 2028 • June 2024

## 1. Empower our communities to enhance quality of life

475


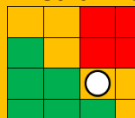
Inherent Risk Score	Current circumstance	Risk Control	Residual Risk Score	Further control to mitigate risk	Action Owner	CPTC
<p>Likelihood 3 x Impact 4 = High 12</p> 	A. Communities continue to experience lingering impacts of elevated inflation rates, despite a recent decrease and steadying. The slow adjustment of pricing is expected to prolong the pressure on the cost of living, further straining local businesses.	A1.Targeted funding streams and support for voluntary and community sectors.	<p>Likelihood 2 x Impact 3 = Medium 6</p> 	1. Allocate resource to support Corporate Plan priorities.	Strategic Director Corporate Resources S151 and Transformation	PR1
	B. Communities are impacted through a shortage of housing including affordable housing Supply being delivered within the District.	A2. Engagement in discussions of fundamental activities such as Solent Freeport and County Deals.		2. Continue to work in partnership for example with the Solent Freeport and with other public sector partners to explore new and existing opportunities to deliver to residents and businesses.	Chief Executive	PL1
	C. Communities can also require support during significant adverse environmental events.	A3. Close working partnerships with key stakeholders such as the Community Safety Partnership and the Skills Advisory Group.		3. Continued support to the Cost of Living Steering Group is provided, bringing a multi-agency approach to tackling issues affecting the most vulnerable in the community, working alongside the Local Partnership Campaign Manager to explore and promote further support to household.	Strategic Director Corporate Resources S151 and Transformation	PL1
	D. The Council needs to do more to support communities with enhanced digital channels for transacting and communicating with the Council.	A4.Collaborative working with key partners through the Cost of Living Steering Group to implement a Poverty Action Plan.		4. Continuing to explore all housing enabling avenues across planning and housing.	Assistant Director Housing and Assistant Director Place Development	PE3
	E. There will also be some challenges around the delivery of the Freeport and in the Analogue to digital switchover by 2025.	A5. Regular engagement with the voluntary sector		5. Roll-out Digital Strategy prioritising customer needs.	Assistant Director Transformation	PE1
		A6. Participation on the board and its sub-committees of Solent Freeport Consortium Limited, ensuring collaborative working and shared goal achievement to advance the economic, social and environmental well-being of the District.				

# Strategic Risk Register 2024 - 2028 • June 2024

476

		<p>B1. Effectively review and apply the Council's Local Plan, including active monitoring of the implementation, while proactively working with developers to provide enabling infrastructure and continuously reviewing the Local Plan.</p> <p>B2. The Council's Housing Revenue Account is actively seeking opportunities to bring forward additional affordable homes within the District, under Council ownership.</p> <p>C1. The ability for the Council to operate in adverse environmental conditions is set out in its own right under Strategic Risk no.7. This includes the requirement for the Council to step up processes to support impacted communities in emergency situations.</p>		<p>6. Establishment of a referral system to aid vulnerable residents.</p>	<p>Strategic Director Housing &amp; Communities</p>	<p>PE1</p>
--	--	---	--	---	---	------------

