

NOTICE OF MEETING

Meeting: CABINET

Date and Time: WEDNESDAY, 1 OCTOBER 2025 AT 10.00 AM

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

Enquiries to: Email: democratic@nfdc.gov.uk
Joe Tyler Tel: 023 8028 5982

PUBLIC INFORMATION:

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.

PUBLIC PARTICIPATION:

Members of the public may speak in accordance with the Council's [public participation scheme](#):

- (a) on items within the Cabinet's terms of reference which are not on the public agenda; and/or
- (b) on individual items on the public agenda, when the Chairman calls that item. Speeches may not exceed three minutes.

Anyone wishing to attend the meeting, or speak in accordance with the Council's public participation scheme, should contact the name and number shown above no later than 12.00 noon on Friday, 26 September 2025.

Kate Ryan
Chief Executive

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

AGENDA

Apologies

1. LEADER'S ANNOUNCEMENTS

2. MINUTES

To confirm the minutes of the meeting held on 3 September 2025 as a correct record.

3. DECLARATIONS OF INTEREST

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

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

4. PUBLIC PARTICIPATION

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

5. DRAFT HOUSING LANDLORD TENANCY POLICY (Pages 5 - 42)

6. CORPORATE PLAN: KEY PERFORMANCE DATA FOR QUARTER 1 2025-2026 (Pages 43 - 72)

7. CORPORATE PEER CHALLENGE FOLLOW-UP REPORT (Pages 73 - 112)

8. CLIMATE CHANGE AND NATURE EMERGENCY ANNUAL UPDATE (Pages 113 - 158)

9. MEDIUM TERM FINANCIAL PLAN - SCENE SETTING (Pages 159 - 188)

10. READOPTION (2025) OF THE CHRISTCHURCH BAY & HARBOUR FLOOD & COASTAL EROSION RISK MANAGEMENT (FCERM) STRATEGY (Pages 189 - 350)

11. DRAFT AIR QUALITY STRATEGY - PUBLIC CONSULTATION REPORT (Pages 351 - 430)

12. MEETING DATES 2026/2027

To agree the following dates of meetings for 2026/2027 (Wednesdays at 10:00am):

2026

3 June
1 July
5 August
2 September
7 October

4 November
2 December

2027

3 February
17 February
3 March
7 April
5 May

To:

Councillors

Jill Cleary (Chairman)
Steve Davies (Vice-Chairman)
Geoffrey Blunden

Councillors

Jeremy Heron
Dan Poole
Derek Tipp

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Cabinet – 1 October 2025

Draft Housing Landlord Tenancy Policy

Purpose	For Review
Classification	Public
Executive Summary	The draft Housing Landlord Tenancy Policy sets out NFDC's approach to managing its housing tenancies in line with the Localism Act 2011, the Housing Act 1985, and the Regulator for Social Housing Consumer Standards. The draft policy supports the Council's proposed Housing Landlord Strategy 2025 – 2028. Aiming to ensure fair, consistent, and effective tenancy management that maximises the use of council housing for residents' needs. The main change to the draft policy is the proposal to move away from flexible fixed term tenancies (FFTTs) to secure tenancies after a 1-year introductory period, due to the high level of administration required compared with the benefits obtained.
Recommendation(s)	That cabinet approve the draft Housing Landlord Tenancy policy, including the end of fixed term tenancies.
Reasons for recommendation(s)	The Housing Landlord Tenancy Policy is overdue a review. The report proposes the end of FFTTs due to the resource requirements to implement them, the lack of significant benefits they provide, the limited use by our local and national landlords and feedback from regulatory inspections.
Ward(s)	All
Portfolio Holder(s)	Councillor Steve Davies
Strategic Director(s)	Richard Knott – Housing & Communities
Officer Contact	Kirsty M Farmer Service Manager - Housing Resident Services 023 8028 5151

	Kirstym.farmer@nfdc.gov.uk Sharon Wicks Tenancy Sustainment Manager 023 8028 5222 Sharon.wicks@nfdc.gov.uk

Introduction and background

1. The Localism Act and the Regulator for Social Housing, consumer standards require the Council to have a Tenancy Policy setting out the types of tenancies granted by the landlord function, circumstances when particular types of tenancy will be granted, length of time a tenancy will be granted for and how tenancies will be managed towards their end.
2. The Localism Act 2011 introduced a new tenancy type called a Flexible Fixed Term Tenancy (FFTT), which gave local authorities and housing associations the discretion to offer secure fixed-term tenancies (minimum term of two years) instead of traditional lifetime tenancies.
3. The key aims were to improve stock management by allowing providers to reassess tenants' needs over time. Ensure fair allocation of social housing to those in genuine need. Encourage movement and reduce under-occupation. Promote tenant responsibility and engagement with tenancy conditions.
4. Before the end of the fixed term, the landlord must conduct a formal review of a tenant's circumstances. This process usually starts at 12 months before expiry.
5. Factors considered in the review include the household's composition and income, property suitability (e.g. under-occupation or overcrowding), tenancy conduct (e.g. rent arrears, anti-social behaviour) and any changes in vulnerability or support needs. These checks are time consuming and involve a number of staff from different teams to complete e.g. allocations, tenancy management and tenancy sustainment.
6. Following the review, the landlord must decide to renew the tenancy for another fixed term, offer a different type of tenancy, such as a secure tenancy or end the tenancy, with appropriate advice and assistance to help the tenant find alternative accommodation.

7. If the landlord fails to notify the tenant of the outcome as least six months before the end of the term, the tenancy may default to a lifetime secure tenancy. A council's Tenancy Policy would include this detail should FFTTS be adopted.
8. Since April 2014 NFDC have been offering all qualifying new tenants a 1-year introductory tenancy followed by a 5-year FFTT. The redrafted Housing Landlord Tenancy Policy proposes that future new tenants will be offered 1-year introductory tenancies (where applicable) followed by lifetime secure tenancies rather than the current FFTTs.
9. In 2024/25, 96 FFTTs were issued and 167 were reviewed. For 25/26, to the end of July we have reviewed 71 tenancies and expect to review another 136 to the end of the financial year. NFDC have not yet terminated a tenancy through the FFTT review process as none have met the necessary criteria.
10. Nationally and locally, Councils are shifting away from FFTTs towards lifetime secure tenancies to offer tenants greater stability and security in their homes and to promote a stronger sense of community. Potential LGR partners, Winchester City Council do not offer FFTTs and Southampton City Council only offer them on the rare occasion e.g. to facilitate short life use of properties in regeneration areas.
11. FFTTs are complex, time consuming and costly to administer and have not delivered the positive outcomes expected at the outset.
12. Tenants with FFTTs which began on or after 1st April 2012, often find it difficult to mutually exchange their home with another social housing tenant (as the incoming tenants would, in effect, give up a lifetime secure tenancy for a fixed term agreement). This limits social mobility.
13. Following a review of a tenant's FFTT should they meet a condition (such as under occupation) for ending their tenancy, it is unlikely that there will be suitable alternate accommodation available that would better meet their needs within a time frame to suit the termination process. The Council would be obligated to secure alternative accommodation.
14. The resource pressures on the Housing Landlord Service have increased significantly since the inception of FFTTs. Social Housing Regulation has added additional activities and workloads on housing staff and managers, as well as LGR, increased compliance, new and amended legislation, increased tenant engagement, damp and mould

responses, increase from 250 to over 400 voids per year, and a whole new workstream in greener housing. For the Housing Options Team who assess housing need for each FFTT review homelessness and housing register pressures are now even more acute and the number of lettings they administer has increased significantly.

15. There will be legal costs involved in ending a flexible fixed term tenancy if the tenant does not leave the property at the end of the fixed term, as the Council would be required to recover possession of the property through the courts. There would also be costs involved in ensuring the empty properties are repaired and ready for re-let.
16. There are quite specific legal complications surrounding fixed term tenancies that were not clear at the time they were adopted. For example, a High Court case (Croydon LBC v Kalonga [2020]) considered the issue of how local authorities can obtain possession of a fixed term tenancy during the fixed term. In this case, Croydon LBC served a Notice of Seeking Possession on the tenant for breach of the tenancy agreement. The tenant argued that there was no right to determine the tenancy prior to the expiry of the fixed term because the tenancy agreement did not contain a forfeiture clause. The High Court dismissed the possession claim for this reason.
17. The courts have struggled to grasp flexible fixed term tenancies due to their complexity and as a result there is very limited case law to rely on in this area, and this adds to the burden of the work involved should it be necessary to proceed to court, and the likelihood of success.
18. Therefore, the FFTTs are both resource intensive to the Council and have a potentially negative impact on the health and well-being of tenants who may live under the stress of losing their home at the end of their fixed term. The likelihood of a possession being granted through the courts is complex and as yet untried, due to the increasingly fewer landlords who use them.
19. A copy of the proposed draft Housing Landlord Tenancy Policy is attached at **Appendix 1** setting out the types of tenancy this council proposes to offer new tenants in the future, how tenancy fraud will be tackled, how successions will be administered and how tenancies will be brought to an end. This new proposed policy no longer includes the use of FFTTs.

Corporate plan priorities

20. The Housing Landlord Tenancy Policy supports the Corporate Plan 2024/28 priorities:

People - Helping people in the greatest need and creating balanced, resilient, and healthy communities who feel safe and supported with easy access to services.

Priority 1: Helping those in our community with the greatest need.

Priority 2: Empowering our residents to live healthy, connected and fulfilling lives.

Options appraisal

21. Option 1 (recommended option) – Support the policy as proposed which means the end of Flexible Fixed Term Tenancies.
22. Option 2 – The Council continues with Flexible Fixed Term Tenancies, requiring the draft Housing Landlord Tenancy to be amended

Consultation undertaken

23. Consultation has taken place with a wide range of housing officers, including the tenant engagement team, in shaping both policies.
24. The draft policies have been presented to the Tenant Involvement Group on 5th August 2025, EMT on 12 August 2025, Informal Cabinet on 3rd September 2025 and the Housing and Communities Overview and Scrutiny Panel on 17th September 2025. The Housing and Communities Overview and Scrutiny Panel supported the report.

Financial and resource implications

25. The Housing Landlord Tenancy Policy will be delivered within existing resources in the Housing Revenue Account (HRA).

Legal implications

26. The Localism Act and the Regulator for Social Housing, consumer standards require the Council to have a Tenancy Policy setting out the types of tenancies granted in the district, circumstances when particular types of tenancy will be granted, length of time a tenancy will be granted for and how tenancies will be managed towards the end.
27. Details of the Mutual Exchange process have been removed from the Housing Landlord Tenancy Policy. It was felt that having a separate Mutual Exchange policy allowed for better transparency and detail for the tenants.

Risk assessment

28. The delivery of the policy mitigates legal and financial risk to the Council, as well as aiming to reduce risks faced by tenants in relation to tenancy matters.
29. The work of officers is risk assessed in line with health and safety and lone working procedures.

Environmental / Climate and nature implications

30. Whilst the report has no direct implications, this may present opportunities to contribute to the Council climate change objectives through alternative working practices.

Equalities implications

31. The proposed draft policy will improve the Council's tenant's response to tenancy management. It is recognised that tenants will have unique needs and experiences and sets out clearly how the Council will manage tenancies. It also recognises that tenants wish to settle in a home for the long term and build community and support networks which improves health and wellbeing.
32. In addition, long term stability is supported through the ability to benefit from disabled facilities grants for the long term, without the uncertainty or need to move away from these adaptations.

Crime and disorder implications

33. There are no crime and disorder implications arising directly from this report.

Data protection/ Information governance/ ICT implications

34. The collection, retention and deletion of resident's data is governed by GDPR and associated guidance. All data is collected and maintained in line with the required legislation and shared in accordance with defined and established information sharing protocols and procedures

New Forest National Park/ Cranborne Chase National Landscape implications

35. The new approach to ensuring the housing service positively contributes to housing neighbourhoods may involve increased partnership working with the National Park Authority.

Conclusion

36. The draft Housing Landlord Tenancy policy sets out NFDC's approach to managing its housing tenancies, recommending a shift from flexible fixed term tenancies to lifetime secure tenancies to offer tenants greater stability and security in their homes and to promote a stronger sense of community.

Appendices:

Appendix 1 – Draft Housing
Landlord Tenancy Policy

Background Papers:

None

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Draft Housing Landlord Tenancy Policy

Housing Resident Services

Document publish date

Version number: 1

Version	Author	Date	Changes made
1	Kirsty Famer	01/08/25	

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Introduction

The Localism Act 2011 requires the Council to produce and publish a tenancy policy which outlines the Council's approach to tenancy management. This policy has regards to the Council's Landlord Strategy and aims to deliver effective management of the Council's homes.

The tenancy policy must also consider the consumer standards as outlined by the Regulator for Social Housing which require social housing landlords to address the management of mutual exchanges and successions within their Tenancy Policy.

The purpose of this policy is to ensure current and future Council tenancies are managed consistently and that tenants have a clear understanding of their tenancy; their rights and the level of security their tenancy offers them.

Policy Aims and Objectives

This policy is intended to meet regulatory requirements and will set out in a clear and accessible way:

- The types of tenancy the council will grant and in which circumstances
- How a person's circumstances will be considered when deciding the type of tenancy to grant
- The length of time a tenancy will be granted for
- How tenancies with a fixed term will be managed towards the end including the offer of a new tenancy
- The appeals process on tenancy decisions
- The council's approach to requests to succeed to tenancies
- How the council will assist in sustaining tenancies.

The objective of the council's landlord strategy is to ensure council housing is used as effectively as possible to provide homes for New Forest residents who are unable to secure their own accommodation. This can be achieved if the council is able to assist more people to move from council accommodation to alternative accommodation e.g. into home ownership or private rented accommodation.

The aims of this policy are:

- To meet the requirements of the Regulator of Social Housing's Tenancy Standard
- To deliver the objectives and aims of the Housing Landlord Strategy 2025 – 2028
- To clearly outline the types of tenancies offered by the Council and what could lead to a change in tenancy type e.g. demotion
- To ensure tenants understand their rights and responsibilities
- To support the Council's Anti-Social Behaviour and Tenant Engagement Strategies

Related Documents

This policy should be read alongside:

- Housing Landlord Strategy 2025 – 2028
- Housing Anti-Social Behaviour Strategy and Policy
- Tenant Engagement Strategy
- Rent Setting and Service Charge Policy
- Housing Allocation Policy
- Homeless Strategy
- Mobility Scooter Policy
- Mutual Exchange Policy
- Disabled Facilities Grant Financial Assistance Policy

Types of Tenancy

Flexible tenancies

Section 154 of the Localism Act 2011 gives local authorities the power to offer new social tenants flexible fixed term tenancies for a certain term (i.e. fixed term tenancies). A fixed term tenancy is a secure tenancy normally for a period of 5 years but no less than 2 years and a maximum of 10 years in certain circumstances where this is permitted. These tenancies are either renewed for a further fixed term or ended after the tenancy period depending on the tenants' circumstances when reviewed.

Since the introduction of the Localism Act 2011 New Forest District Council (NFDC) has offered new tenants, an introductory tenancy followed by a 5-year flexible fixed term tenancy. The allocation of these tenancies ceased on XXX. However, all existing FFTTs will see out their expected term.

At the end of the fixed term, if the tenant has not breached the terms of it, they will be invited to use the break clause in their current flexible fixed term tenancy agreement and be reoffered a secure lifetime tenancy. Those who are in breach of their tenancy conditions will retain their flexible fixed term tenancy until the breach is remedied.

Introductory tenancies

Section 124 of the Housing Act 1996 made introductory tenancies available for local authorities. They can be used only where a secure tenancy would usually exist and once introduced must be used for all new tenants except where set out below.

The Council believes that introductory tenancies are an effective tool that can be used as part of a comprehensive strategy to deal with anti-social behaviour.

All new tenants will be granted an introductory tenancy for a period of 12 months. This 'trial' period allows tenants to demonstrate that they can sustain a tenancy and comply with the terms of the tenancy agreement. Tenants on an introductory tenancy do not have the same rights as tenants on secure or flexible fixed term tenancies. Introductory tenants cannot:

- make major improvements to the property
- swap properties with another council tenant; and
- apply to buy their property through the Right to Buy scheme.

Upon completion of the 'trial' period the Council will grant the tenant a secure tenancy which includes the rights as listed below under Secure tenancies unless:

- The tenant has broken the tenancy agreement, and the Council has started action to evict the tenant; or
- The Council has given notice of extension to extend the introductory period for a further 6 months

Introductory tenancies will not be used where:

- Someone is a secure tenant of a local authority immediately before the offer of accommodation (not necessarily the same local authority) or a secure or assured tenant of a housing association; or
- Where a secure tenancy is being assigned, including by the way of a mutual exchange.
- Victims of Domestic Abuse who held a previous secure or fully assured tenancy.
- Applicants of pensionable age in appropriately sized accommodation.
- Allocations to Emergency Accommodation via the Homelessness route

The use of introductory tenancies will help the Council to:

- Deter new tenants from behaving anti-socially or criminally
- Reduce Anti-social behaviour and nuisance behaviour among new tenants
- Encourage community stability and cohesion
- Reduce the impact of residents who behave anti-socially
- Enable early action for serious breaches of the tenancy agreement
- Encourage regular payment of rent
- Improve housing conditions

Secure tenancies

A secure tenancy is a lifetime tenancy meaning it cannot expire and can only be brought to an end if the tenant breaches their tenancy conditions or in circumstance specified in the Housing Act 1985.

The Council will grant a secure tenancy if (immediately before the tenancy began) the applicant was:

- A secure tenant
- An assured tenant (not an assured short hold tenant) of social housing where the landlord is a registered social landlord
- An introductory tenant who has successfully completed their trial period
- Existing secure tenant who needs to move or has recently moved from their social home to escape domestic abuse.