## 2. Achieving future financial resilience

Inherent Risk Score	Current circumstance	Risk Control	Residual Risk Score	Further control to mitigate risk	Action Owner	CPTC
<p><b>Likelihood 3 x Impact 3 = High 9</b></p> 	<p>A. The Council's Medium Term Financial Plan is affected by numerous external economic factors, such as the high bank base rate and the current rate of inflation (cost of living). These factors place significant pressure on expenditure and impact the ability to generate income, noting the longer-term implications of recovering from economic challenges.</p> <p>Other factors, more specific to the Council include pay award, levelling up, the fair funding review, the impact of a business rate reset and increased salary costs resulting from a need to align pay with the wider market.</p> <p>The Council may also need to do more to support communities due to the potential for closure of local businesses and job losses as a result of the cost of living crisis.</p> <p>Given financial constrains affecting the Local Government sector as a whole, Local Authority Partners, may look to the District Council to support their own respective financial sustainability over the Medium term.</p>	<p>A1. Regular review of the Council's MTFP including reserve levels and future changes to funding.</p> <p>A2. Annual budget setting for revenue and capital including funding.</p> <p>A3. Utilisation of external financial support that provides support for funding modelling.</p> <p>A4. Regular budget monitoring reports and updates to senior officers and Members.</p> <p>A5. Treasury Management Strategy to ensure the Council is acting within the prudential indicators.</p> <p>A6. Maintain appropriate level of financial reserves as contingency arrangements to provide resilience over the medium term.</p> <p>A7. Working with County Council, Towns and Parishes to maximise opportunities for joint working.</p>	<p><b>Likelihood 2 x Impact 3 = Medium 6</b></p> 	<p>1. Continue to keep abreast of developments in:</p> <ul style="list-style-type: none"> <li>• pay award</li> <li>• Fair Funding</li> <li>• National Business Rate Policy</li> <li>• Levelling Up</li> <li>• County Deals</li> </ul>	Strategic Director Corporate Resources S151 and Transformation	PR1
				<p>2. Maintain momentum and presence within the delivery of the Solent Freeport.</p>	Strategic Director Place Operations & Sustainability	PR2
				<p>3. Development of the Transformation Programme to deliver enhanced services and financial efficiencies to support the delivery of the Medium Term Financial Plan.</p>	Assistant Director Transformation	PR3
				<p>4. Keep up discussions with upper and lower tier authority partners to ensure effective and efficient service delivery to residents.</p>	Chief Executive	PE1

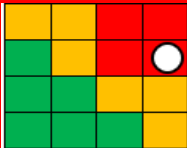
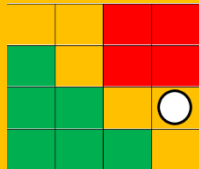
477

# Strategic Risk Register 2024 - 2028 • June 2024

478

			5. Implementing and embedding the Transformation Strategy that contains ample measures to support the successful implementation of the plan. This strategy encompasses numerous actions that will aid effective delivery of the transformation plan.	Strategic Director Corporate Resources S151 and Transformation	PR1
			6. Development of savings plans and invest to save initiatives.	Strategic Director Corporate Resources S151 and Transformation	PR1
			7. Development of capital plans in accordance with Capital Strategy with full financial appraisal and revenue implications	Strategic Director Corporate Resources S151 and Transformation	PR1

## 3. Ensuring efficient and effective internal control, governance and compliance

Inherent Risk Score	Current circumstance	Risk Control	Residual Risk Score	Further control to mitigate risk	Action Owner	CPTC
<p>Likelihood 3 x Impact 4 = High 12</p> 	<p>A. As a local authority we need to show appropriate compliance and controls:</p> <ul style="list-style-type: none"> <li>- Financial Regulations</li> <li>- Financial Management Code</li> <li>- Payment Card Industry Data Security Standard Accreditation</li> <li>- Production and publication of various statutory documents</li> <li>- Effectiveness of the Capital Change and Delivery Board</li> <li>- Effectiveness of the new Project Management Framework</li> <li>- Timeliness of External Audit completion</li> </ul> <p>We continue to follow best practise in terms of documenting our Annual Code of Corporate Governance review, and preparation of an Annual Governance Statement, both with actions plans.</p> <p>We must show suitable resilience in the face of ICT outage (such as the Worldwide issue witnessed in July 2024).</p>	<p>A1. Annual internal audit plan developed by senior officers and members is targeted at key risks areas and responsive to new areas of risk.</p> <p>A2. External/internal audit regime.</p> <p>A3. Annual Assurance Statements compiled testing compliance with key business activities, supporting Annual Governance Statement compilation.</p> <p>A4. Range of performance indicators that monitor internal controls.</p> <p>A5. Maintenance of a range of policies that underpin the control framework – Financial Regulations, Counter Fraud Strategy, Risk Management Framework, Contract Procedure Rules coupled with staff training.</p> <p>A6. Regular reporting at Audit Committee.</p>	<p>Likelihood 2 x Impact 4 = Medium 8</p> 	<ol style="list-style-type: none"> <li>1. Continue through information governance work programme, including updated document retention and destruction schedules for all services.</li> <li>2. Management to undertake actions from the internal audit reports.</li> <li>3. Ongoing engagement with external audit.</li> <li>4. Continue to assess the effectiveness of the new Project Management framework for projects to ensure appropriate Governance arrangements are in place for all projects.</li> <li>5. Financial Management Code –complete outstanding actions identified through the initial assessment.</li> <li>6. Enhance member and officer development by offering continuous training, development and engagement opportunities.</li> </ol>	<p>Assistant Director Governance</p> <p>Strategic Director Corporate Resources S151 and Transformation</p> <p>Strategic Director Corporate Resources S151 and Transformation</p> <p>Assistant Director Transformation and Assistant Director – Governance</p> <p>Strategic Director Corporate Resources S151 and Transformation</p> <p>Assistant Director Governance</p>	<p>PL1</p> <p>PL1</p> <p>PL1</p> <p>PL1</p> <p>PL1</p> <p>PL1</p>

479

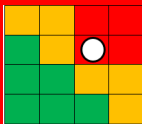
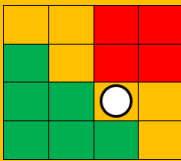
# Strategic Risk Register 2024 - 2028 • June 2024

480

	A7. Compliance with Transparency Code.		7. Continue to ensure high levels of statutory compliance standards across services.	Assistant Director Assistant Director Governance	PL1
	A8. Compliance with Local Code of Corporate Governance.		8. Review and update of Business Continuity Plans	Strategic Director Housing & Communities	PE1
	A9. Key compliance roles identified and assigned i.e., Section 151 Officer, Monitoring Officer, Data Protection Officer, H&S, Facilities Lead etc.		9. Annual review, testing and update of ICT Disaster Recovery Plan.	Assistant Director - Transformation	PL1
	A10. Compliance with information governance including the UK General Data Protection Regulation and Data Protection Act 2018.				
	A11. Housing and Facilities Compliance reported regularly through EMT.				
	A12. Information Governance Team in place with regular reporting through EMT.				
	A13. Financial Regulations and workflows built into core financial system.				
	A14: ICT Disaster Recovery Plan and service Business Continuity Plans are in place.				



## 4. Creating the right culture, capacity and capability

Inherent Risk Score	Current circumstance	Risk Control	Residual Risk Score	Further control to mitigate risk	Action Owner	CPTC
<b>Likelihood 3 x Impact 3 = High 9</b>  	A. The Council needs to attract, recruit and retain the high calibre of employee that it requires to fulfil its expectations in Service delivery.	A1. Employee Forum to encourage collaboration and engender a culture that enables change and innovation.	<b>Likelihood 2 x Impact 3 = Medium 6</b>  	1. Embedding of new Council Leadership structure (including necessary backfill).	Chief Executive	PL1
	B. The Leadership review has concluded and the Council now has a settled top tier leadership structure. There is however a risk around the time required to achieve organisational/cultural change.	A2. Learning and development programme to be developed and rolled out to provide training, tools and techniques to develop the necessary skills.		2. Progress learnings from employee survey.	Assistant Director Transformation	PL1
		A3. Regular 1-1's and annual PDI process.		3. HR developing plans to work with third parties to deliver a consistent and structured approach to training and development.	Assistant Director Transformation	PR3
		A4. Staff Suggestion scheme.		4. Keep abreast of developments in pay award negotiations and be ready to respond accordingly.	Assistant Director Transformation	PL1
		A6. Staff/union engagement. Project management/capability.		5. Transformation plan is live and includes design principles for a new operating model, approach, implementation, and necessary resources. A key aspect of the design principles will be our people strategy and organisational development opportunities.	Assistant Director Transformation	PL1
		A7. Staff/officer wellbeing and support.				
		A8. Corporate plan 2020-2024.				
		A9. Hybrid working increasing potential pool of staff.		6. Continue to identify opportunities that should be progressed in connection with improving service delivery.	Assistant Director Transformation	PL1

481


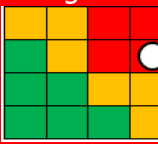
# Strategic Risk Register 2024 - 2028 • June 2024