A secure tenancy gives the tenant security of tenure and the following statutory rights:

- Right to Buy their home (this does not include extra care)
- Right to repair
- Make improvements or alterations to their home (subject to permission)
- Exchange homes with another tenant via mutual exchange
- In some circumstances pass on their tenancy when they die

A person under the age of 18 years cannot hold a legal tenancy. In cases of minors seeking tenancies, the Council will require another member of the minor's family or another trusted person to hold the tenancy in trust for the minor's benefit until they reach 18 when the tenancy will pass to them.

Demoted tenancies

A demoted tenancy presents the Council with an alternative to suspended possession proceedings in the case of anti-social behaviour. The tenant of a demoted tenancy does not lose their home but has less security and fewer rights. It is broadly like an introductory tenancy.

The Council will serve a four-week notice of its intention to seek to demote a tenancy for 12 months where the tenant, or someone living with or visiting the tenant has:

- Engaged or threatened to engage in anti-social behaviour; or
- Used or threatened to use the property for an unlawful purpose

The Council will apply for a court order to provide authorisation of the demoted tenancy.

If the tenant has complied with the court order at the end of the 12-month period, their tenancy will revert to a secure tenancy. If the tenant has not complied with the order, the Council will:

- Serve a four-week notice with a decision to seek possession of the property; and
- Obtain a possession order to evict the demoted tenant.

A demoted tenant will have the opportunity to appeal the decision to seek to evict and the Council will review the decision if requested. If the outcome review upholds the decision to seek possession of the property, the Council can apply to the Court for a possession order and end the demoted tenancy. If the review finds the Council should not uphold the decision to seek possession, the tenancy will revert to a secure tenancy.

The Council will not demote a tenancy more than once. If a tenant whose tenancy has previously been demoted has reverted to a secure tenancy, then reoffends, the Council will take steps to end the tenancy.

Non-secure tenancies, licenses and Occupation Agreements

A non-secure tenancy, license or occupation agreement are usually given to occupants living in temporary accommodation. These occupants do not have the same security of tenure or rights as a secure tenant. These occupants cannot:

- make major improvements to the property
- swap properties with another council tenant
- apply to buy their property through the Right to Buy scheme

- assign the tenancy (except by a court order)
- sublet any part of the accommodation or take lodgers

In some cases, the Council will have to obtain a Possession order from the court to end this type of occupation.

Temporary accommodation to allow major work to take place

If a Council home requires major works, for example because of a serious fire, a move to temporary accommodation will be offered if the Council considers it unsafe for a household to remain at home during the work. The tenant(s) will be offered a licence agreement for the duration of the works.

When works are complete, the tenant(s) will be served Notice to end the Licence agreement, return to their Council home, and continue their secure or fixed term tenancy.

Sole and Joint Tenancies

The Council offers both sole and joint tenancies to new households moving into a Council home. This is subject to eligibility.

Sole tenancy

A sole tenancy is where one member of the household signs the tenancy and is solely responsible for ensuring the household fulfils the responsibilities set out within the tenancy agreement. Where there is a breach of tenancy, the sole tenant is accountable, even if a member of their household or guest is responsible.

Joint tenancy

A joint tenancy is where more than one person has responsibility for meeting the requirements of the tenancy agreement. Each tenant is entitled to stay in the home until the end of the tenancy and have equal right to the tenancy.

The Council will normally only offer joint tenancies to a maximum of two people. The tenancies listed above could be granted on a joint tenancy basis in the following circumstances:

- The proposed joint tenants are both eligible for housing as defined by legislation; and
- Where the proposed joint tenants are married or civil partners or
- Where the proposed joint tenants live together, and the relationship is an 'established' one i.e. evidence is produced showing they have lived together for at least 12 months prior to the joint tenancy application.
- The Council will not grant a cross-generation joint tenancy (e.g. to a parent and adult child) unless there are exceptional circumstances, for example to protect the occupation rights of a vulnerable person.

Requesting a sole tenancy to a joint tenancy

Requests from existing sole tenants that a joint tenancy be granted to them and another person, are considered on a case-by-case basis at the Council's discretion. These requests are granted very rarely to minimise risk of tenancy fraud.

Any application for a sole tenancy to be converted to a joint tenancy will be refused under the following circumstances:

- The household cannot provide proof of marriage or civil partnership, or a joint residency for at least 12 months prior to the application
- There is outstanding action against the household for breach of tenancy
- There are outstanding rent arrears
- There is a history of tenancy breaches, and a valid Possession order or Notice of Seeking Possession is in place
- The tenancy has been demoted
- The applicant is already named on another tenancy
- The tenancy has already been assigned to the sole tenant
- The tenancy has been succeeded to by the sole tenant

Requesting a joint tenancy to a sole tenancy

In some situations, a household may wish to convert their joint tenancy to a sole tenancy.

Where one or more existing joint tenants' requests to end the joint tenancy, for example due to a relationship breakdown, the Council will not automatically grant a tenancy to the remaining occupant of the property. The Council will consider fully the needs of the household, their behaviour and conduct. The Council will not usually grant a new sole tenancy if:

- The tenant who is requesting the sole tenancy would not be eligible for housing under the Council's Allocation scheme

- The remaining tenant would not ordinarily be allocated the category of property e.g. age restricted accommodation, or any other lettings plan restriction
- There are rent arrears
- There are breaches of the tenancy agreement
- The remaining tenant would under occupy the property.

This list is not exhaustive, and the council will consider all the relevant circumstances. Where an agreement cannot be reached between the joint tenants, those who are married or in a civil partnership will need to seek independent legal advice.

It is worth noting that a notice to end a tenancy submitted by one or more joint tenants ends the tenancy for all tenants.

Ending a Tenancy

Where the tenant wishes to end the tenancy

Tenants may decide to end their tenancy at any time. To terminate a tenancy the tenant must give the Council at least 4 full weeks' notice in writing ending on a Sunday. A termination notice can be submitted to the Council, using the Tenancy Termination Notice form:

- By email to housing.supporthub@nfdc.gov.uk
- In writing to Tenancy Management, New Forest District Council, Appletree Court, Beaulieu Road, Lyndhurst, SO43 7PA

The tenant or the person with Power of Attorney (proof of this status is required) must sign and return our Tenancy Termination Notice.

Once the Council receives the Tenancy Termination Notice, this starts the four-week notice period for the tenancy ending. All tenancies will end on a Sunday.

Up until the tenancy end date, tenants will be responsible for paying rent. If a tenant requires to vacate the property earlier than the four-week notice period, they must advise the Council that they intend to do this. The tenant will not be allowed to enter the property after this date.

When leaving all tenants must give 'vacant possession', which means that the tenant must:

- Leave the property in a clean condition and in a good state of repair and decoration
- Clear all belongings, furniture, items in the loft, gardens and outbuildings and all rubbish; and
- Leave with no people or pets still living in the property.

If a tenant does not leave the property clean and clear, they will be recharged for the cost of cleaning and clearing the property.

Where the Council wishes to end the tenancy

The Council will seek to support tenants and help them maintain their tenancies but may take action to end tenancies in circumstances where:

- The tenant has breached their tenancy conditions, including rent arrears
- The tenancy is for a property which the Council needs possession of so that a redevelopment or regeneration scheme can proceed; or
- The tenancy has been obtained fraudulently

If the Council ends a tenancy because of a tenancy breach the tenant will be referred to the Housing Options team for support.

Council termination of Introductory Tenancy

Where the tenancy is an introductory tenancy, regular reviews of the tenancy will take place in the 12-month introductory period.

If a tenant fails to pass the 12-month introductory tenancy and or subsequent 6-month extension period, the Council may seek possession through the service of notice under section 127 Housing Act 1996 at any time prior to at least 8 weeks before the expiry of the 12 month period.

The reasons for extending may include:

- Rent arrears or irregular payments
- Breaches of tenancy conditions
- Indications that the tenant is having difficulty managing the tenancy, even with support.
- An introductory tenancy can only be extended once.
- The reasons for ending the tenancy may include:
 - High level of rent arrears
 - Anti-social behaviour
 - Significant breaches of tenancy conditions

In these circumstances tenants will be offered the right to review.

Council termination of a Secure Tenancy

The Council may terminate a secure tenancy by seeking possession under the grounds set out in Schedule 2 of the Housing Act 1985. The Council will seek a possession order from the Court if a tenant or household does not leave the property when the notice expires.

This includes mandatory grounds for possession for anti-social behaviour in section 84A of the Housing Act 1985.

Death of a tenant

In the unfortunate event of a death of a tenant, the tenancy can be transferred to an eligible family member. This is known as succession. If there is no eligible family member to succeed the tenancy the Council will accept notice from the estate to formally end the tenancy or the Council will serve notice on the estate to formally end the tenancy.

Assignment

In some cases, the Court will order the assignment of a tenancy between joint tenants. In these cases, copies of the relevant Court order will be requested.

Secure tenants may also have the right to assign their tenancy with the agreement of their landlord where:

- A succession of the tenancy has not previously taken place
- An assignment of the tenancy (other than as a consequence of mutual exchange or by Court order) has not previously taken place and
- The proposed assignee would be eligible for housing under the Council's Housing Allocations policy and is eligible to succeed to the tenancy on the death of the tenant.

Tenant assignments use up the right of succession and a tenancy can only be succeeded once, someone who was granted their tenancy as a succession cannot carry out an assignment as per section 113 Part 4 of the Housing Act 1985.

Succession

When a secure tenant dies, another family member may be entitled to inherit their tenancy. This is known in legal terms as a Succession. There can only ever be one succession to a Council tenancy.

Under Section 86A of the Housing Act 1985, a tenancy that started before 1 April 2012 can be succeeded by the following family members:

- Husband/wife
- Civil partner
- Unmarried heterosexual partner
- Same-sex partner
- Grandfather/grandmother
- Father/mother
- Brother/sister
- Uncle/aunt
- Nephew/niece
- Son/daughter
- Stepson/stepdaughter
- Adopted child
- Grandson/granddaughter

Where the successor is under 18 years of age a trustee will need to be agreed to hold the tenancy in trust for them until their 18th birthday

For secure Council tenancies created after 1 April 2012, there is no right for a family member to succeed, unless the tenancy agreement allows it. As standard NFDC tenancies do not have this clause. In normal circumstances, the following members can only succeed to a tenancy after 1 April 2012:

- Husband/wife
- Civil partner (registered under the Civil Partnership Act 2004)
- Co-habiting partner

To succeed a tenancy, the Council will check:

- The date the tenancy started
- If the individual is one of the persons listed above
- Whether the deceased was using the home as their main or principal home up until the date of death for at least 12 consecutive months
- The successor was also living at the home during this period whilst married, in a civil partnership or co-habiting

The Council will not agree to a succession in the following situations:

- If the applicant is unable to prove that they are a family member or that they live/had lived at the address
- If a tenancy has already been succeeded as it cannot be succeeded again. This also applies if there has been an assignment of the tenancy.

Eligible successors to a Council tenancy will have the same type of tenancy as the person who dies and will inherit the original tenancy start date and balance on the rent account. For example, if they had an introductory or a demoted tenancy, it would remain introductory or demoted until the full 'trial' or demoted period passes.

In cases where the successor is a close family member (described above) and the property they are occupying is considered too large or unsuitable the Council will offer a tenancy of a suitable alternative property to the successor as per Ground 15A of the Housing Act 1985. Notice of seeking possession must be served no sooner than 6 months on notification of death and before 12 months of notification of death.

The Localism Act 2011 changed the legal entitlement to succeed to a tenancy created after 1 April 2012 (limiting the legal right of succession to a spouse, civil partner or co-habiting partner only thereby excluding close relatives living with the tenant at the time of their death) and the Council recognises the possibility that this change could result in more households becoming homeless and seeking assistance with rehousing. The Council therefore reserves the right to use its discretion and put in place measures to mitigate this. Our discretion may include, for example, granting an introductory to fixed term or secure tenancy where the property is of an appropriate size, or treating the household as potentially homeless and allowing them to use and occupy the property pending the household moving to suitable alternative accommodation. The Council will consider each case on its own merits.

Use and Occupation

In some cases, a person or household will be allowed to stay in a property following the end of a tenancy (and where there is no right of succession) or where a joint tenancy has been ended by one of the joint tenants, but the other former joint tenant has been left in occupation. They will be subject to a 'Use & Occupation' charge during this period. A tenancy will not be granted, and the occupiers have no rights of tenancy.

This allows the Tenancy Sustainment and Housing Options teams to consider the housing need of that person/ household in accordance with the Council's Housing Allocation Scheme and our duties. We will then, depending on the outcome of our considerations, subsequently support them with alternative accommodation in an appropriate property (as long as the normal conditions of behaviour are maintained) or request that they work with our Homelessness Officers to source their own accommodation and vacate the property. Failure to vacate will result in an application to the Courts for vacant possession.

Mutual Exchanges

Mutual exchange is the process through which secure and assured tenants can assign their tenancy to another secure or assured tenant. Flexible tenants may also apply to exchange homes in this way and there are special provisions in places when flexible tenants wish to exchange homes with a secure tenant with a tenancy that came into effect prior to 1 April 2012.

For further information on Mutual exchanges please refer to our Housing Landlord Mutual Exchange Policy – [add link](#)

Monitoring and Reviewing Tenancies

Monitoring Introductory and Demoted Tenancies

The council will grant all new eligible tenants a one-year introductory tenancy. The tenant will be monitored throughout the 12-month introductory or demoted tenancy. Tenancy sustainment officers and Tenancy Account Officers will contact and visit introductory or demoted tenants throughout this 12-month period, specifically at 3 and 9 months. At 9 months a formal introductory/ demoted tenancy review will take place and assess whether the tenancy should be allowed to continue, extended, or terminated, as per reasons set out in terminating an Introductory tenancy section.

During visits to the home, officers will assess how the home is being treated and check for any breaches of tenancy on file including rent arrears. Cases of malicious damage will be treated as a serious tenancy breach and the tenant(s) will be charged for any repairs or maintenance carried out to fix the damage.

If the Council choose to extend or end the Introductory tenancy, the tenants will be informed in writing of the outcome of the review. If the tenant disagrees with the outcome, they have the right to appeal, and this process is explained within the relevant Notices. Under section 128 of the Housing Act 1996N to end an IT tenancy and a section 125a Housing Act 1996 to extend an IT tenancy.

Monitoring Secure Tenancies

To monitor secure tenancies, the Council will undertake a programme of stock condition surveys. The purpose of the stock condition survey is to check the condition of the home and to ensure the Councils records are accurate. During these surveys, officers will:

- Check the condition of the tenant's home
- Identify households who may require tenancy support. Ensure the home has not been damaged, or altered without permission
- Update tenancy records
- Note tenant(s) vulnerabilities and update records to ensure reasonable adjustments can be made to the delivery of services

All Council homes will be surveyed at least once over a 5 year-period but will be visited by other Council employees more regularly. Any tenancy issues or concerns identified in the survey will be reported to a tenancy sustainment officer who may carry out additional visits.

Additionally, the Council will monitor contact reports from other residents flagging concerns about a tenant(s) which may prompt a visit from a tenancy sustainment officer or neighbourhood officer.

The Council may carry out an unannounced tenancy visit, in response to:

- Alleged damage to the property or significant disrepair
- Safeguarding concerns for the tenant or a member of the household; or
- Suspected tenancy fraud.

Tenants can update information about themselves and members of their household by contacting the Housing Hub. This includes listing who lives in the home or whether a member of the household has a disability.

Tenancy Sustainment

The Council will help tenants to sustain their tenancies by making:

- At point of nomination, an Affordability Assessment of the proposed tenants to ensure the property is affordable and sustainable.
- A new tenancy visit, or phone call conducted within 6 weeks of the tenancy start date to ensure that all new tenants are receiving the support they need.
- Further structured home visits where necessary during the first 12 months of the tenancy at 3 and 9 months to assess the conduct of the tenancy and if there are any additional support needs that are not currently being met.
- Regular tenancy visits/check ins to update our tenant profile information and ensure properties are being maintained.

The Council will also:

- Update and regularly review web services to ensure that there is clear, concise and easily accessible information for Council tenants on the key points of this policy.
- Provide information and services that go beyond the normal role of the landlord e.g. signposting for debt and welfare benefits advice, financial information, affordable warmth information and assistance to gain and maintain employment and training opportunities.
- Provide training that equips staff with the knowledge of support services available from other agencies and how to access them.

Aids and adaptations

Adaptations for our tenants are administered through the same process as a Mandatory Disabled Facilities Grant (DFG). The DFG must be for a tenant or a member of the household who is registered or could be registered as a disabled person.

DFGs are available for:

- Making it easier to get in to and out of your home;
- Making it easier to get to your bedroom, bathroom, living room and kitchen;
- Making it easier to use the toilet, bath and shower;
- Making it easier to prepare and cook food;
- Improving or installing a suitable heating system to meet the needs of the disabled person,
- Helping you control lighting, power and heating;
- Making it easier to get around your home to help you care for another person;
- Making your home safe for you and other people who live in it; and
- Making it easier to get in and out of your garden

To apply for a DFG email privatesectorhousing@nfdc.gov.uk or call 02380 285151 for further details.

Tackling Tenancy Fraud

It is important that people occupying NFDC homes should be living in them as their main home and have not secured a property fraudulently. The council is committed to preventing, identifying and tackling housing fraud. This includes allegations of non-occupancy, fraudulent requests for succession where the council will investigate, or when allocating properties where the council will undertake thorough verification of applications.

The council will fully investigate reports of alleged fraud in conjunction with the council's Fraud Officer and work with other teams within the council. Where appropriate, the council will prosecute tenants who have committed fraud.

The council is part of the National Fraud Initiative which compares information and there is close liaison between services, including Revenues, Benefits and Estate Management. Where tenancy fraud is identified the council may publicise the outcome to deter further tenancy fraud.

How to feedback

You can get this policy in large print, Braille, audio or in another language by contacting our tenancy management team.

Email: tenancy.management@nfdc.gov.uk

Telephone: 02380 285222.