482

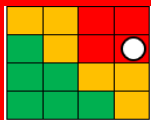
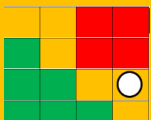
		<p>A10. More support and training on virtual working/managing staff.</p> <p>A11. Further ICT training to ensure maximum return on investment.</p> <p>B1. Communications plan (internal) allowing for regular staff engagement/progress updates.</p> <p>B2. Performance management and key performance indicators in place.</p>		<p>7. Allocate resource to support Corporate Plan ambitions.</p> <p>8. Investigation and identification of further collaborations that will support building capacity and capability (and resilience) including both public and corporate business.</p> <p>9. Transformation framework in progress</p> <p>10. Development of Workforce Strategy and enabling an agile workforce.</p>	<p>Strategic Director Corporate Resources S151 and Transformation</p> <p>Strategic Director Corporate Resources S151 and Transformation</p>	<p>PR1</p> <p>PR1</p> <p>PR1</p> <p>PL1</p>
--	--	--	--	--	---	---

## 5. Ensuring robust security measures to protect the Council's digital data and ICT assets from external threats

483

Inherent Risk Score	Current circumstance	Risk Control	Residual Risk Score	Further control to mitigate risk	Action Owner	CPTC
<p>Likelihood 4 x Impact 4 = High 16</p> 	<p>A. This risk relates to the Council's ability to defend itself against the constantly evolving threat from cyber based attack. The Council, in common with other public bodies, should be regarded as a high-profile target given the impact and publicity a successful attack can have.</p> <p>The current insurance market for public sector cyber risks is volatile.</p>	<p>A1. Up to date Disaster Recovery plan is in place.</p> <p>A2. Awareness training of officers and staff on the threats of cyber attacks.</p> <p>A3. Continued reviewing and tightening of existing IT Security Policy to ensure measures adapt to the changing threat, including awareness, familiarisation and training.</p> <p>A4. Acceptable use of IT policy to ensure staff are using equipment safely and appropriately.</p> <p>A5. Relationships with other agencies to ensure best practice is established.</p>	<p>Likelihood 3 x Impact 4 = High 12</p> 	<ol style="list-style-type: none"> <li>Continued development of O365 services to improve email and anti-virus protections.</li> <li>Carry out annual penetration test.</li> <li>Ongoing refresher training on cyber risks for all staff.</li> <li>To look at service provisions externally that can assist with cyber risks.</li> </ol>	<p>Assistant Director Transformation</p> <p>Assistant Director Transformation</p> <p>Assistant Director Transformation</p> <p>Assistant Director Transformation</p>	<p>PL1</p> <p>PL1</p> <p>PL1</p> <p>PL1</p>

## 6. Ability to be agile and shift focus in response to policy and national political change

Inherent Risk Score	Current circumstance	Risk Control	Residual Risk Score	Further control to mitigate risk	Action Owner	CPTC
<b>Likelihood 3 x Impact 4 = High 12</b>  	<p>A. Changes in national politics and the general election (July 2024).</p> <p>Other legislation that will affect the council include:</p> <ul style="list-style-type: none"> <li>The environment bill</li> <li>Future planning reform</li> <li>Changes the regulatory landscape to housing</li> <li>Housing delivery</li> </ul> <p>There is a possibility of experiencing a shift in the political landscape post the general election.</p>	<p>A1. Continuous monitoring of political landscape to allow for early indicators of policy change.</p> <p>A2. Prudent financial and strategy assumptions to allow for agile responses.</p> <p>A3. Corporate Plan 2024-2028 adopted recently and work is proceeding accordingly.</p> <p>A4. Section 151 Officer role providing advice to the Council on current/ future financial challenges.</p> <p>A5. Reports to committee include explicit assessment of implications and therefore should identify/reflect current and future challenges.</p> <p>A6. The Executive should conduct horizon scanning to proactively anticipate and identify potential challenges and opportunities in order to influence outcomes through consultation.</p>	<b>Likelihood 2 x Impact 4 = Medium 8</b>  	1. Making sure the workforce is aware that training is available.	Assistant Director Transformation	PR3
				2. Ensuring professional training availability as this impacts departments e.g., Planning and Legal	Assistant Director Transformation	PR3
				3. Encouraging staff to undertake professional development and service-related training.	Assistant Director Transformation	PR3
				4. Prepare and implement the national changes arising out of the new Social Housing Charter, which represents the biggest change in social housing for 40 years. Work has been ongoing for the last 2 years to prepare and implement the necessary changes including reporting to EMT, Housing & Communities Overview & Scrutiny Panel and Cabinet.	Strategic Director Housing and Communities	PE3