Compliments

To help us provide the best service we can. We would like to hear tenants' views on the services that they use. If the customer wishes to highlight positive contributions from a member of staff or service, please let us know.

Email: tenancy.management@nfdc.gov.uk

Telephone: 02380 285222

Complaints

If a tenant is unhappy with the service, they can refer to our Corporate Complaint procedure - [Corporate Complaints Procedure](#)

Email: complaints@nfdc.gov.uk

Telephone: 02380 285000

Housing Ombudsman

If a tenant is unhappy, they can escalate to the Housing Ombudsman Service.

Online complaint form: [Online complaint form | Housing Ombudsman Service](#)

Telephone: 0300 111 3000

Review

This policy will be reviewed every 3 years, or amendments will be implemented sooner if required due to legislation changes or feedback from tenants

The Strategic Director for Housing and Communities has authority to make minor amendments in consultation with the Portfolio holder for Housing. This policy will be available on the council's website at www.newforest.gov.uk

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Cabinet – 1 October 2025

Corporate Plan: Key Performance Data for quarter 1 2025-2026

Purpose	For approval
Classification	Public
Executive Summary	This report presents the Key Performance Indicators (KPIs) for Quarter 1 (April to June 2025).
Recommendation(s)	Cabinet approve the Q1 2025-2026 dashboard.
Reasons for recommendation(s)	The Key Performance Indicators (KPIs) are a core component of our Corporate Plan 2024–2028. The processes for reporting progress and ensuring accountability against the commitments outlined in the plan are detailed in our Performance Management Framework.
Ward(s)	All
Portfolio Holder(s)	Councillor Jill Cleary, Leader
Strategic Director(s)	Alan Bethune, Strategic Director Corporate Resources S151 and Transformation
Officer Contact	Saqib Yasin Performance and Insight Manager 023 8028 5495 Email address: saqib.yasin@nfdc.gov.uk

Introduction and background

1. The Corporate Plan Key Performance Indicators (KPIs) dashboard is presented for review and approval. The latest dashboard presents data for Q1 covering April 2025 to the end of June 2025, where available.
2. As per our Performance Management Framework, following EMT approval, the dashboard is passed through to panels with

associated covering reports. These reports will focus attention to the measures aligned to each panel. Further feedback from panels will be presented to Cabinet as approval is sought.

3. The following should be read in conjunction with the Q1 dashboard referenced in appendix 1.

Layout of the dashboard

4. The layout is unchanged from last quarter, key metadata is provided below as a reminder:
 - Target – shows the desired value
 - Desired direction of travel – indicates whether good performance is typified by an increasing or decreasing value
 - Return format – shows the unit of the value being reported
 - Frequency – shows how often the KPI is to be reported
 - RAG status is as per our Performance Management Framework
 - Green, on target or above target
 - Amber, up to 10% below target
 - Red, over 10% below target

Quarter 1 2025/2026

5. Data is presented for 23 of the KPIs. Q4 data is now also available for KPI 024: Percentage of household waste sent for recycling.

Highlights

ID	Observation
Housing and Communities	
1	Homelessness duty cases successfully prevented has always been reported against a stretch target. Performance has been consistent but just below the target, with a reducing number of properties available in the Private Sector.
2	Households in emergency accommodation. This KPI has fluctuated over the year, broadly in line with the homelessness KPI. Homelessness prevention efforts have been strengthened with the appointment of a dedicated Team

	Leader and the addition of 4 Floating Support Workers, expanding the team to support housing needs, landlord engagement, rent deposits, and mediation. We have supported a new Homelessness Prevention drop-in service in Totton.
3	Number of families with children under 16 in external emergency shared accommodation over 6 weeks. This remains green
4	Number of Appletree Careline customers. Performance is above our refreshed targets Development of revised promotional material has been created and disseminated across the district, creating partnerships with Age related community-based services to promote the service
8	Education and awareness sessions – 18 train the trainer events were held.
9	PSPOs – we have just had the numbers through from Forestry England which did not make it onto the dashboard in time. 118 PSPO reports were logged in the period.
10	Number of cultural events and activities supported by New Forest District Council. – 31 cultural events were held across the District working alongside partners. A high number of one-off commissioned projects have occurred during the period which is reflected in the final data, these are unlikely to be repeated however, a positive start to the new reporting year.
15	Our five safety and compliance management measures performed very well, covering gas, fire, asbestos, water and lift safety.
Place and Sustainability	
16-19	Planning measures performed very well, above local and government targets Six appeals were heard in the last quarter, and all were dismissed.

22	Households using our chargeable garden waste service has dipped slightly and this may be due to seasonal changes and timings of renewals.
25	870 fly-tipping incidents in the last quarter. Although there is a new profiled target this year, this is higher than anticipated. A significant portion of the increase is linked to residents leaving glass and cardboard outside provided containers at bring sites, which is technically recorded as fly-tipping. There are also ongoing investigations into potential commercial misuse of bring sites, possibly due to changes in how commercial waste is handled under the new waste rollout.
27	Equivalent number of 0.5 litre bottles filled at water-filling stations. High temperatures throughout spring months has possibly led to higher usage rates.
Resources and Transformation	
35	Staff satisfaction score with NFDC ICT services. – Latest survey conducted in 2024/45 with a high satisfaction rate of 88.5%.
37	Vacancies filled first time falls just 1% below target after performing well over the previous 3 quarters. Accordingly, we continue to set this at green.
39	Sickness remains a challenge but is green-rated for the first time over the last four quarters.
43 and 44	Council tax and rate collection. First quarter of the year and so no conclusions should be drawn.
45	Benefits realisation from ICT investment is performing well and continues to be green-rated.
46	ICT incidents resolved within the SLA remains green-rated.
47	93% of annual ICT work programme is forecast to be delivered on time and within budget, being green-rated through the year.

Overview and Scrutiny panel comments

6. The quarter 1 dashboard was presented to all three panels:
 - 11/09/2025 – Place and Sustainability Overview and Scrutiny panel
 - 17/09/2025 – Housing and Communities Overview and Scrutiny panel
 - 18/09/2025 – Resources and Transformation Overview and Scrutiny panel
7. Place and Sustainability – The chair commented that he was pleased to see planning KPIs were performing very well. Further analysis was sought on the locations and types of flytipping to be brought back to panel at a future meeting.
8. Housing and Communities – The chair commented that the dashboard presented good news. There was a separate homelessness update however, we were asked to look at how long families with children were waiting before placed in emergency accommodation and then the length of stay before permanence is achieved.
9. Resources and Transformation – Concerns were raised regarding the impact of LGR on staff wellbeing and morale. Further HR and workforce data was requested, potentially as part of a future HR update, to help monitor and understand these effects more comprehensively.

Corporate plan priorities

10. The dashboard presents the KPIs ordered by our new corporate plan priorities.

Options appraisal

11. The KPI list 2024-2028 has been developed following extensive work and consideration of alternative KPIs and targets. This work was completed in conjunction with the development of the Corporate Plan 2024-2028.

Consultation undertaken

12. The performance team have worked closely with data owners, responsible service managers and Strategic Directors to form the KPI list 2024 / 28. We have sought to identify KPIs which align with corporate plan objectives. Consideration was given to setting a

baseline and reviewing benchmarking data (where applicable) for the setting of SMART targets.

Financial and resource implications

13. There are no financial or resource implications arising from this report.

Legal implications

14. There are no legal implications arising from this report.

Risk assessment

15. There are no new risks arising from this report. The nature of KPI reporting means performance is scrutinised at a service level as data becomes available and any associated risks and mitigation are put in place and reported in the KPI narrative as appropriate.

Environmental / Climate and nature implications

16. There are no environmental / climate and nature implications arising from this report.

Equalities implications

17. There are no equalities implications arising from this report.

Crime and disorder implications

18. There are no crime and disorder implications arising from this report.

Data protection / Information governance / ICT implications

19. There are no data protection / information governance / ICT implications arising from this report.

New Forest National Park implications

20. Visibility of our measures promotes good outcomes across the land within the National Park area. Measures within our direct control furthers the interests of the National Park/National Landscape. These include making appropriate planning decisions, dwelling supply, reducing homelessness, managing interventions where there are breaches of the Public Spaces Protection Orders, promoting recycling, garden waste removal, provision of water-filling stations and taking action on fly-tipping incidents.

Conclusion

21. Review of our key performance indicators ultimately provides a sense check of progress against our corporate plan commitments. Passing the dashboard through the levels of governance outlined in our Performance Management Framework promotes accountability.
22. Once approved at Cabinet, the dashboard will be published to our website.

Appendices:

Appendix 1 – Q1 Corporate
Performance Dashboard 2025/26

Background Papers:

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2025/2026 Performance Summary

KPIs are rated RAG (Red, Amber, Green) according to the performance against target.

■ On target or above target

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

■ Over 10% deviation from the lower threshold of the target

■ KPI marked TBC due to lag in data availability, context and an estimated data availability is provided in these cases.

■ KPI marked N/A due to performance being outside of our direct control and influence, or data not being collected during period.

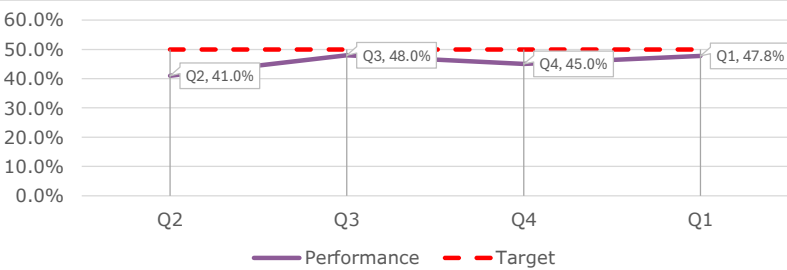
PEOPLE	ID	KPI Name	RAG		
	1	Percentage of homelessness duty cases successfully prevented	■		
	2	Number of households in external emergency accommodation	■		
	3	Number of families with children under 16 in external emergency shared accommodation over 6wks	■		
	4	Number of Appletree careline services provided to customers	■		
	7	Investment in and rollout of public space CCTV system	■		
	8	Number of education and awareness sessions in relation to serious crime	■		
	9	Number of positive interventions in response to Public Spaces Protection Orders (1 and 2)	■		
	10	Number of cultural events and activities supported by New Forest District Council	■		
	11	Number of social housing homes delivered by NFDC and its partners	■	Summary	
	12	Number of affordable council homes delivered against the 2026 target set	■	RED	1
	13	Percentage score for the overall tenant satisfaction with the Council as a landlord (TSMs)	■	AMBER	1
	14	Number of council homes achieving Energy Performance Certification band C	■	GREEN	5
	15	Percentage scores for the 5 safety and compliance management (TSMs)	■	TBC	2
			■	N/A	4
PLACE	ID	KPI Name	RAG		
	16	Percentage of major planning applications determined in time	■		
	17	Percentage of minor planning applications determined in time	■		
	18	Percentage of other planning applications determined in time	■		
	19	Percentage of allowed planning appeals	■		
	20	The total outstanding net dwelling supply as set out in our development plan	■		
	21	Kilogrammes of non-recycled waste produced per household	■	Summary	
	22	Households using our chargeable garden waste service as a percentage of total properties in NFDC	■	RED	1
	23	Emissions from the council's vehicle fleet	■	AMBER	1
	24	Percentage of household waste sent for recycling	■	GREEN	5
	25	Number of fly-tipping incidents per 1,000 people	■	TBC	3
	27	Equivalent number of 0.5 litre bottles filled at water-filling stations – waste averted	■	N/A	1
PROSPERITY	ID	KPI Name	RAG		
	28	Squared metres of industrial/employment land developed	■	Summary	
	29	Level (£) of retained business rates (at source)	■	RED	0
	31	Vacancies of retail premises within town/local centres	■	AMBER	0
	32	Employment rate percentage of working age adults (aged 16-64)	■	GREEN	0
	33	Proportion (in percentage terms) of employee jobs with hourly pay below the living wage	■	TBC	0
FUTURE NEW FOREST	ID	KPI Name	RAG		
	35	Staff satisfaction score with NFDC ICT services	■		
	37	Percentage of vacancies filled first time	■		
	38	Percentage staff turnover	■		
	39	Average number of days sickness absence per employee	■		
	40	Number of council apprenticeships	■		
	41	Percentage variance to Council budget +/- (General fund budget variations)	■		
	42	Percentage variance to Housing Revenue budget +/- (HRA budget variations)	■		
	43	Percentage of Council Tax collected in year	■	Summary	
	44	Percentage of Non-domestic Rates collected in year	■	RED	0
	45	Benefit realisation from ICT investment	■	AMBER	2
	46	Percentage of ICT incidents resolved within SLA	■	GREEN	7
	47	Percentage of annual ICT work programme delivered on time and on budget	■	TBC	0
	48	Percentage unscheduled downtime for critical systems	■	N/A	4

*NOTE KPIs No 5, 6, 26, 30, 34, 36 have been removed.

Housing and Communities Overview and Scrutiny panel

People: Helping those in our community with the greatest need

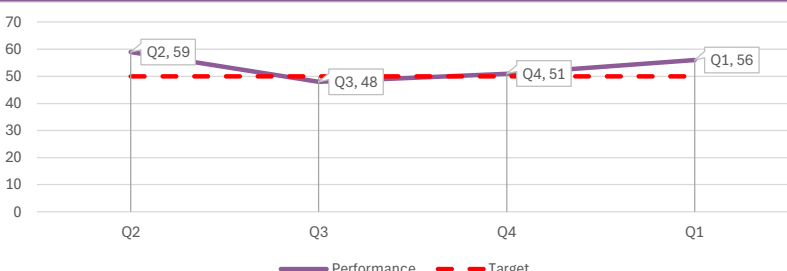
NFDC ID NO.1: Percentage of homelessness duty cases successfully prevented

	2024/5			2025/6	Supporting information	
	Q2	Q3	Q4	Q1	Target	>50%
Performance	41.0%	48.0%	45.0%	47.8%	Desired DOT	▲
Target	50.0%	50.0%	50.0%	50.0%	Format	%
 — Performance — Target					Frequency	Quarterly
					Metric type	Snapshot/point in time
					Leadership team member	Chris Pope
					Portfolio holder	Cllr Steve Davies
					Overview and scrutiny	Housing and Communities
RAG Status						
2024/5				2025/6		
Q2	Q3	Q4	Q1			

Supporting narrative

2024/5 Q2	The prevention duty is where we try to prevent people from becoming homeless by either securing their current accommodation or seeking new accommodation for them. Despite the challenges in the private sector rented sector, the team work hard to support clients by providing advice or practical support.
2024/5 Q3	The current private rented sector remains challenging, with several factors affecting renters. Including the limited number of rental properties, changes to landlord circumstances resulting in sale of the property, increasing demands from letting agents, including rent advanced payments and rent guarantors, all creating barriers and difficulties for potential tenants.
2024/5 Q4	Despite the hard work of our teams to prevent homelessness and relieve those experiencing homelessness, it is recognised that this is a challenge due to the limited supply of both social and affordable private rented sector properties, especially family sized homes. To improve these figures, we have invested in training and are recruiting additional Homelessness Prevention Floating Support Workers to assist residents in sustaining tenancies.
2025/6 Q1	Preventing Homelessness remains a challenge with the reducing number of properties available in the Private Sector however a number of suitable properties were released and the team were able to utilise these by supporting applicants with rent in advance loans and deposit scheme.

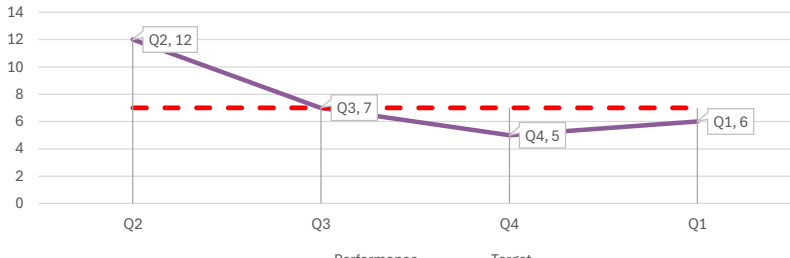
NFDC ID NO.2: Number of households in external emergency accommodation

	2024/5			2025/6	Supporting information	
	Q2	Q3	Q4	Q1	Target	<50
Performance	59	48	51	56	Desired DOT	▼
Target	50	50	50	50	Format	%
 — Performance — Target					Frequency	Quarterly
					Metric type	Snapshot/point in time
					Leadership team member	Chris Pope
					Portfolio holder	Cllr Steve Davies
					Overview and scrutiny	Housing and Communities
RAG Status						
2024/5				2025/6		
Q2	Q3	Q4	Q1			

Supporting narrative

2024/5 Q2	The number of people in Emergency Accommodation (EA) fluctuates throughout the year. The reason for the jump in EA usage is due to people being asked to leave family accommodation/private landlords ending tenancies. In these scenarios we try to prevent homelessness by searching for our new private accommodation or using our own Temporary Accommodation (TA) which is an enormous challenge as there are not many available in an affordable price range and our own TA is at
2024/5 Q3	Significant challenge due to increasingly larger families often with complex needs and affordability of private accommodation.
2024/5 Q4	Despite work to prevent and relieve those experiencing homelessness, it is a significant challenge due to the limited supply of social/affordable private sector properties, especially family sized homes. To improve these figures, we have invested in training and are recruiting 2 Homelessness Prevention Floating Support Workers to assist residents in sustaining tenancies. Investment continues with the introduction of a Homelessness Prevention Team Leader, to focus on increasing quality, better managed caseload and outcomes. In total the team have increased support by introducing 4 Homelessness Prevention Floating Support Workers, on top of existing 3 Homelessness Prevention Officers to help people find new homes, liaise with landlords, help with rent deposits, and mediate between parties. On top of this we have provided grant funding to start a Homelessness Prevention drop-in service in Totton and continue to work closely with other voluntary sector services. We continue to explore ways to increase prevention services across the district to provide the right advice at the right time and place for the betterment of our communities.
2025/6 Q1	

NFDC ID NO.3: Number of families with children under 16 in external emergency shared accommodation over 6 weeks

	2024/5			2025/6	Supporting information	
	Q2	Q3	Q4	Q1	Target	<7
Performance	12	7	5	6	Desired DOT	▼
Target	7	7	7	7	Format	Numerical
 Q2, 12 Q3, 7 Q4, 5 Q1, 6 — Performance — Target					Frequency	Quarterly
					Metric type	Snapshot/point in time
					Leadership team member	Chris Pope
					Portfolio holder	Cllr Steve Davies
					Overview and scrutiny	Housing and Communities
RAG Status						
2024/5				2025/6		
Q2	Q3	Q4	Q1			

Supporting narrative

2024/5 Q2	A higher number of households with large numbers of children, often with complex needs, requiring accommodation.
2024/5 Q3	EA for families with children is only used when no other accommodation is available in the location that the family needs. Moving families in to accommodation with no shared facilities remains a priority. We must consider the needs of the family when seeking accommodation including school/education, doctor or health facilities, family support networks, employment factors or other complex needs.
2024/5 Q4	To reduce the number of families in EA a dedicated officer is tasked with liaising with landlords to identify possible family sized accommodation and to move families as quickly as possible. Performance is in line with target.
2025/6 Q1	Reducing the need to use shared facilities EA for families remains a key commitment. When keeping a family in shared accommodation, we take into consideration their support needs and local networks whilst searching for long term accommodation.

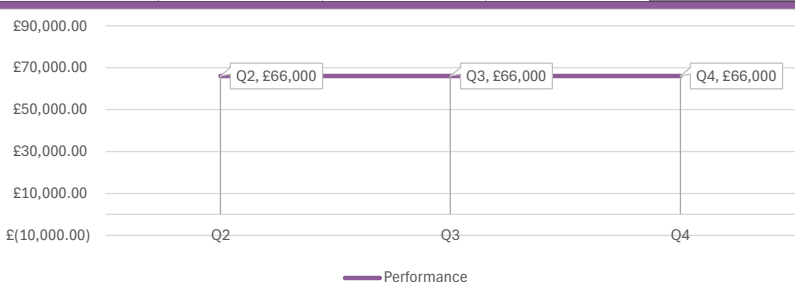
NFDC ID NO.4: Number of Appletree careline services provided to customers

	2024/5			2025/6	Supporting information	
	Q2	Q3	Q4	Q1	Target	3869
Performance	3968	3933	3839	4072	Desired DOT	▲
Target	4040	4089	4139	3869	Format	Numerical
Q2, 3968 Q3, 3933 Q4, 3839 Q1, 4072 — Performance — Target					Frequency	Quarterly
					Metric type	Snapshot/point in time
					Leadership team member	Brian Byrne
					Portfolio holder	Cllr Dan Poole
					Overview and scrutiny	Housing and Communities
RAG Status						
2024/5				2025/6		
Q2	Q3	Q4	Q1			

Supporting narrative

2024/5 Q2	Due to the fluctuation in client base and services being delivered changing daily, The highest service by volume was 4004 at the end of July with 3965 at the end of August. In addition to dispersed alarms and services delivered, the service also provides fixed careline monitoring alarms in Housing Extra Care stock to 112 flats which does not form part of this data.
2024/5 Q3	Although 52 new customers joined careline services in October and November, over the same period we experienced higher monthly averages in cancellations of 59 clients, with a reduction of 118 services. Of these 59 clients, 21 were deceased and 31 moved into full time residential or nursing care placements. This is in line with seasonal expectations i.e. flu etc. December
2024/5 Q4	52 new customer installations with over 100 services combined during the quarter. Whilst the growth has continued alongside existing customers being retained and upgraded to digital services, this has been impacted by the death of 29 customers and 37 moving from independent to residential/nursing care accommodation, accounting for a combined loss of 130 services. Current team focus on retention and growth, dedicated resources contacting and managing the switchover from analogue to digital services for existing customers. All Appletree careline literature and promotional material has been refreshed and rebranded highlighting the benefits of digital careline units, in particular highlighting the cost savings to clients no longer requiring fixed telephone lines for service delivery.
2025/6 Q1	Appletree careline continues to transition existing careline customers from analogue to digital services, whilst creating opportunities for revenue growth through the attraction of a new customer base. Development of revised promotional material has been created and disseminated across the district, creating partnerships with age related community based services to promote the service locally.

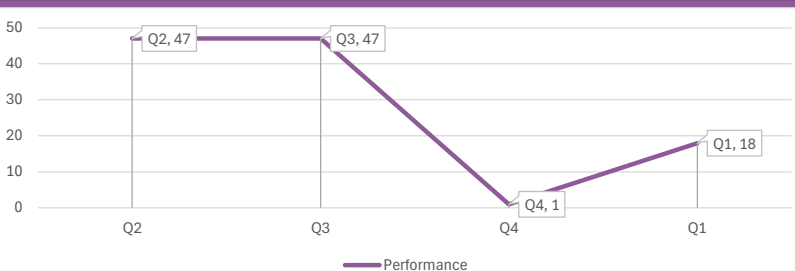
NFDC ID NO.7: Investment in and rollout of public space CCTV system

	2024/5			2025/6	Supporting information	
	Q2	Q3	Q4	Q1	Target	Monitor towards £80,000
Performance	£66,000	£66,000	£66,000	TBC*	Desired DOT	▲
Target	£20,000	£30,000	£40,000	MONITOR	Format	£
					Frequency	Quarterly
					Metric type	Cumulative/year to date
					Leadership team member	Brian Byrne
					Portfolio holder	Cllr Dan Poole
					Overview and scrutiny	Housing and Communities
RAG Status						
2024/5				2025/6		
Q2	Q3	Q4	Q1			
			N/A			

Supporting narrative

2024/5 Q2	66K has been spent on securing 10 x 4g PTZ cameras for rural locations which also includes transmission costs for 2 years. A camera has been installed in Calshot Play park as part of the upgrade to St. Georges Hall providing 24 hour monitoring, live linked to the control room.
2024/5 Q3	The installation plan over Q3 has enabled a partnership to be developed with a large retail store, allowing siting of cameras on their buildings, simplifying the installation process and reducing costs. This will cover locations including Holbury, Bransgore and Fordingbridge. Additional locations have been secured in Fawley, Gangwarly and Ashley. 17 cameras from the Hardley depot have interlinked with the CCTV control room and it is anticipated a further 10 live monitored cameras will be installed by end of January.
2024/5 Q4	Following full handover of the Hardley Depot, A further 10 cameras went live, increasing the total to 28. Fire and security alarms are also live monitored within the main CCTV control room. Electrification works have been confirmed on all proposed public space sites with these being prepared for full camera installation. Terms for a further location on a retail store were agreed in Brockenhurst and a site in Ringwood. Securing these locations provides optimum placement for monitoring whilst negating local disruption.
2025/6 Q1	During the Q1 period, 9 additional cameras have been installed. Additional installations continue to progress. *At the time of reporting, quarterly £ spend figures are pending as we await final invoicing.

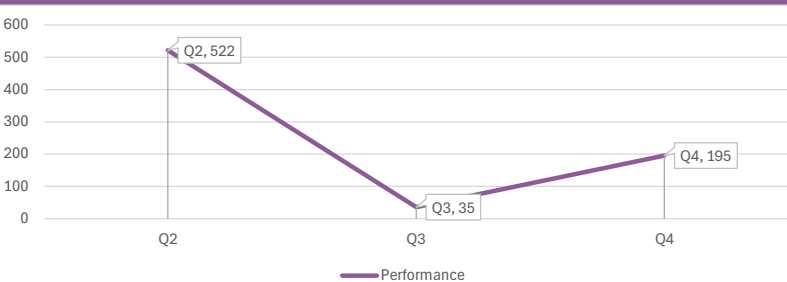
NFDC ID NO.8: Number of education and awareness sessions in relation to serious crime

	2024/5			2025/6	Supporting information	
	Q2	Q3	Q4	Q1	Target	Monitor
Performance	47	47	1	18	Desired DOT	N/A
Target	MONITOR	MONITOR	MONITOR	MONITOR	Format	Numerical
					Frequency	Quarterly
					Metric type	Snapshot/point in time
					Leadership team member	Brian Byrne
					Portfolio holder	Cllr Dan Poole
					Overview and scrutiny	Housing and Communities
RAG Status						
2024/5				2025/6		
Q2		Q3		Q4		Q1
N/A		N/A		N/A		N/A

Supporting narrative

2024/5 Q2	Sessions delivered on weapons prevention between July 1st and September 30th included workshops and assemblies to 130 young people and 47 sessions delivered to 15 individual participants on a 1:1 basis. Lower figure of 47 sessions confirmed and awaiting final number of sessions delivered to 130 people. Final numbers delayed and will be updated at a later date once clarified with partners.
2024/5 Q3	47 sessions were delivered to 289 attendees with participant breakdown being 55% male and 45% female.
2024/5 Q4	129 young people participated in a prevention of weapons education programme. Over the past 12 months, weapons prevention education has been delivered to 563 young people within either group or 1-2-1 sessions across the district.
2025/6 Q1	During Q1, safer New Forest provided 3 days training and learning material for 18 employees of youth services, secondary education, colleges and community safety services. This approach aims to create and embed local resources, acting as points of contacts and accredited trainers to deliver weapons prevention training within local education and community based settings. Funding for delivery was supported by a 10k grant obtained from the Office of Police and Crime Commissioner.

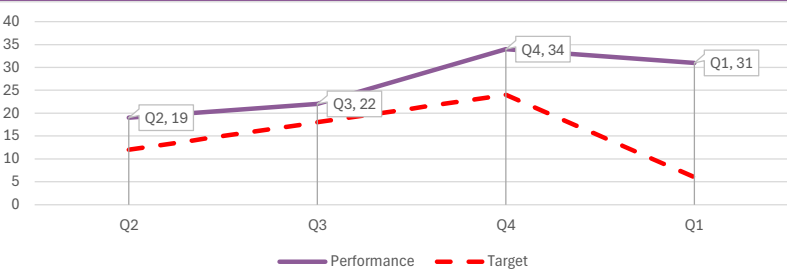
NFDC ID NO.9: Number of positive interventions in response to Public Spaces Protection Orders (1 and 2)

	2024/5			2025/6	Supporting information	
	Q2	Q3	Q4	Q1	Target	Monitor
Performance	522	35	195	TBC*	Desired DOT	N/A
Target	MONITOR	MONITOR	MONITOR	MONITOR	Format	Numerical
					Frequency	Quarterly
					Metric type	Snapshot/point in time
					Leadership team member	Brian Byrne
					Portfolio holder	Cllr Dan Poole
					Overview and scrutiny	Housing and Communities
RAG Status						
2024/5				2025/6		
	Q2	Q3	Q4	Q1		
	N/A	N/A	N/A	N/A		

Supporting narrative

2024/5 Q2	Quarterly data is collated by Forestry England and includes data from the National Parks Authority and the Verderers.
2024/5 Q3	Quarter 3 showed a reduced number of interactions which is anticipated outside of the main holiday season. Of the 35 engagements, 2 related to fire with the remaining 33 relating to petting of animals. No interactions required escalation necessitating the issuing of any fixed penalty notices. Yearly fire data compiled for the Safer New Forest annual strategic assessment on crime and disorder, show incidents of fire have reduced over the past year since the order was approved. Further monitoring will continue to consider all aspects that have contributed to this reduction.
2024/5 Q4	Quarter 4 period resulted in 31 reports to services regarding concerns of compliance with the orders with Wednesday being the busiest of days. Direct engagement was held with 195 people, with 180 relating to animals and 15 to fire.
2025/6 Q1	*At the time of reporting we are awaiting final figures from Forestry England (FE). Due to a change within their method of collating data electronically, this has been reverted to a manual count to verify numbers before submission. No indication has been given as to when this data is likely to be made available to us.

NFDC ID NO.10: Number of cultural events and activities supported by New Forest District Council

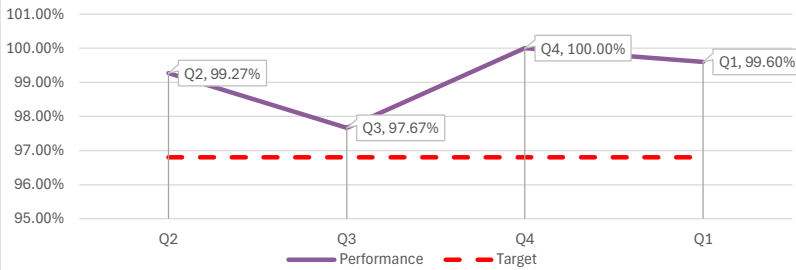
	2024/5			2025/6	Supporting information	
	Q2	Q3	Q4	Q1	Target	24 by end of year
Performance	19	22	34	31	Desired DOT	▲
Target	12	18	24	6	Format	Numerical
					Frequency	Quarterly
					Metric type	Cumulative/year to date
					Leadership team member	Joanne McClay
					Portfolio holder	Cllr Dan Poole
					Overview and scrutiny	Housing and Communities
RAG Status						
2024/5				2025/6		
	Q2	Q3	Q4	Q1		

Supporting narrative

2024/5 Q2	This quarter we have funded the development of Suitcase Stories, a school based theatre project via SPF funding. As well as providing funding for improved music production at this years New Forest Pride in Lymington. We have also provided project support to Waterside Arts Festival, Artful Scribe's Play on Words festival in New Milton, and the NFDC Litter Nest project. We have also lead Folio in developing their new project ROAM, as well as continued funding, project support and leadership on multiple projects from Q1.
2024/5 Q3	Grant for new project Suitcase Stories in partnership with Forest Forge. Resource and support shared in supporting HCT take over the Folio network and sector support function. Funding allocated to the development of ROAM arts festival, bid writer funded by NFDC at this stage.
2024/5 Q4	5 Projects supported this quarter via SPF are Nightjar, Folio training programme, Folio transition support, Milford on Sea beach event and CODA celebration event. 6 cultural projects were supported by the Community Grants programme in 24/25. 1 project has received CIL funding of £142,000 to improve the access to cultural facilities, locally.
2025/6 Q1	Working with Culture in Common and local Folio Partners we have supported a number of smaller projects around the district. Working in partnership we delivered a series of small commissions which saw a number of activities reach new audiences and ensure that there was a spread of activity across the geographic and demographic communities of the district. A high number of one-off commissioned projects have occurred during the period which is reflected in the final data, these are unlikely to be repeated.

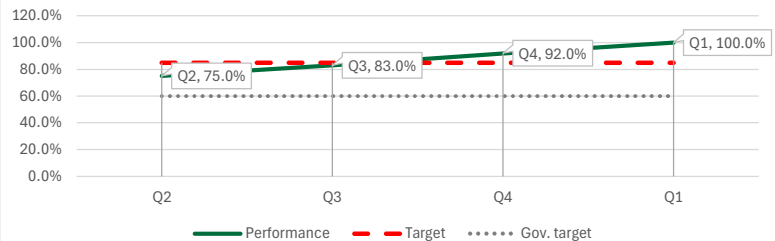
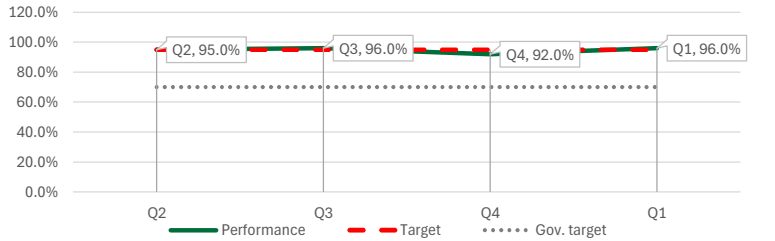
People: Meeting housing needs				
NFDC ID NO.11: Number of affordable homes delivered by NFDC and its partners				
	2024/5	2025/6	Supporting information	
Performance	188	N/A*	Target	199 during period
Target	186	387	Desired DOT	On forecast
Supporting narrative A total of 55 homes (including NFDC and other providers) completed during 2024/25. *Annual data for the 2025/26 period for KPI no.11 will be reported in the Q4 dashboard.			Format	Numerical
			Frequency	Annually
			Metric type	Cumulative/year to date
			Leadership team member	Tim Davis
			Portfolio holder	Cllr Steve Davies
			Overview and scrutiny	Housing and Communities
			RAG Status	
			2024/5	2025/6
				N/A
NFDC ID NO.12: Number of affordable council homes delivered against the 2026 target set				
	2024/5	2025/6	Supporting information	
Performance	375	N/A*	Target	87 during period
Target	373	462	Desired DOT	On forecast
Supporting narrative 36 additional council homes were completed in 2024/25 towards the 2026 target. *Annual data for the 2025/26 period for KPI no.12 will be reported in the Q4 dashboard.			Format	Numerical
			Frequency	Annually
			Metric type	Cumulative/year to date
			Leadership team member	Tim Davis
			Portfolio holder	Cllr Steve Davies
			Overview and scrutiny	Housing and Communities
			RAG Status	
			2024/5	2025/6
				N/A
NFDC ID NO.13: Percentage score for overall tenant satisfaction with the Council as a landlord, as determined in the Tenant Satisfaction Measures (TSMs)				
	2024/4	2025/6	Supporting information	
Performance	84%	N/A	Target	82.1%
Target	81.6%	82.1%	Desired DOT	▲
Supporting narrative 84% represents the final overall satisfaction figure for the financial year 24/25 (up to March 2025). Surveys are carried out twice yearly and collated at year end. This is a 3% increase on 2023/24 satisfaction. This figure has been interrogated and verified independently, and submitted to the Regulator of Social Housing			Format	%
			Frequency	Annually
			Metric type	Snapshot/point in time
			Leadership team member	Kirsty Farmer
			Portfolio holder	Cllr Steve Davies
			Overview and scrutiny	Housing and Communities
			RAG Status	
			2024/5	2025/6
				N/A