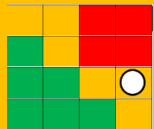
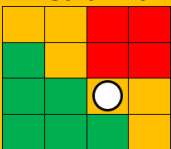
484

# Strategic Risk Register 2024 - 2028 • June 2024

485

		<p>A7. Membership of Local Government Association etc providing information/insights to the Council.</p> <p>A8. Members' roles and responsibilities including involvement in local networks, County Council, other agencies and national forums, enabling insight to be gained and shared with the Council.</p> <p>A9. Staff membership of professional bodies enabling own development and also providing for insights through membership of challenges that may present themselves to the Council.</p> <p>A10. Officer/member forums and networks.</p>				
--	--	--	--	--	--	--

## 7. Delivering Council Services through adverse environmental conditions

Inherent Risk Score	Current circumstance	Risk Control	Residual Risk Score	Further control to mitigate risk	Action Owner	CPTC
<p>Likelihood 2 x Impact 4 = Medium 8</p> 	<p>A. The following may affect the delivery of Council Services from a national and local perspective:</p> <ul style="list-style-type: none"> <li>- Natural disasters / local power outages</li> <li>- Workforce Strike Action</li> <li>- Global Pandemic</li> <li>- Terrorism</li> <li>- Riot/Rebellion</li> <li>- Flooding</li> <li>- Major pollutions of surface waters and groundwaters</li> <li>- Adverse Weather</li> <li>- Fire</li> <li>- Nuclear Powered Vessels related to pollution</li> <li>- Coastal Erosion</li> <li>- Industrial Strikes</li> </ul> <p>The Council is supported by a dedicated resource focused on the leadership and management of Emergency Planning and Business Continuity initiatives, ensuring preparedness and resilience.</p> <p>The Council has established strategic partnerships with Town and Parish Councils, facilitating a coordinated response to assist communities affected by environmental events and enhance overall community resilience.</p>	<p>A1. Business Continuity framework and individual service continuity plans.</p> <p>A2. Threat response plans which will include ICT Infrastructure response, alternative accommodation provisions and reallocation of staff.</p> <p>A3. Emergency Planning Strategy and defined roles assigned.</p> <p>A4. We establish robust communication channels with NFDC residents across various platforms, including social media. Our strategic partnerships with local media outlets, both radio and print, facilitate effective messaging during incidents. We actively encourage vulnerable residents to enrol in the priority services register maintained by utility companies. Moreover, we leverage word-of-mouth communication, with community members engaging in door-to-door</p>	<p>Likelihood 2 x Impact 3 = Medium 6</p> 	<ol style="list-style-type: none"> <li>1. Annual programme of Emergency Planning training to be established. Robust training continues to be arranged and carried out for officers involved in emergency planning. Work continues in ensuring business continuity plans are in place, including for interruptions due to energy outages.</li> <li>2. Review and challenge of functional Service Continuity Plan and conclude Business Continuity Planning.</li> <li>3. Regular reporting to EMT on progress against Emergency Planning and Business Continuity action plan</li> <li>4. Continuity to increase capacity for service to manage this risk.</li> <li>5. Set up links to Town and Parish councils as they would be involved in implementing actions through adverse conditions.</li> </ol>	<p>Strategic Director Housing &amp; Communities</p> <p>Strategic Director Housing &amp; Communities</p> <p>Strategic Director Housing &amp; Communities</p> <p>Strategic Director Housing &amp; Communities</p> <p>Strategic Director Housing &amp; Communities</p>	<p>PR1</p> <p>PL3</p> <p>PL3</p> <p>PL3</p> <p>PL3</p>

486

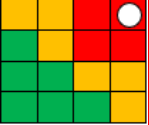

# Strategic Risk Register 2024 - 2028 • June 2024

487

		<p>outreach to disseminate crucial information. During incidents, utility companies provide stakeholder emails to local councillors, ensuring they are well-informed and able to relay timely updates to their communities.</p> <p>A5. The Emergency Planning response plans acts as a safeguard by centralising threat response plans and contact information for Town and Parish Councils, ensuring efficient coordination and rapid reaction to potential threats.</p>				
--	--	---	--	--	--	--