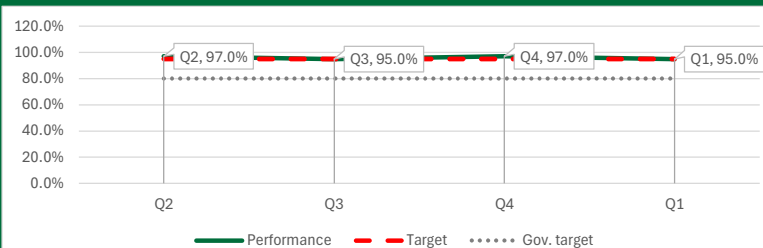
NFDC ID NO.14: Number of council homes achieving Energy Performance Certification band C						
	2024/5		2025/6		Supporting information	
Performance	2744		N/A*		Target	2946
Target	2646		2946		Desired DOT	▲
Supporting narrative					Format	Numerical
Significant progress was achieved in improving housing quality and energy efficiency over the last year. 98 homes were improved under the Government’s Social Housing Decarbonisation Fund (SHDF). Additionally, a further 100 were improved from an EPC rating of D to a more energy-efficient band C through routine maintenance and repairs. These enhancements included the installation of new windows, heating systems, doors, and loft insulation all contributing to warmer, greener, and more cost-effective homes for residents. *Annual data for the 2025/26 period for KPI no.12 will be reported in the Q4					Frequency	Annually
					Metric type	Cumulative/year to date
					Leadership team member	Sophie Tuffin
					Portfolio holder	Cllr Steve Davies
					Overview and scrutiny	Housing and Communities
RAG Status						
2024/5			2025/6			
			N/A			

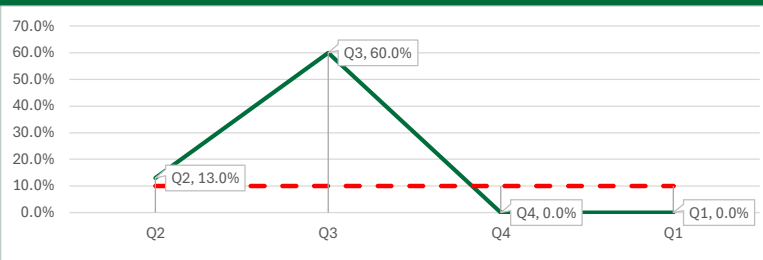
NFDC ID NO.15: Percentage scores for the 5 safety and compliance management Tenant Satisfaction Measures (TSMs)						
	2024/5		2025/6		Supporting information	
	Q2	Q3	Q4	Q1	Target	96.80%
Performance	99.27%	97.67%	100.00%	99.60%	Desired DOT	▲
Target	96.80%	96.80%	96.80%	96.80%	Format	%
					Frequency	Quarterly
					Metric type	Snapshot/point in time
					Leadership team member	Sophie Tuffin
					Portfolio holder	Cllr Steve Davies
					Overview and scrutiny	Housing and Communities
RAG Status						
2024/5			2025/6			
Q2	Q3	Q4	Q1			

Supporting narrative	
Q2	High compliance rates for the end of September for all 5 safety and compliance management measures.
Q3	Our 5 safety and compliance management measures continue to perform very well.
Q4	Our year-end results show strong performance across all five of our safety and compliance management measures, each achieving 100%. These final figures will be submitted to the regulator as part of our annual return.
Q1	Our Q1 value represents excellent performance against our five safety and compliance measures.

*NOTE KPIs No 5, 6 have been removed.

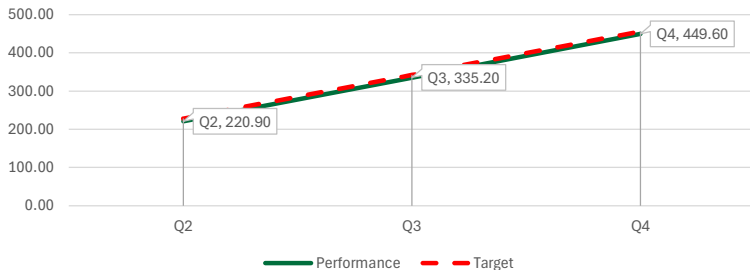
Place and Sustainability Overview and Scrutiny panel													
Place: Shaping our place for now and for future generations													
NFDC ID NO.16: Percentage of major planning applications determined in time													
	2024/5			2025/6	Supporting information								
	Q2	Q3	Q4	Q1	Target	85.0%							
	Performance	75.0%	83.0%	92.0%	100.0%	Desired DOT	▲						
	Target	85.0%	85.0%	85.0%	85.0%	Format	%						
	Gov. target	60.0%	60.0%	60.0%	60.0%	Frequency	Quarterly						
					Metric type	Snapshot/point in time							
					Leadership team member	Mark Wyatt							
					Portfolio holder	Cllr Derek Tipp							
					Overview and scrutiny	Place and Sustainability							
RAG Status													
		2024/5		2025/6									
		Q2	Q3	Q4	Q1								
Supporting narrative													
2024/5 Q2	The prevention duty is where we try to prevent people from becoming homeless by either securing their current accommodation or seeking new accommodation for them. Despite the challenges in the private sector rented sector, the team work hard to support clients by providing advice or practical support.												
2024/5 Q3	Although flagged as amber, should be noted the local target is set at 25% above the Government target of 60%.												
2024/5 Q4	Performance exceeds both local and Government targets.												
2025/6 Q1	Performance is above both government and locally set targets. An increase on last quarter.												
NFDC ID NO.17: Percentage of minor planning applications determined in time													
	2024/5			2025/6	Supporting information								
	Q2	Q3	Q4	Q1	Target	95.0%							
	Performance	95.0%	96.0%	92.0%	96.0%	Desired DOT	▲						
	Target	95.0%	95.0%	95.0%	95.0%	Format	%						
	Gov. target	70.0%	70.0%	70.0%	70.0%	Frequency	Quarterly						
					Metric type	Snapshot/point in time							
					Leadership team member	Mark Wyatt							
					Portfolio holder	Cllr Derek Tipp							
					Overview and scrutiny	Place and Sustainability							
RAG Status													
		2024/5		2025/6									
		Q2	Q3	Q4	Q1								
Supporting narrative													
2024/5 Q2	Improvement on last quarter and above target.												
2024/5 Q3	Improvement on last quarter and above target.												
2024/5 Q4	Although flagged as amber, should be noted the local target is set at 25% above the Government target of 70%. Our performance consistently exceeds Government set targets.												
2025/6 Q1	Performance is above both government and locally set targets. An increase on last quarter.												

NFDC ID NO.18: Percentage of other planning applications determined in time						
	2024/5			2025/6	Supporting information	
	Q2	Q3	Q4	Q1	Target	95.0%
Performance	97.0%	95.0%	97.0%	95.0%	Desired DOT	▲
Target	95.0%	95.0%	95.0%	95.0%	Format	%
Gov. target	80.0%	80.0%	80.0%	80.0%	Frequency	Quarterly
					Metric type	Snapshot/point in time
					Leadership team member	Mark Wyatt
					Portfolio holder	Cllr Derek Tipp
					Overview and scrutiny	Place and Sustainability
					RAG Status	
2024/5			2025/6			
Q2	Q3	Q4	Q1			
Supporting narrative						
2024/5 Q2	Performance is on target.					
2024/5 Q3	Performance is on target.					
2024/5 Q4	Performance exceeds both local and Government targets.					
2025/6 Q1	Performance is above both government and locally set targets.					

NFDC ID NO.19: Percentage of allowed planning appeals						
	2024/5			2025/6	Supporting information	
	Q2	Q3	Q4	Q1	Target	<10%
Performance	13.0%	60.0%	0.0%	0.0%	Desired DOT	▼
Target	10.0%	10.0%	10.0%	10.0%	Format	%
					Frequency	Quarterly
					Metric type	Snapshot/point in time
					Leadership team member	Mark Wyatt
					Portfolio holder	Cllr Derek Tipp
					Overview and scrutiny	Place and Sustainability
RAG Status						
2024/5			2025/6			
Q2	Q3	Q4	Q1			
Supporting narrative						
2024/5 Q2	Of 15 appeals during the quarter, 2 were allowed and 13 dismissed.					
2024/5 Q3	3 appeals allowed, 2 appeals dismissed. Between October and December 2024 there were 195 decisions made, 173 granted and 22 refused.					
2024/5 Q4	6 appeals, all dismissed.					
2025/6 Q1	The total amount of planning decisions made was 255, 6 were appealed and all 6 were dismissed at appeal					

NFDC ID NO.20: The total outstanding net dwelling supply as set out in our development plan							
	2023/4		2024/5		Supporting information		
Performance	8443		N/A*		Target	8241	
Target	N/A		8241		Desired DOT	▼	
Supporting narrative 2024/25 target has been determined using targeted 7720 performance and outturn shortfall of 521 as at the end of the previous financial year 2023/4. *Draft completions data has only just been received and due to the analysis required of future housing supply and projections for delivery timescales we anticipate 2024/5 annual outstanding net dwelling supply figure is not likely to be available until the autumn.				Format	Num		
				Frequency	Annually		
				Metric type	Snapshot/point in time		
				Leadership team member	Tim Guymer		
				Portfolio holder	Cllr Derek Tipp		
				Overview and scrutiny	Place and Sustainability		
				RAG Status			
				2023/4		2024/5	
				N/A		N/A*	

Place: Protecting our climate, coast and natural world

NFDC ID NO.21: Kilogrammes of non-recycled waste produced per household							
	2024/5			2025/6		Supporting information	
	Q2	Q3	Q4	Q1		Target	110.00Kg/per HH
Performance	220.90	335.20	449.60	N/A*		Desired DOT	▼
Target	228.00	342.00	456.00	110.00		Format	kg
						Frequency	Quarterly
						Metric type	Cumulative/year to date
						Leadership team member	Liz Mockeridge
						Portfolio holder	Cllr Geoffrey Blunden
						Overview and scrutiny	Place and Sustainability
						RAG Status	
2024/5			2025/6				
Q2	Q3	Q4	Q1				
			N/A*				

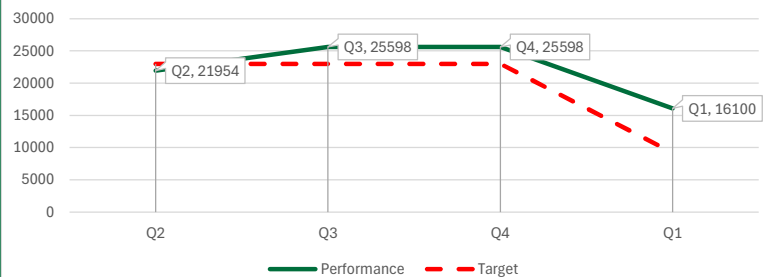
Supporting narrative

2024/5 Q2	-
2024/5 Q3	-
2024/5 Q4	NEW - Performance is inline with target.
2025/6 Q1	*Quarter 1 data will not be available until approx. 2 months after quarter end when returned to us from HCC.

Place: Caring for our facilities, neighbourhoods and open spaces in a modern and responsive way

NFDC ID NO.25: Number of fly-tipping incidents per 1,000 people (total population 175,942)

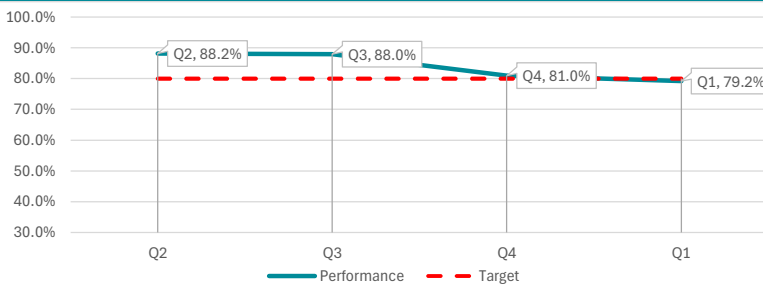
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NFDC ID NO.27: Number of 0.5 litre bottles filled at water-filling stations						
	2024/5			2025/6	Supporting information	
	Q2	Q3	Q4	Q1	Target	9,200
	Performance	21954	25598	25598	16100	Desired DOT
Target	23000	23000	23000	9200	Format	Numerical
					Frequency	Quarterly
					Metric type	Cumulative/year to date
					Leadership team member	Chris Noble
					Portfolio holder	Cllr Geoffrey Blunden
					Overview and scrutiny	Place and Sustainability
					RAG Status	
		Q2	Q3	Q4	Q1	
Supporting narrative						
2024/5 Q2	Cooler weather and lower visitor numbers than usual throughout spring/early summer. 3 water meters not registering.					
2024/5 Q3	Short period of operation during Q3 before units turned off for winter. Units are not operational during winter months.					
2024/5 Q4	Units are not operational during the winter months and therefore there is no additional data available for Q4.					
2025/6 Q1	Usage of our water-filling stations during the period was equivalent to filling over 16,000 half-litre water bottles. High temperatures throughout the spring months may have contributed to higher usage rates.					

*NOTE KPI No 26 has been removed.

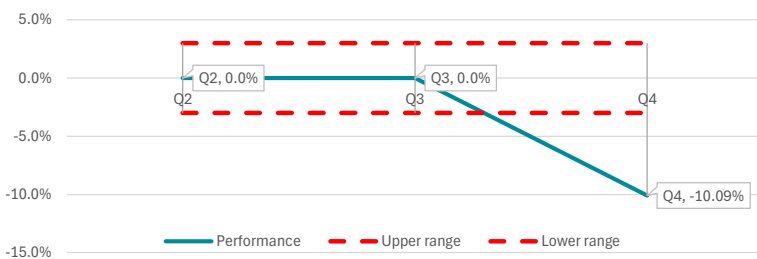
Place and Sustainability Overview and Scrutiny panel					
Prosperity: Maximising the benefits of inclusive economic growth and investment					
NFDC ID NO.28: Squared metres of industrial/employment land developed					
	2023/4	2024/5	Supporting information		
Performance	21,209	N/A*	Target	Monitor	
Target	MONITOR	MONITOR	Desired DOT	▲	
Supporting narrative *We anticipate that the 2024/5 completions figure for employment floorspace is not likely to be available until August 2025 and will be reported in the 2025/6 Q2 dashboard.			Format	Sqm	
			Frequency	Annually	
			Metric type	Snapshot/point in time	
			Leadership team member	Tim Guymer	
			Portfolio holder	Cllr Derek Tipp	
			Overview and scrutiny	Place and Sustainability	
			RAG Status		
			2023/4	2024/5	
			N/A	N/A	
NFDC ID NO.29: Level (£) of retained business rates (at source)					
	2024/5	2025/6	Supporting information		
Performance	£0	N/A*	Target	£450,000	
Target	£0	£450,000	Desired DOT	▲	
Supporting narrative To date, £0 in retained business rates from Solent Freeport activity is recorded which is as expected at this stage. *Annual data for KPI no.29 will be reported in the 2025/6 Q4 dashboard.			Format	£	
			Frequency	Annually	
			Metric type	Snapshot/point in time	
			Leadership team member	Ryan Stevens	
			Portfolio holder	Cllr Derek Tipp	
			Overview and scrutiny	Place and Sustainability	
			RAG Status		
			2024/5	2025/6	
			N/A	N/A	
Prosperity: Supporting our high-quality business base and economic centres to thrive and grow					
NFDC ID NO.31: Vacancies of retail premises within town/local centres					
	2024/5	2025/6	Supporting information		
Performance	7.10%	N/A*	Target	Monitor	
Target	MONITOR	MONITOR	Desired DOT	▼	
Supporting narrative The 2024 figure is an average vacancy rate across the town centres of 7.1%, down from 10% in 2023. (Data taken from the most recently undertaken shop frontage survey in September 2024)			Format	%	
			Frequency	Annually	
			Metric type	Snapshot/point in time	
			Leadership team member	Tim Guymer	
			Portfolio holder	Cllr Derek Tipp	
			Overview and scrutiny	Place and Sustainability	
			RAG Status		
			2024/5	2025/6	
			N/A	N/A	

Prosperity: Championing skills and access to job opportunities				
NFDC ID NO.32: Employment rate percentage of working age adults (aged 16-64)				
	2023	2024	Supporting information	
Performance	82.3%	78%	Target	Monitor
Target	MONITOR	MONITOR	Desired DOT	▲
Supporting narrative This latest data is from ONS for the year to December 2024 and includes all people in employment - full time, part time and people on contracts. It suggests that resident employment in New Forest decreased but this estimate needs to be treated with caution. Employment estimates are not as reliable as compared to pre-covid. PAYE data from HMRC suggests that the number of PAYE employees decreased slightly from 72, 107 in April 2024 to 71,425 in March 2025. A decrease of 682 PAYE employees.			Format	%
			Frequency	Annually
			Metric type	Snapshot/point in time
			Leadership team member	Jeannie Satchell
			Portfolio holder	CLlr Derek Tipp
			Overview and scrutiny	Place and Sustainability
			RAG Status	
			2023	2024
			N/A	N/A
NFDC ID NO.33: Proportion (in percentage terms) of employee jobs with hourly pay below the living wage				
	2023	2024	Supporting information	
Performance	13.30%	14.20%	Target	Monitor
Target	MONITOR	MONITOR	Desired DOT	▼
Supporting narrative Provisional 2024 data, according to ONS. Data for 2025 will be reported when made available by ONS.			Format	%
			Frequency	Annually
			Metric type	Snapshot/point in time
			Leadership team member	Jeannie Satchell
			Portfolio holder	CLlr Derek Tipp
			Overview and scrutiny	Place and Sustainability
			RAG Status	
			2023	2024
			N/A	N/A

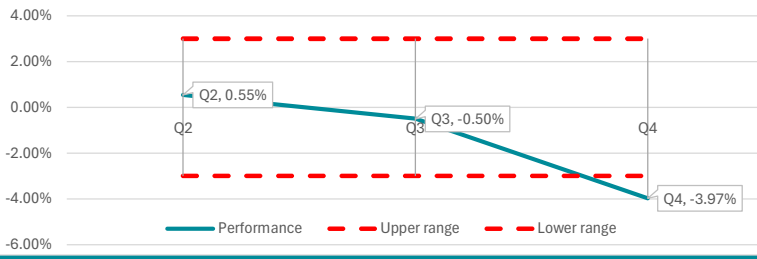
Resources and Transformation Overview and Scrutiny panel						
Future New Forest: Putting our customers at the heart						
NFDC ID NO.35: Staff satisfaction score with NFDC ICT services						
	2023/4		2024/5		Supporting information	
Performance	N/A		88.5%		Target	70%
Target	70.0%		70.0%		Desired DOT	Maintain
Supporting narrative Latest ICT staff survey undertaken in Q1 and satisfaction score was 4.32/5.					Format	%
					Frequency	Annually
					Metric type	Snapshot/point in time
					Leadership team member	Rich Bird/Kim Gray
					Portfolio holder	Cllr Jeremy Heron
					Overview and scrutiny	Resources and Transformation
					RAG Status	
2023/4		2024/5				
N/A						
Future New Forest: Being an employer of choice						
NFDC ID NO.37: Percentage of vacancies filled first time						
	2024/5			2025/6		
	Q2	Q3	Q4	Q1		
Performance	88.2%	88.0%	81.0%	79.2%		
Target	80.0%	80.0%	80.0%	80.0%		
						
Supporting information						
Target	80%					
Desired DOT	▲					
Format	%					
Frequency	Quarterly					
Metric type	Snapshot/point in time					
Leadership team member	Heleana Aylett					
Portfolio holder	Leader Cllr Jill Cleary					
Overview and scrutiny	Resources and Transformation					
RAG Status						
2024/5			2025/6			
Q2	Q3	Q4	Q1			
Supporting narrative						
2024/5 Q2	45 vacancies were filled first time.					
2024/5 Q3	33 vacancies were filled first time.					
2024/5 Q4	End of year position exceeds target.					
2025/6 Q1	We have had 24 vacancies and filled 19 first time.					
NFDC ID NO.38: Percentage staff turnover						
	2024/5		2025/6		Supporting information	
Performance	13.00%		N/A*		Target	11%
Target	11.00%		11.00%		Desired DOT	▼
Supporting narrative We had a total of 108 leavers last year. Exit interviews are optional and rarely completed, making it difficult to track where employees go. Of the 30 interviews conducted last year, 8 were due to retirement. To gain better insight into leaver destinations, HR will carry out a data-gathering exercise and monitor the results to inform future actions. *Annual data for KPI no.38 will be reported in the 2025/6 Q4 dashboard.					Format	%
					Frequency	Annually
					Metric type	Snapshot/point in time
					Leadership team member	Heleana Aylett
					Portfolio holder	Leader Cllr Jill Cleary
					Overview and scrutiny	Resources and Transformation
					RAG Status	
2024/5		2025/6				
		N/A*				

Future New Forest: Being financially responsible

NFDC ID NO.41: Percentage variance to Council budget +/- (General fund budget variations)

	2024/5			2025/6	Supporting information	
	Q2	Q3	Q4	Q1	Target	+/- 3%
Performance	0.0%	0.0%	-10.09%	N/A	Desired DOT	▲ or ▼
Upper range	3.0%	3.0%	3.0%	3.00%	Format	%
Lower range	-3.0%	-3.0%	-3.0%	-3.00%	Frequency	Quarterly
					Metric type	Snapshot/point in time
					Leadership team member	Paul Whittles
					Portfolio holder	Cllr Jeremy Heron
					Overview and scrutiny	Resources and Transformation
					RAG Status	
2024/5		2025/6				
Q2	Q3	Q4	Q1			
			N/A			
Supporting narrative						
2024/5 Q2	Indicative figures as at 16 October 2024, final figures will be confirmed as set out in the Financial Monitoring Report taken to Cabinet 6 November 2024.					
2024/5 Q3	Indicative figures as at 21 January 2025, final figures will be confirmed as set out in the Financial Monitoring Report taken to Cabinet 5 February 2025.					
2024/5 Q4	Figures subject to audit. Full details of variations will be set out in the Budget Monitoring report to be presented to Cabinet on 2 July 2025					
2025/6 Q1	No financial monitoring report was released during Q1. The next scheduled report will be September 2025.					

NFDC ID NO.42: Percentage variance to Housing Revenue budget +/- (HRA budget variations)

	2024/5			2025/6	Supporting information			
	Q2	Q3	Q4	Q1	Target	+/- 3%		
Performance	0.55%	-0.50%	-3.97%	N/A	Desired DOT	▲ or ▼		
Upper range	3.00%	3.00%	3.00%	3.00%	Format	%		
Lower range	-3.00%	-3.00%	-3.00%	-3.00%	Frequency	Quarterly		
					Metric type	Snapshot/point in time		
					Leadership team member	Paul Whittles		
					Portfolio holder	Cllr Jeremy Heron		
					Overview and scrutiny	Resources and Transformation		
					RAG Status			
				2024/5		2025/6		
				Q2	Q3	Q4	Q1	
							N/A	
Supporting narrative								
2024/5 Q2	Indicative figures as at 16 October 2024, final figures will be confirmed as set out in the Financial Monitoring Report taken to Cabinet 6 November 2024.							
2024/5 Q3	Indicative figures as at 21 January 2025, final figures will be confirmed as set out in the Financial Monitoring Report taken to Cabinet 5 February 2025.							
2024/5 Q4	Figures subject to audit. Full details of variations will be set out in the Budget Monitoring report to be presented to Cabinet on 2 July 2025							
2025/6 Q1	No financial monitoring report was released during Q1. The next scheduled report will be September 2025.							

NFDC ID NO.43: Percentage of Council Tax collected in year

	2024/5			2025/6	Supporting information	
	Q2	Q3	Q4	Q1	Target	98.5%
Performance	57.40%	84.96%	98.65%	29.57%	Desired DOT	▲
Target	57.60%	85.30%	98.50%	29.90%	Format	%
Q2, 57.40% Q3, 84.96% Q4, 98.65% Q1, 29.57% — Performance — Target					Frequency	Quarterly
					Metric type	Cumulative/year to date
					Leadership team member	Ryan Stevens
					Portfolio holder	Cllr Jeremy Heron
					Overview and scrutiny	Resources and Transformation
RAG Status						
2024/5				2025/6		
Q2	Q3	Q4	Q1			

Supporting narrative

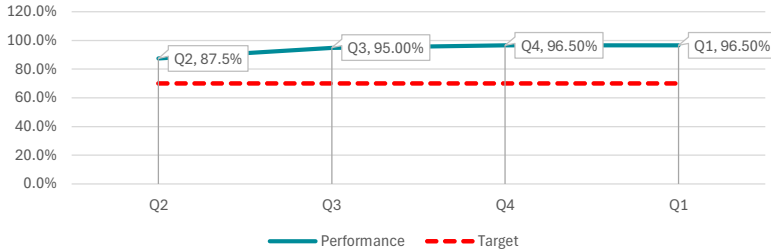
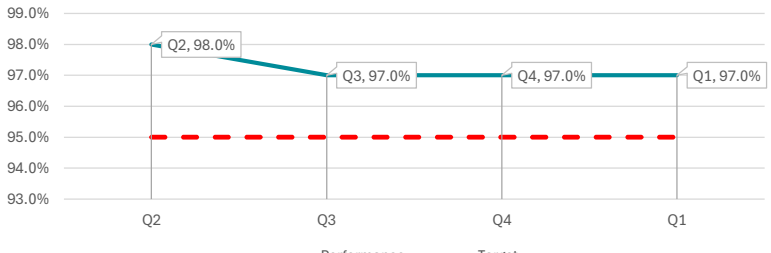
2024/5 Q2	-
2024/5 Q3	Target is cumulative. Some instalments have been spread to March 2025 so collection rates should be maintained come year end. We have also had a number of properties transferring from business rates to council tax as the Valuation Office Agency (VOA) have determined the property is no longer a holiday let, with bills only recently being sent and some disputing the VOA decision.
2024/5 Q4	Performance exceeds target.
2025/6 Q1	No court dates for 25/26 until August, so there is a delay in recovery proceedings. In addition we are receiving more requests for 12 instalments, instead of 10.

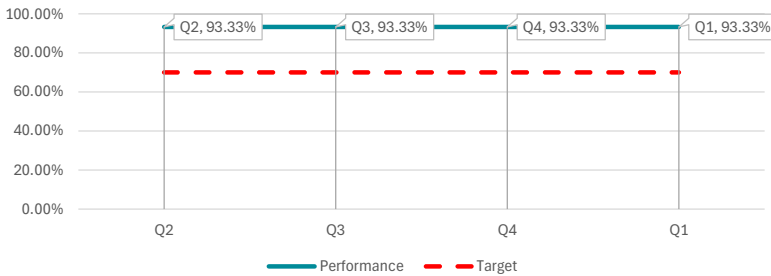
NFDC ID NO.44: Percentage of Non-domestic Rates collected in year

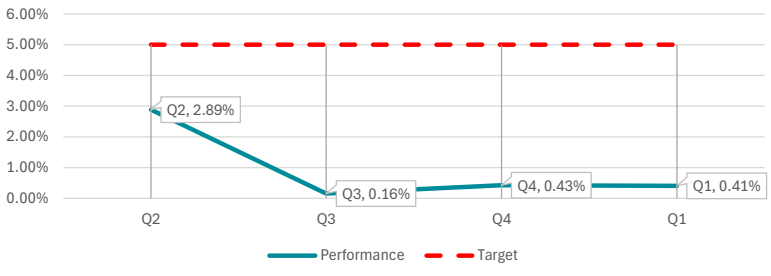
	2024/5			2025/6	Supporting information	
	Q2	Q3	Q4	Q1	Target	98.5%
Performance	57.50%	84.52%	98.62%	28.63%	Desired DOT	▲
Target	57.90%	84.30%	98.50%	29.60%	Format	%
Q2, 57.50% Q3, 84.52% Q4, 98.62% Q1, 28.63% — Performance — Target					Frequency	Quarterly
					Metric type	Cumulative/year to date
					Leadership team member	Ryan Stevens
					Portfolio holder	Cllr Jeremy Heron
					Overview and scrutiny	Resources and Transformation
RAG Status						
2024/5		2025/6				
Q2	Q3	Q4	Q1			

Supporting narrative

2024/5 Q2	-
2024/5 Q3	-
2024/5 Q4	Performance exceeds target.
2025/6 Q1	No court dates for 25/26 until August, so there is a delay in recovery proceedings commencing.

Future New Forest: Designing modern and innovative services								
NFDC ID NO.45: Benefits realisation from ICT investment								
	2024/5			2025/6	Supporting information			
	Q2	Q3	Q4	Q1	Target	70.00%		
Performance	87.5%	95.00%	96.50%	96.50%	Desired DOT	Maintain		
Target	70.00%	70.00%	70.00%	70.00%	Format	%		
					Frequency	Every 6 months		
					Metric type	Snapshot/point in time		
					Leadership team member	Rich Bird		
					Portfolio holder	Cllr Jeremy Heron		
					Overview and scrutiny	Resources and Transformation		
					RAG Status			
					Q1	Q2	Q3	Q4
Supporting narrative								
2024/5 Q2	-							
2024/5 Q3	-							
2024/5 Q4	Narrative for April 24 - April 25: Azure Migration project = 100% (9/9) Learning Management System (LMS) project = 86% (6/7) (Security training module is targeting go live on LMS on the 17th Jan) Direct Debit = 100% (5/5)							
2025/6 Q1	Performance is in line with previously reported percentage.							
NFDC ID NO.46: Percentage of ICT incidents resolved within SLA								
	2024/5			2025/6	Supporting information			
	Q2	Q3	Q4	Q1	Target	95.0%		
Performance	98.0%	97.0%	97.0%	97.0%	Desired DOT	▲		
Target	95.0%	95.0%	95.0%	95.0%	Format	%		
					Frequency	Quarterly		
					Metric type	Snapshot/point in time		
					Leadership team member	Kim Gray		
					Portfolio holder	Cllr Jeremy Heron		
					Overview and scrutiny	Resources and Transformation		
					RAG Status			
					2024/5			2025/6
Q2	Q3	Q4	Q1					
Supporting narrative								
2024/5 Q2	-							
2024/5 Q3	-							
2024/5 Q4	Performance is above target and remains steady quarter on quarter.							
2025/6 Q1	Performance is above target and in line with previous quarter.							

NFDC ID NO.47: Percentage of annual ICT work programme delivered on time and on budget								
	2024/5			2025/6	Supporting information			
	Q2	Q3	Q4	Q1	Target	70.0%		
	Performance	93.33%	93.33%	93.33%	93.33%	Desired DOT	Maintain	
Target	70.00%	70.00%	70.00%	70.00%	Format	%		
					Frequency	Quarterly		
					Metric type	Snapshot/point in time		
					Leadership team member	Rich Bird		
					Portfolio holder	Cllr Jeremy Heron		
					Overview and scrutiny	Resources and Transformation		
					RAG Status			
2024/5		2025/6						
Q1	Q2	Q3	Q4					
Supporting narrative								
2024/5 Q2	-							
2024/5 Q3	-							
2024/5 Q4	Narrative for April 24 - April 25: Azure Migration project = delivered on time in line with board approved project plan. Learning Management System (LMS) project = delivered on time in line with board approved project plan. Direct Debit = delivery delayed by around 1.5 months whilst transition to BAU was better prepared for within business units.							
2025/6 Q1	Performance is above target and in line with previous quarter.							

NFDC ID NO.48: Percentage unscheduled downtime for critical systems							
	2024/5			2025/6	Supporting information		
	Q2	Q3	Q4	Q1	Target	<5%	
	Performance	2.89%	0.16%	0.43%	0.41%	Desired DOT	▼
Target	5.00%	5.00%	5.00%	5.00%	Format	%	
					Frequency	Quarterly	
					Metric type	Snapshot/point in time	
					Leadership team member	Kim Gray	
					Portfolio holder	Cllr Jeremy Heron	
					Overview and scrutiny	Resources and Transformation	
					RAG Status		
2024/5		2025/6					
Q2	Q3	Q4	Q1				
Supporting narrative							
2024/5 Q2	-						
2024/5 Q3	-						
2024/5 Q4	Performance is within targeted expectation.						
2025/6 Q1	Performance is above target and in line with previous quarter.						

*NOTE KPI Nos 34 and 36 have been removed.

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Cabinet – 1 October 2025

Corporate Peer Challenge Follow-Up Report

Purpose	For review
Classification	Public
Executive Summary	This report provides a progress update on the council's response to the Local Government Association (LGA) Corporate Peer Challenge (CPC), held in December 2024. It outlines the actions taken against the ten formal recommendations and additional observations made by the peer team, ahead of their follow-up visit scheduled for October 2025.
Recommendation(s)	That Cabinet: 1. Note the progress update against each of the CPC recommendations 2. Consider the action plan progress at appendix 2 of the report 3. Note the review of key deliverables at appendix 3
Reasons for recommendation(s)	The CPC provided a valuable opportunity to reflect on the performance of the organisation and highlight areas where improvements could be made. The recommendations seek consideration of the progress against these areas for improvement and further consideration of the

	Corporate Plan key deliverables in light of local government reorganisation (LGR).
Ward(s)	All
Portfolio Holder(s)	Councillor Jill Cleary – Leader
Strategic Director(s)	Alan Bethune – Strategic Director Corporate Resources S151 and Transformation
Officer Contact	Rebecca Drummond Assistant Director Transformation 02380 285 080 rebecca.drummond@nfdc.gov.uk

Introduction and background

1. In December 2024, NFDC invited the Local Government Association (LGA) to conduct a Corporate Peer Challenge (CPC) to assess our performance and support future improvement. Over three days, a team of peers from councils across the country engaged with over 130 people through 40+ meetings.
2. The team praised NFDC's clear vision, strong leadership, and dedicated staff, highlighting the council's positive culture and commitment to residents. Their feedback, now detailed in the LGA feedback report (background paper), includes constructive recommendations to support our ongoing improvement journey.
3. The CPC Action Plan (appendix 2) was approved by Cabinet in April 2025 and EMT have kept progress under review. This report provides an update as of September 2025 in preparation for the CPC follow up visit, scheduled for November 2025.
4. Since the CPC, significant progress has been made in aligning strategic priorities with the evolving context of local government reorganisation (LGR). The opportunity has also been taken to further consider and update the Corporate Plan key deliverables and ensure focus remains on these strategic priorities (appendix 3).

Current context and impacts of local government reorganisation

5. The feedback report refers to the fact the Devolution White Paper, including LGR, was published after the CPC visit and its initial findings. LGR proposes to replace the current two-tier system with new single-tier unitary authorities that will deliver all local government services from April 2028.
6. It is appropriate that the action plan and consideration of priorities is now framed in this new context and its developing and ongoing impacts.
7. The announcement of LGR has necessitated engagement and input into a unique, unknown and complex strategic planning process. This has undoubtedly drawn significant resources from across the council, requiring prioritisation from senior leadership team, EMT and the leader.
8. The council has played an active role in shaping the regional response to LGR, contributing to consultations, engagement activities with the public, partners and staff, and coordinated communications planning. This has included the development and submission of detailed proposals, supporting documentation and appendices, working in collaboration with consultants and neighbouring authorities across the wider region. Additionally, there are differing views on which future unitary configuration the New Forest should be part of. As a result the district has to be represented across multiple geographies with efforts to inform and shape alternative options, above and beyond comparable authorities. This is exacerbated by the added complexity of a significant boundary change proposal supported by some other Hampshire authorities.
9. A draft LGR programme brief is currently being considered aiming to embed a structured, multi-phase programme that manages risk, aligns with regional priorities, and supports a responsible transition to a future unitary authority. This will be further supported by the development of the Programme Management Office (PMO) that will bring increased structure and assurance to the development and delivery of priorities and management of resources.
10. LGR has and will increasingly present significant delivery and capacity challenges. Additionally, the Chief Executive and key officers are proactively engaging and influencing devolution discussions, with the Chief Executive representing district and boroughs on the Hampshire Devolution Board. Capacity has also been stretched by the waste roll out where unanticipated operational challenges have necessitated a more significant

corporate response including listening to residents' feedback and learning from issues identified in phase 1 of the rollout before the next phase commences.