## 8. Responding to the Climate and Nature Emergency

488

Inherent Risk Score	Current circumstance	Risk Control	Residual Risk Score	Further control to mitigate risk	Action Owner	CPTC
<p>Likelihood 4 x Impact 4 = High 16</p> 	<p>A. NFDC declared a Climate Change and Nature Emergency in 2021 in response to global temperature rise and the associated impacts on natural and built environments. Declaring an emergency demonstrates NFDC's commitment to the legally binding target set by Central Government for the UK to reach net zero carbon by 2050, however progress in achieving the agreed targets is significantly off track at national and global levels.</p> <p>As a result of climate change, the New Forest area is expected to experience: Hot drier summers and warmer winters More frequent and extreme heatwaves, droughts flooding and coastal erosion.</p> <p>Failing to reduce emissions, improve environmental quality and adequately adapt to climate change will have impacts for NFDC residents, tenants, businesses, visitors, and the economy.</p> <p>Responding at a pace and scale comparable to the declared emergency will ensure that the environmental, social, financial and reputational risks to NFDC are minimised, and any opportunities arising from the changing climate are maximised.</p>	<p>A1 Deliver organisational and area-wide actions to reduce emissions, adapt to climate change and safeguard the natural environment, as outlined in the Climate Change and Nature Emergency Action Plan.</p> <p>A2. Deliver, monitor and report on four key programmes of work: carbon reduction, climate adaptation, nature recovery and programme management.</p> <p>A3. Governance and oversight from Climate and Nature Steering Group and Place and Sustainability Overview and Scrutiny Panel.</p> <p>A4. Climate Change and Nature Emergency Annual Report to inspire behaviour change, demonstrate corporate leadership and ensure transparency, accountability, and governance - detailing action to date, progress against targets and future actions.</p>	<p>Likelihood 3 x Impact 4 = High 12</p> 	<ol style="list-style-type: none"> <li>Successful delivery of projects within the organisational and area-wide Climate Change and Nature Emergency Action Plan.</li> <li>Climate and Sustainability to be identified as key priorities in the new Corporate Plan, Local Plan and other key strategies e.g., Greener Housing Strategy</li> <li>Development of policy framework to ensure business as usual activities of NFDC services contribute positively to climate and sustainability objectives.</li> <li>Creation of a 5-year strategy and action plan with aligned resources and targets.</li> <li>Inclusion of climate change risks in service level risk assessments and business continuity plans.</li> <li>Training for officers and members, particularly O&amp;S panel members, on climate change, nature and sustainability issues.</li> </ol>	<p>Strategic Director Place Operations &amp; Sustainability</p> <p>Strategic Director Place Operations &amp; Sustainability</p> <p>Strategic Director Place Operations &amp; Sustainability</p> <p>Strategic Director Place Operations &amp; Sustainability</p> <p>Strategic Director Place Operations &amp; Sustainability</p> <p>Strategic Director Place Operations &amp; Sustainability</p>	<p>PL2</p> <p>PL2</p> <p>PL2</p> <p>PL3</p> <p>PL2</p> <p>PL2</p>



# Strategic Risk Register 2024 - 2028 • June 2024

489

	<p>National and local actions are key to achieving environmental goals, which include grid decarbonisation, policy planning, and enabling a green economy. However, funding these initiatives is challenging and could affect residents' costs of living.</p>		<p>A5. Consideration of climate change and sustainability issues in the early stages of all activities, including projects, plans, strategies, and procurements.</p>	<p>7. Aligning level of resourcing to meet emerging corporate priorities.</p>	<p>Strategic Director Corporate Resources S151 and Transformation</p>	<p>PL2</p>
			<p>A6. Prioritisation of climate change and sustainability in the Corporate Plan, Local Plan and other key strategies.</p>	<p>8. Review of Coastal Strategy and Actions. Climate Change Action Plan with Ongoing partnership working.</p>	<p>Strategic Director Place Operations &amp; Sustainability</p>	<p>PL2</p>
			<p>A7. Ensuring adequate resources for climate and sustainability efforts including third party financial support.</p>	<p>9. Service risk assessments and business continuity plans to be developed.</p>	<p>Strategic Director Corporate Resources S151 and Transformation and Strategic Director Housing</p>	<p>PR1</p>

This page is intentionally left blank

**Council – 16 September 2024**

## **Allocation of seats and appointments to committees and panels**

Purpose	For Decision
Classification	Public
Executive Summary	<p>Following the sad passing of Cllr Keith Craze, it is necessary to review the representation of political groups on committees and panels.</p> <p>Having regard to the current number of Members on the Council being 47, and applying the necessary principles of proportionality in order, it is recommended that no changes are made to the current allocation of seats.</p>
<b>Recommendations</b>	<ol style="list-style-type: none"> <li><b>1. That the Council considers the allocation of seats to committees and panels in accordance with the principles set out in the report, and in doing so, agrees to maintain the Council’s current position set out in the table at paragraph 13 of the report;</b></li> <li><b>2. That the Council appoint councillors to individual committees and panels, as identified in Appendix 1 (to follow), for the remainder of the four year period ending May 2027; and</b></li> <li><b>3. That the Council notes that a further review of the allocation of seats will be undertaken following the by-election for the Barton and Becton ward.</b></li> </ol>
Reasons for recommendations	To comply with the provisions of Section 15 of the Local Government and Housing Act 1989, relating to the duty to allocate seats to political groups, following a division on the Council.
Wards	All / Barton and Becton
Portfolio Holder	Councillor Jill Cleary, Leader

Strategic Director	Alan Bethune, Corporate Resources and Transformation (S151)
Officer Contacts	<p>Matt Wisdom Service Manager – Democratic and Support Services 023 8028 5072 <a href="mailto:Matt.wisdom@nfdc.gov.uk">Matt.wisdom@nfdc.gov.uk</a></p> <p>Tanya Coulter Assistant Director – Governance 023 8028 5532 <a href="mailto:Tanya.coulter@nfdc.gov.uk">Tanya.coulter@nfdc.gov.uk</a></p>

## Introduction and background

1. In accordance with Section 15 of the Local Government and Housing Act 1989, it is necessary to review the representation of political groups on committees, whenever there is a division on the Council. Following the sad passing of Cllr Keith Craze, there are now 47 serving councillors, with a change in the composition of the Conservative Group. For the purpose of the review, “committees” includes the Council’s Overview and Scrutiny Panels but excludes the Cabinet.
2. There are four statutory principles of political balance which have to be applied in filling appointments to committees. These are contained in Section 15(5) of the Act.
3. The principles that have to be applied are as follows:-
  - (a) that not all seats on the body are allocated to the same political group;
  - (b) that the majority of the seats on the body are allocated to a particular political group if the number of persons belonging to that group are a majority of the Authority’s membership;
  - (c) subject to paragraphs (a) and (b) above, that the number of seats on the ordinary committees of a relevant Authority which are allocated to each political group bears the same proportion to the total of all the seats on the ordinary committees of that Authority as is borne by the number of members of that group to the membership of the Authority; and

- (d) subject to paragraphs (a) to (c) above, that the number of seats on the body which are allocated to each political group bears the same proportion to the same number of all seats on that body as is borne by the number of members of that group to the membership of the Authority.
4. Once the Council has determined the allocation of committee places between the political groups, the Council must then appoint the nominees of the political groups to the committees.
  5. Those members who are not members of political groups have no legal entitlement to an allocation of seats on committees. However, once the political groups' entitlement has been reached, any remaining seats may be filled by members not belonging to a political group. Such Members are classed as being non-aligned.
  6. These provisions need not be applied if a different position is agreed without any member of the authority voting against.
  7. It should be noted that, although the legislative position refers to "political" groups, this also includes the Independent Group. Although not affiliated with a political party, the Independent Group have formed a group in accordance with the legislation.

### **Current position**

8. The political balance of the Council now stands as follows:-

Conservative Group	25	(53.19%)
Liberal Democrat Group	14	(29.79%)
Independent Group	4	(8.51%)
Green Group	3	(6.38%)
Labour (Non-aligned)	1	
<hr/>		
Sub-Total	47	
<hr/>		
Vacancy	1	
<hr/>		
Total	48	

### **Appointments to committees and panels**

9. There are 84 seats to which appointments should be made under the principles of proportionality.

10. The application of the percentages outlined at paragraph 8 provides for the following allocation of whole seats to political groups across the overall Council position:-

Conservative Group	45
Liberal Democrat Group	25
Independent Group	7
Green Group	5
Unallocated	2
<hr/>	
Total	84