Updated position statement

11. In preparation for the upcoming CPC follow-up visit, this report and its appendices act as an updated position statement to provide a snapshot of key organisational activity, development and initiatives undertaken since the original review.
12. Highlights include significant service changes, such as the ongoing waste service roll-out, community engagement efforts, such as supporting a local Totton-based charity with funding to provide a weekly drop-in for those facing housing difficulties, and strategic responses to ongoing challenges, such as the impacts of LGR and the continuation of the organisational transformation programme.
13. It has been a significantly busy and challenging period for the organisation, since the CPC visit in December 2024 and with all the challenges being faced there is still much to celebrate. A summary of some of the highlights and key achievements from each directorate can be read at appendix 1.

Progress against Corporate Peer Challenge recommendations

14. The feedback report presented 10 clear recommendations for the authority to consider ahead of the peer team's follow-up visit.
15. These recommendations formed the foundation of the action plan at appendix 2 and provide a strategic response. A brief overview of activity in each area is outlined below.

i. Clarify priorities and timelines for delivery – Delivered/Ongoing

Strategic priorities have been realigned in response to Local Government Reorganisation (LGR), resulting in a refined set of key deliverables approved by Cabinet in April 2025 which can be read Appendix 3. This followed an EMT-led workshop in January that categorised existing activities into 'continue', 'consider', or 'stop', and identified new priority initiatives aligned with LGR.

Resources were reallocated in the 2025/26 budget to support these updated priorities, and corporate KPI targets were reassessed to reflect the new strategic direction.

To ensure successful delivery, ongoing attention is needed to balance ambition with capacity, especially as LGR continues to place increasing demands on staff. A new Programme Management Office

(PMO) is being established to provide structure and oversight, enabling more effective prioritisation and monitoring of key programmes including transformation, digital, capital projects, and LGR implementation.

ii. *Create an overarching corporate narrative and communicate proactively with staff, members and local people – In progress*

The pace at which devolution and LGR is being delivered has meant that development in this area is evolving. Efforts are underway to develop a clear corporate narrative, which includes maintaining service delivery, aligns with revised priorities and the broader LGR context.

The creation of a visual summary of priorities will be developed to support this, ensuring alignment with future messaging once the implications of LGR are clearer.

The Communications team is now prioritising work tasks which directly support strategic aims, ensuring messaging is targeted and effective.

Staff engagement with corporate priorities is being strengthened through improvements to performance development processes. This includes enhanced one-to-one tools and guidance that link individual roles to team and organisational goals. A modernised performance framework, '*Growth and Goals*', is set for EMT approval in September, with launch planned for October 2025.

iii. *Design and deliver a robust member and senior officer development programme – In progress*

Management development continues to progress, focusing on strengthening leadership skills, particularly in the context of LGR. Training for new cohort of managers began in April 2025, and a leadership development day in July focussed on embedding the behaviour framework, EDI principles, and recognition practices.

Further targeted development, linked with the launch of the '*Growth and Goals*' framework and '*brief-bite*' training sessions, are planned for the autumn to embed consistent leadership practices.

While elected member development and support is ongoing, the priority has shifted towards supporting councillors through the LGR process and a facilitated session for Cabinet Members and EMT was well received. Regular briefings on core programme areas such as waste, transformation, and housing are ensuring councillors stay well informed.

iv. *Consider ways to strengthen Overview and Scrutiny (O&S) function – Ongoing*

Recent improvements to the O&S function have strengthened member engagement. Strategic Directors are now formally linked to each panel, providing direct support and strategic insight, resulting in more informed discussions and better alignment with corporate priorities.

Pre-panel briefings and regular agenda planning meetings have enhanced member understanding and ensured discussions remain relevant and strategic. Topic-specific briefings such as the Housing Regulation session in March 2025 are deepening member knowledge and supporting more effective scrutiny

v. *Ensure there is collective ownership of the transformation programme by the Executive Management Team – In progress*

Good progress has been made toward embedding a collective ownership of the transformation programme across EMT officers supported by a clear governance structure and regular board meetings.

The revised Transformation Strategy and Business Case, approved by Cabinet in August, aligns with updated strategic priorities and potential LGR impacts and was shaped through EMT workshopping and engagement.

Governance for LGR and Transformation is now unified, with integration into the PMO underway to improve oversight and coordination. Future focus will ensure programme scope remains clear and widely understood, with increased engagement to support service-level change.

To enhance delivery, refinements are being considered around board meeting structure, information flow, and stakeholder involvement. A simplified 'plan on a page' will support clarity, while ongoing review of transformation ambitions will ensure resource optimisation and sustained value.

vi. *Apply internal policies and practices consistently across the Council – In progress*

A more consistent application of internal policies and practices is being achieved through investment in Organisational Development and Employee Engagement. Two new staff members have enabled active delivery of the People Strategy action plan, driving consistency across the organisation.

The newly approved behaviours framework, shaped through broad staff engagement, is reinforcing shared expectations. Improvements to induction, such as accessible video content and manager guidance will ensure a consistent onboarding experience for new staff from autumn 2025.

Recognising our varied work force, efforts to improve internal communication have progressed with the development of a staff communications framework. Work has been focused on tailoring toward different staff persona groups, aiming to ensure key messages are accessible, relevant and timely to all colleagues, no matter their working arrangement. These approaches are also being embedded into the Employee Engagement Plan for LGR.

Enhanced use of the iTrent HR system is improving workforce data quality, with dashboards in development to support consistent monitoring and informed decision-making.

vii. Develop an Assets Strategy and Action Plan – Delivered with ongoing implementation work.

The Strategic Asset Management Plan (SAMP), approved by Cabinet in July 2025, provides a clear framework for managing property assets over the next three years. Closely aligned with the Future New Forest Transformation Programme, it supports LGR readiness and strategic asset planning.

Efforts are focused on maintaining strong relationships with town and parish councils, ensuring clear communication, managing expectations, and guiding clerks through the post-adoption process. Regular updates at Clerk meetings will support smooth delivery and shared understanding.

viii. Demonstrate further commitment to carbon reduction with a clear action plan – Ongoing.

The Climate Change and Nature Emergency Action Plan is being refreshed to drive ambitious outcomes across carbon reduction, climate adaptation, and nature recovery. A Member Task and Finish Group is guiding this work, with a progress review of the current plan due in Q3 2025.

Low carbon development continues to influence planning decisions through the Climate Change Supplementary Planning Document (SPD), and climate priorities are embedded in the early stages of the Local Plan Review. Additionally, the new service planning template now requires climate risk assessments, ensuring climate considerations are integrated across operations.

Over £1.49m funding has been secured, supporting annual budgets, enabling the upgrade of approximately 200 council homes to EPC 'C' or higher in 2025/26. This is working towards our ambition of ensuring all housing stock is upgraded to EPC 'C' or above. A long-term contractor will be procured to support ongoing delivery. This work is now embedded as an ongoing programme.

Additionally, £1.8m from the public sector decarbonisation fund is enabling a 3-year project at Applemore Health and Leisure Centre, to improve efficiencies and reduce energy consumption and costs. The project aims to install new air source heat pumps, insulation and solar panelling amongst other planned carbon reduction improvements. Design work is underway, including the appointment of external consultants to deliver the project.

- ix. *Continue the good practice in housing and consider applying successful approaches to the wider organisation – Ongoing.*

Improvements to the Housing and Communities O&S panel, including the introduction of a standard summary slide deck for presenting officers, highlighting recommendations, issues and impacts, and the provision of example questions ahead of the session, are being considered as a potential model for other panels.

A Monthly Meet staff session titled, Housing: Best practices and future readiness, has been booked for early September to share examples of best practice and improvement programmes, supporting a culture of continuous improvement and collaboration. A list of key good practice items and outcomes is currently being developed and will guide the session.

To promote cross-departmental learning, a knowledge transfer programme is being developed, featuring quarterly 15-minute sessions within leadership meetings. Topics will include performance, compliance, ICT, and organisational change, aiming to embed successful approaches beyond Housing.

- x. *Remember to celebrate your achievements no matter how small or big they are - Ongoing.*

The approval of the People Strategy in March 2025 has driven progress in embedding a culture of recognition, inclusion, and continuous improvement. A multi-level recognition approach and values-based scheme are being developed, supported by a new behaviour framework

Staff achievements are being actively celebrated through team events, directorate sessions, and planned all-staff celebrations, reinforcing positive culture and engagement. A cross-site BBQ planned for operational staff in October 2025 and a long service event was also held celebrating our longest service staff members. In addition, leadership development has included focused sessions on recognition.

Media releases, internal and external communications channels are used to showcase success stories from improved tenant satisfaction and food waste achievements to new community initiatives enhancing visibility of impact and organisational pride.

The annual performance report has been used to highlight key achievements to staff and residents, supporting transparency and reinforcing progress against strategic goals.

Additional actions

16. Alongside the 10 formal recommendations from the CPC feedback report, 11 additional actions were identified by EMT, arising from peer team's commentary and observations.
17. Specific activity towards delivery of these additional actions, as well as progress updates can be read at appendix 2.

Corporate plan priorities

18. A core component of the CPC review is to assess the clarity of the council's priorities, how well informed they are by the local context and whether the council is delivering effectively on these priorities contained within the Corporate Plan.
19. The Corporate Plan key deliverables were revisited in April to reflect on the peer team's recommendation but also in the emerging context of LGR. This has been kept under review and an updated list can be read at appendix 3. The review doesn't look to remove significant activities but to highlight where they've been delivered and where it's appropriate to move items to 'business as usual' where the activity is being delivered wholly within existing team capacity.

Options appraisal

20. The council has published the findings of the CPC and an associated action plan, as required. The council welcomed the review and is keen to act upon the observations made to ensure continuous improvement. There are no alternative options.

Consultation undertaken

21. Internal consultation has been undertaken with the Executive Management Team and relevant members of the Senior Leadership Team to inform the action plan.
22. The update position was also considered by the Resources and Transformation Overview and Scrutiny panel. The Panel raised that there was an absence of opportunities for opposition members to undertake the role of Chairman or Vice-Chairman on Scrutiny Panels.

23. The Resources and Transformation Housing Overview and Scrutiny Panel supported the report.

Financial and resource implications

24. Actions identified are within existing resources.

Legal implications

25. There are none arising directly from this report and the reprioritising of planned activities has had due regard to statutory requirements.

Risk assessment

26. A formal risk assessment is deemed not to be required.

Environmental / Climate and nature implications

27. The action plan directly responds to the CPC recommendation for the council to demonstrate further commitment to carbon reduction with a clear action plan.

Equalities implications

28. The CPC feedback report makes a few observations on how equality, diversity and inclusivity (EDI) can be improved, acknowledging that the council has already driven forward efforts in this regard. These observations have been included in the action plan to further enhance our commitments in this area.

Crime and disorder implications

29. There are none arising directly from this report.

Data protection / Information governance / ICT implications

30. The CPC feedback report makes an observation on how the consistent use of technology can be improved. This observation has been included in the action plan.

Appendices:

Appendix 1 – Directorate achievements
Appendix 2 – CPC Action Plan October Update
Appendix 3 – Corporate Plan Key Deliverable

Background Papers:

LGA Corporate Peer Challenge NFDC (10-12 December 2024)
Feedback report
NFDC Corporate Peer Challenge Position Statement December 2024



Directorate Achievements

September 2025

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Directorate achievements

Introduction

In preparation for the upcoming CPC follow-up visit, this overview document provides a snapshot of key organisational activity, development and initiatives undertaken since the original review.

It has been a significantly busy period for the organisation as a whole since the CPC visit in December 2024.

Highlights include significant service changes, such as the ongoing waste service roll-out, community engagement efforts, such as supporting a local Totton-based charity with funding to provide a weekly drop-in for those facing housing difficulties, and strategic responses to ongoing challenges, such as the impacts of LGR and the continuation of the organisational transformation programme.

A summary of key achievements from each directorate is reflected below.

Place Operations and Sustainability

Waste service changes

The ongoing roll-out of waste service changes represent the most significant operational transformation the council has ever undertaken. Phase 1 of the roll-out has now reached 31,000 households, with over 120,000 bins and caddies delivered and more than 400 tonnes of food waste collected across 80 collection rounds.

While the scale and complexity of this change have presented significantly challenges, for instance, roaming animals' interaction with the wheeled bins and food caddies, and systems and processes to support customer enquiries, we have responded constructively.

The phased implementation approach has proven effective in enabling us to identify and address issues in real time within available capacity.

The insights gained are actively shaping preparations for phases 2 and 3, ensuring that improvements are embedded and lessons learned are applied.

This project has required significant support from across the organisation including Customer Services, the Communications Team, HR and Organisational Development. In a true 'one council' approach, staff from teams across the organisation have also supported the roll-out by delivering bins and caddies outside of their normal role including staff from Housing, Transformation, HR and Performance, among others.

Hardley Depot opening

In March 2025, the new Hardley Depot officially opened, replacing the former Claymeadow site in Totton. Serving as the operational base for services in the eastern part of the district, the depot offers modern facilities including spacious offices, meeting rooms, vehicle maintenance areas, electric vehicle charging points, and extensive storage capacity.

This milestone project, delivered after a decade of planning and development, is designed to support sustainable service growth, improve working conditions for staff, and enhance service delivery for residents.

New Forest Show – Recycle for New Forest

This year's New Forest Show stand provided a valuable platform to engage residents with the 'Recycle for New Forest' theme, spotlighting the new waste service. The council's presence focused on raising awareness of the changes to the waste collection service, promoting food waste recycling and encouraging sustainable habits. This annual showcase provides invaluable community engagement for the council and an opportunity to meet face to face with residents, visitors and businesses of the district.

Local Plan Review

The council's Local Plan Review is progressing, with early-stage work focused on evidence gathering, stakeholder engagement, and identifying key issues, including climate change, housing need, and infrastructure. This is a significant piece of work.

The review will ensure the Local Plan remains responsive to emerging priorities and legislative changes, including the impacts of LGR. It is anticipated the revised Local Plan will be ready for submission by December 2026, following statutory consultation and examination phases.

Final stages of development of the playing pitch and built facilities strategies are currently underway, both of which will help inform the new Local Plan.

GIS review

A GIS review was commissioned by our Planning Policy, funded by MHCLG and in collaboration with ICT team to improve spatial data quality, integration, and usability. The project was delivered by Ordnance Survey over five months following a procurement exercise, and identified key user needs, skills gaps, and improvement areas across technology, processes, and data. An action plan was developed to guide the next two years, aiming to boost efficiency, digital services, and improve geospatial capability across the council.

Housing and Communities

Preparation for housing regulatory standards inspection

Proactive preparation for the new housing regulatory standards inspection has shaped activity within housing services over recent months, ensuring high levels of tenant safety and satisfaction.

This has included a full and detailed appraisal of the requirements of the inspection, an in-depth gap analysis of our service delivery, identifying 102 remedial and compliance activities which have been tasked to managers for ownership. A review of key policy documents has also been carried out to ensure they are optimised to place us in the best position ahead of the inspection.

To further prepare for the inspection work is underway to procure an external organisation to complete a 'mock inspection' process. This will provide both an external audit of our current position against regulatory compliance and an accurate idea of our readiness for inspection.

Tenant engagement and satisfaction

Tenant satisfaction has increased from 81% in 2023/4 to 84% in 2024/5 and continues to illustrate the council's priority commitment to its responsibility as a landlord while the service itself prepares for inspection by the housing regulator.

This summer, saw the first tenant engagement Community Day, held at the Nedderman Centre in New Milton. The event brought together residents, local groups, and services for a day of connection, celebration, and support. The event was a resounding success, with attendees enjoying everything from family-friendly activities and ice cream to informative outreach from housing, community support services, community groups, and wellbeing services.

The feedback was overwhelmingly positive, with many residents' expressing appreciation for the opportunity to meet neighbours, learn about local resources, and feel more connected to their community. Planning for the next event, to be held in Calshot in September, is underway.

In addition to the Community Days, outreach has continued through the Community Hubs and the Estate Walkabouts, where staff and partners can meet residents face-to-face to listen, support, and respond to local concerns. These walkabouts have helped identify areas for improvement, celebrate what's working well, and build stronger relationships with tenants.

Food safety and public health

All high-risk food safety inspections were completed, with strong progress made across medium and lower-risk categories. The team also supported an EU audit of a major food manufacturer within the district, which involved working in partnership with DEFRA, the EU and local businesses. This significant piece of work prioritised public safety and was a positive exercise in stakeholder management and effective partnership working.

A draft Air Quality Strategy is progressing through the democratic process. The strategy includes the outcome of recent public consultation, which received 96 responses, most of which were supportive. EMT has endorsed the proposal to establish a steering group to oversee implementation and focus on realistic outcomes, improved public awareness and collaborative working with partners.

Community support

The council's role in supporting our varied communities was demonstrated and praised in helping to coordinate the Gypsy Romany Traveller horse drive in August. Our staff's proactive engagement helped ensure the event was safe and well-managed. Feedback from the organisers of the event and partners was highly positive, recognising and appreciating the council's support and collaborative approach.