11. Having regard to the overall position outlined at paragraph 10, the application of the percentages outlined at paragraph 8 requires the rounding up or down of calculated figures to give whole numbers on committees. The Council should, as far as practicable, ensure fairness on each committee and across the wider allocation in making these adjustments, whilst taking into account the proportionality rules in their stated order, as far as practicable.
12. In this particular instance, the Council must have regard to the principle in the legislation, noted at paragraph 3(b), that the majority of the seats on the body are allocated to a particular political group if the number of persons belonging to that group are a majority of the Authority's membership. An adjustment of +1 to the number of seats allocated to the Conservative Group is necessary to achieve this outcome.
13. The following allocations are therefore recommended, to best meet the proportionality requirements, aggregating all committee places and allocating fair shares:-

<b>Committee / Panel</b>	<b>Seats</b>	<b>Cons</b>	<b>Lib Dems</b>	<b>Inds</b>	<b>Greens</b>	<b>Non-aligned</b>
Appeals Committee	13	7	4	1	0	1
Audit Committee	9	5	2	1	1	-
General Purposes and Licensing Committee	13	7	4	1	1	-
HR Committee	9	5	3	1	0	-

Planning Committee	13	7	4	1	1	-
Housing and Communities O&S Panel	9	5	3	0	1	-
Place and Sustainability O&S Panel	9	5	2	1	1	-
Resources and Transformation O&S Panel	9	5	3	1	0	-
<b>Total</b>	<b>84</b>	<b>46(+1)</b>	<b>25</b>	<b>7</b>	<b>5</b>	<b>1</b>

14. In order to satisfy the requirement at paragraph 3(b) and explained in paragraph 12, an adjustment of +1 should be noted above, in favour of the Conservative Group.
15. At the last review undertaken in May 2024, the Council also resolved to allocate a seat to the non-aligned Member on the Appeals Committee. The Council's Constitution makes provision for the allocation of seats to Members who are not members of a political group, as nearly as possible in proportion to the number of those members on the Council. It remains the case that one seat can be allocated to the non-aligned Member, having first complied with the legislative principles for the allocation of seats.
16. The nominees of the political groups to the committees and panels will be circulated to follow at Appendix 1. It should be noted that if Members seek to make any amendments, this may affect the calculations and subsequently the nominees.

### **Corporate plan priorities**

17. The recommendations support the Council in delivering all corporate plan priorities by maintaining the Council's ability to function as a collective body in accordance with relevant legislation.

### **Options appraisal**

18. Within the current decision making structure of a total of 84 seats, there is no mechanism to achieve a position which allocates 45 seats to the Conservative Group, whilst maintaining the overriding principle that as the majority group, it must hold the majority of seats on each individual committee/panel. Indeed, a fundamental review of the committee structure to adjust the total number of seats up or down from 84 is likely to also impact on the allocation of seats to other political groups.

19. Therefore, it is not recommended that any changes are made to the allocations as part of this review, noting that a further review will be undertaken following the outcome of the Barton and Becton by-election, when the Council will return to having 48 serving Members.
20. The Council can choose to agree an alternative allocation that does not satisfy the proportionality requirements, providing that this is agreed without a single Member of the Council voting against.

### **Consultation undertaken**

21. Consultation has been undertaken with the Council's Statutory Officers, the Portfolio Holder (Leader) and all other Group Leaders.

### **Financial and resource implications**

22. There are no financial or resourcing implications arising specifically from this report.

### **Legal implications**

23. The proportionality requirements, as outlined in the Local Government and Housing Act 1989 have been followed in reaching the recommendations.

### **Risk assessment**

24. It is not deemed necessary to complete a formal risk assessment in respect of this report.

### **Environmental / Climate and nature implications**

25. There are no environmental or climate and nature implications arising directly from the review of political proportionality.

### **Equalities implications**

26. There are no equalities implications arising, although the process of reviewing proportionality ensures that the democratically elected position of the Council is reflected in the Council's approach to committee and panel business.

### **Crime and disorder implications**

27. There are none arising from this report.

### **Data protection / Information governance / ICT implications**

28. There are none arising from this report.



## **Appendices**

Appendix 1 – Appointments to Committees and Panels (Wishes of the Political Groups) – to follow.

## **Background Papers:**

Local Government and Housing Act 1989

This page is intentionally left blank