Corporate Resources, Finance and Transformation

Budget outturn

In June, the council was able to report a positive budget outturn for 2024/25, enabling reserves to be allocated to support the LGA programme, the capital programme, and a £500,000 investment to improve welfare facilities across the depot estate. This relatively strong position reflects sound financial management and places the council in a resilient position to respond to the challenges and opportunities that will be presented in preparing for unitarisation.

Transformation strategy review

There remains a strong commitment to transformation and the better use of technology to modernise services. However, in light of LGR, the council has approved a revised transformation strategy to reflect that although the financial benefits will no longer be achievable due to shorter timeframes, the core drivers for change remain strong. The revised strategy recognises there is significant value in ensuring the council is well positioned and adequately prepared for a smooth and effective transition to the new authority through the modernisation of technology and development of staff.

The associated customer and digital strategies put our residents at the heart of service delivery supported by the introduction of a modern customer facing digital platform that enhances customer outcomes by designing services that are more responsive, accessible and tailored to the needs of our communities.

Our people

Our staff continue to be prioritised within the revised strategy with the council's commitment to be an employer of choice. The People Strategy, adopted in April 2025, was also revised ahead of approval to reflect deliverables and people priorities ahead of reorganisation with a focus on maintaining positive staff morale and well-being, development of our employees and support for improved recruitment and retention through a difficult period of transition. The uncertainty faced by staff is well recognised and the People Strategy supports the

development of staff skills and capabilities to build a confident, agile workforce ready to meet current and future challenges, putting our staff in the best position for future opportunities.

Equality diversity and inclusivity

An equality, diversity and inclusivity statement is now included in the revised approach to service planning, requiring managers to consider how their policies and service delivery are designed to be universal and inclusive. This includes consideration such as digital exclusion, access to services and recruitment.

Early in 2025, a new room at Appletree Court was designated as an Away Space, a neutral multi use room available to all for quiet contemplation, prayer, meditation, breastfeeding, or time out. The space includes soft seating, a small table, a privacy screen, and a fridge. This is reflective of the councils aims to be a more inclusive employer.

Corporate performance management

A new Business Planning Framework has been developed to support corporate performance management and service plans refreshed to include climate and equality, inclusivity and diversity considerations. A new style of KPI dashboard was presented in line with our performance management framework as part of quarter 4 performance reporting. These provide a new visual representation of progress against the 48 corporate measures aligned with the Corporate Plan and represent a more transparent and user-friendly method of performance monitoring which has been well received by elected members.

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Action plan

Corporate peer challenge 2024

September 2025

Introduction

Recommendations from the CPC team

Following the completion of the Corporate Peer Challenge (CPC) in December 2024 a feedback report was published by the LGA including a list of 10 recommendations for our consideration. The report also included key observations and comments from the peer team based upon their findings from the peer challenge.

We are required to publish an action plan within five months of the completion of the peer challenge. This document, approved in April 2025, outlines associated actions, timelines, and tracks progress towards implementation of the recommendations. Included within this action plan are additional actions which arose from the peer teams observations and commentary and should be considered alongside the 10 formal recommendations.

It is acknowledged that the peer challenge took place prior to the announcements on Devolution and Local Government Reorganisation by the Government, which may impact the resources required to address key priorities, as officers’ capacity will be diverted to support reorganisation planning.

A follow-up progress review by the LGA has been scheduled during November 2025, to allow feedback and report progress made against each of the recommendations and discuss impact and learning. A progress report will then be published by the LGA.

Status

A coloured status indicator is included against each action and should be read as follows:

- ✓ Delivered
- In progress/on track
- In progress/at risk
- Ongoing work/move to BAU

Recommendations

The following are the 10 recommendations outlined within the Corporate Peer Challenge feedback report.

No.	Recommendation	Associated actions		Timescales	Summary update	Status	Owner
1	Clarify priorities and timelines for delivery	1.1	Revisit priorities and categorise considering LGR (continue, review and pause)	Jan 2025	Delivered • EMT workshop undertaken to prioritise corporate plan deliverables • steps have been taken to redefine strategic priorities in light of LGR and in response to this recommendation • the revised priority list followed the appropriate governance culminating in Cabinet approval in April 2025 • ongoing focus in this area is required to ensure staff capacity and resource is appropriately considered and shaped by the development of a new Programme Management Office (PMO)	✓	Alan Bethune
		1.2	Seek formal approval for revised priority list, following informal consultation with the Leader and Cabinet members	March/April 2025	Delivered • considered by Resources and Transformation panel in March 2025 • approved by Cabinet in April 2025	✓	Alan Bethune
		1.3	Reallocate resources based on revised priorities in the 2025/26 budget	March 2025	Delivered • adjustments made for 2025/26 budget in February 2025	✓	Alan Bethune
2	Create an overarching corporate narrative and communicate proactively with staff, members and local people	2.1	Develop concise view (graphic/one pager) of priorities to support internal & external comms	April 2025	Delayed • postponed as now subject to wider LGR narrative • efforts are underway to develop a clear corporate narrative, to include maintaining service delivery and aligns with revised priorities and LGR • creation of a visual summary of priorities has been postponed ensuring alignment with future messaging once the implications of LGR are clearer		Kate Ryan/EMT
		2.2	Develop narrative to support revised priorities (aligned to LGR report)	May 2025	Delayed • draft corporate narrative was presented to EMT in May 2025 • will be revisited in the coming months in light of ongoing LGR development		Matt Wisdom/Sara Hamilton
		2.3	Prioritise communications messaging and resource aligned to corporate plan, agreeing gold, silver and bronze focus	June 2025	Delivered • gold, silver, bronze framework agreed by EMT in May 2025 • communications team are now using to help prioritise work tasks and have clarity on where the most resource should be allocated • now available on Forestnet	✓	Matt Wisdom/Sara Hamilton
		2.4	Celebrate successes linked to revised priorities to ensure continuity and reinforcement of narrative (link to recommendation #10) Annual Report (July 2025) End of year look back (December 2025)	Ongoing	Ongoing/BAU • annual report published early July 2025 • supported by internal comms to highlight and share key successes • staff event in plan for 2026, overseen by Organisational Development (OD) • OD also considering options such as quarterly celebration events • media releases and internal communications continue to showcase achievements		Leadership team/Sara Hamilton
		2.5	Support staff understanding of their role in delivering priorities through clear links from corporate plan to individual performance through regular development conversations. Review of performance reviews and one to ones being undertaken within People Strategy Roll out	October 2025	In progress/on track • review of one to ones now form part of both employee survey action plan and people strategy delivery • further consideration being given to supporting managers with making links between individual roles, team delivery, service plans and the corporate plan • PDR review initiated to incorporate behaviours framework. Initial discussion at leadership team in July 2025 to start review, planning for new guidance and process in place by October 2025 • tools for 1:1 and performance review conversations as part of behaviour framework • EMT considering new draft framework for performance reviews for approval in September and subsequent launch in October 2025		Alan Bethune/Rebecca Drummond/Leadership team

96	3		Member training opportunities, including self-serve, Member briefings and LGA sessions will be themed to support Members' understanding of the different roles of an elected Member and how training can support their development. This will take account of Local Government Reorganisation implications. Training will be prioritised based on the feedback received from a recent Member Development survey, which includes strengthening Overview and Scrutiny (See 4 below)	May 2025	Ongoing/BAU (proportionate response within current LGR context) - focus now on LGR training and the role of a councillor linked to the four themes of representing your local area, community leadership, developing council policy and planning and regulation (signposting to LGA site) - cabinet member training undertaken on LGR - targeted briefings have been delivered on housing regulations and other service-specific topics - supporting continuous development, a dedicated training and development area has been created on the councillor SharePoint site, providing a single point of access for resources and guidance		Matt Wisdom
		3.1	Support members in their roles across key programme governance including waste, transformation and LGR	Ongoing	Ongoing/BAU - all member briefings being undertaken and covering substantive programme areas - briefings have included waste and LGR (Transformation covered previously) - regular subject matter provided to Portfolio Holders to aid understanding - informal cabinet briefings now in place and specific briefings on housing matters		Matt Wisdom
		3.2	Build on the informal EMT/Leader meetings to set up dedicated EMT/Cabinet development sessions	Ongoing	Ongoing/BAU - initial dedicated session on Local Plan Review - lead members are provided with proactive and earlier opportunity to engage with and shape key priorities - other sessions include: - LGR - housing regulation - community asset transfer		Kate Ryan/EMT
		3.3	Continue leadership and management development programmes with further opportunities linked to the behaviour framework and development of leadership skills to support LGR	Ongoing	Ongoing/BAU - New management development cohort commenced in April 2025 in addition to new leadership training cohort - behaviour framework approved in July 2025 - leadership team development day held in July 2025, covering behaviour framework, EDI and reward and recognition initiatives - the 'growth and goals' performance review framework to be launched in September 2025 - followed by specific management training brief bite sessions. - ongoing EMT focus will be on encouraging leadership team member to prioritise development opportunities, juggling business as usual service delivery, transformation and improvement initiatives and the draw on resources brought about by LGR		Alan Bethune/Rebecca Drummond
	4	4.1	Strategic Director linked to each O&S panel to provide direct support to panel members	January 2025	Delivered - recent changes to the Housing & Communities O&S Panel have strengthened member engagement and scrutiny effectiveness - key developments include: - pre-meeting briefings -enhancing member understanding and confidence in a more informal space - example questions - encouraging ownership - new structured meeting format, including slides summarising recommendations, issues, and impacts - improving clarity and focus - the successful impact of these changes is being considered as a potential model for other panels	✓	Strategic Director Lead/Matt Wisdom

97	Consider ways to strengthen your Overview and Scrutiny function (cont.)	4.2	Agenda planning and topic prioritisation meetings take place with the lead SD, Chairman and Vice-Chairman	January 2025	Delivered in place April 2025	✓	Strategic Director Lead/ Matt Wisdom
		4.3	Specific topic briefings to be held i.e. Housing Regulation, to develop member knowledge and support scrutiny role	Housing – March 2025	Delivered - now in place April 2025 with - briefings taking place on a topic-by-topic basis	✓	Strategic Director Lead / Matt Wisdom
		4.4	Develop an 'essential' training package for all councillors that serve on Overview and Scrutiny Panels, comprising delivered and self-serve training, to include: - O&S Chairman training - Questioning skills training - Scrutiny essentials - LGA resources	October 2025	In progress - progress is ongoing - proportionate framework being developed in context of LGR to be considered by group leaders in October - signposting approach adopted toward LGA training provision		Matt Wisdom
5	Ensure there is collective ownership of the transformation programme by the Executive Management Team	5.1	Governance structure supports reporting and discussion at directorate level with escalation to Transformation Board	March 2025	Delivered - directorates boards meet regularly with items escalated to the now monthly LGR and Transformation Board - moving forward the focus will be on reviewing the regularity of board meetings, how information is presented, level of detail and ensuring the right colleagues are present. - this will be shaped through the development of the PMO	✓	Alan Bethune/ Rebecca Drummond
		5.2	Further embed governance arrangements, including reporting of issues and decisions that conflict with agreed strategic direction	March 2025	Delivered	✓	Alan Bethune/ Rebecca Drummond
		5.3	Revise business case considering LGR and ensure new focus is well communicated and anchored in governance reporting	June 2025	Delivered - EMT workshop session being arranged to align thoughts on future direction of the programme in the context of LGR and wider priorities - the revised Transformation Strategy and Business Case approved by Cabinet in August 2025, following panel reviews in July. - a consistent governance approach for LGR and Transformation has been established, with work underway to integrate into a single PMO for clearer oversight of priorities	✓	Alan Bethune/ Rebecca Drummond
		5.4	Consider and implement opportunities to improve EMT visible leadership of change initiatives	September 2025	In progress - the new PMO will look to establish visibility of all key priorities and change initiatives - EMT members regularly attending: - Waste Programme Board and Steering group - Transformation Project Board - Capital Board - EMT presence within teams supporting and delivering change projects - programme delivery 'plan on a page' to be developed to assist in determining interdependencies, pressure points and impacts		Alan Bethune/ Rebecca Drummond/EMT
6	Apply internal policies and practices consistently across the Council	6.1	Investment in additional OD and Employee Engagement resources agreed	Feb 2025	Delivered - two new roles - OD Officer and Employee Engagement Officer in post - people strategy action plan developed and delivery in progress	✓	Alan Bethune/ Rebecca Drummond
		6.2	Induction framework being revisited to ensure consistency, including 'induction essentials' video for new starters and enhanced guidance for managers	Sept 2025	In progress/on track induction videos in progress and approximately 11 separate videos being developed to ensure consistency and accessibility in the induction process		Alan Bethune/ Rebecca Drummond
	Apply internal policies and practices consistently across the Council (cont.)	6.3	Behaviours framework being developed to ensure consistency	July 2025	Delivered - framework approved in July 2025 by HR Committee, following consideration by Change Champions, EDI group and Leadership Team - soft launched through CEX staff sessions in July 2025 - topic also covered in Leadership team development day - drop-in sessions and training being rolled out across the organisation	✓	Alan Bethune/ Rebecca Drummond

86		6.4	Different ways to communicate key messages and cascade information to operational staff will be implemented including briefing notes and visual updates where appropriate	October 2025	Ongoing/BAU - employee survey actions will be communicated in varied formats, including visual posters - communications briefings are being provided to support Leadership Team in onward messaging - a working group is exploring SharePoint licensing to enable all staff to access corporate messages and information - additional organisational development capacity has been recruited to support effective rollout and information cascade - an Employee Engagement Officer started on in July 2025, focusing on identifying staff persona groups and tailoring communication channels and messages accordingly, with initial plans expected by October 2025 - staff personas being developed to ensure communications and engagement are appropriately targeted - the Employee Engagement Plan for LGR outlines multiple communication methods to ensure key messages are received suited to different teams and contexts		Strategic Directors/ Rebecca Drummond
		6.5	Review local arrangements to ensure policies and practices consistently applied and create baseline data to monitor improvements. Linked to People Strategy delivery	September 2025	In progress - work in progress to improve workforce data through ITrent analytics - case manager dashboard developed and being used for monthly discussions with Service Managers to ensure consistency - data analytics through ITrent anticipated autumn 25 and HR team receiving training to support delivery of dashboards		Alan Bethune/ Rebecca Drummond
	7	7.1	Initial engagement with Overview and Scrutiny panel to test direction of travel of emerging strategy	March 2025	Delivered - SAMP considered at R&T Panel June 2025 - approved at Cabinet July 2025	✓	Alan Bethune
		7.2	Adoption of Asset Strategy and Action Plan	July 2025	Delivered - SAMP considered at R&T Panel June 2025 - approved at Cabinet July 2025 - Action plan has been adopted, linked to transformation programme which monitors progress and is fundamental part of our preparation for LGR - Work is underway with estates and valuations teams to commence activity towards the delivery of the action plan	✓	Alan Bethune
		7.3	Commence discussions with Town and Parish Council and other partners	July 2025	Delivered with ongoing work as part of adoption of strategy - high level action around developing the strategy and commencing discussion with T&P councils has been delivered - NFALC in person event held 28 April 2025 to explore opportunities - ongoing work required to manage process post adoption of the strategy and action plan; to be commenced at appropriate time once the initial phase of work has been carried out - meeting planned in September with T&P councils to provide update on status and outline next steps	✓	Alan Bethune
8	Demonstrate further commitment to carbon reduction with a clear action plan	8.1	Continue to decarbonise the council's housing stock and housing of all tenures in line with the Greener Housing Strategy	Council housing stock EPC 'C' or higher by 2030	Ongoing/BAU - secured Grant funding of £1,492,595 to support overall annual budget of circa £2m for the next 3 years - procurement tender will be launched to secure a long-term contractor partner to deliver work by Q2 25/26 - approximately 200 no. of homes will be upgraded to EPC in 25/26		Richard Knott/ Sophie Tuffin
	Demonstrate further commitment to carbon reduction with a clear action plan (cont.)	8.2	Ensure low carbon development through alignment with the Planning for Climate Change SPD and wider Local Plan Review	Ongoing	Ongoing/BAU - the SPD continues to be a material planning consideration in determining relevant planning applications for development. - The Local Plan Review is currently in the early stages of preparation with climate change identified as a key issue, including seeking to reduce its causes through high sustainability standards for new development - local plan review still in early stages of preparation		James Carpenter/ Tim Guymner

66					SDPs are in place and are used appropriately		
		8.3	Refresh of the Climate Change and Nature Emergency Action Plan to ensure ambitious carbon reduction, climate adaptation and nature recovery outcomes	April 2026	In progress/on track - climate member task and finish group formed to determine tangible outcomes including milestones - group meetings have commenced, outcomes and recommendations expected in April 2026 - progress review is underway of the existing action plan as part of the Climate and Nature Emergency Annual Update Report which will be published in Q3 2025 - additionally, there is a new commitment to prioritise climate concerns within the new service planning template		James Carpenter/ Roxanne King
	9	9.1	Establish a list of key good practice items and outcomes	October 2025	In progress/on track - work commenced and will form part of the September Monthly meet content - agenda will demonstrate the following: - use of performance measures, Power BI dashboards and SharePoint - leading the way with greener housing delivery - use of technology and software to create efficiencies and improvements - people development		Richard Knott/ Paul Thomas
		9.2	Knowledge transfer opportunities with wider SLT	October 2025	In progress - currently scoping a programme of 15-minute sessions delivered quarterly at leadership meetings: - performance management - compliance management - regulatory compliance - use of ICT - evolution through restructures - these will be developed further as part of monthly meet content and delivered through 2026		Richard Knott/ Paul Thomas
		9.3	Use the topic based 'Monthly Meet' staff engagement forum as a learning opportunity to share examples of Housing best practice and improvement initiatives	September 2025	In progress/on track - Monthly Meet booked in for early September 2025 - agenda will demonstrate the following: - use of performance measures, Power BI dashboards and SharePoint - leading the way with greener housing delivery - use of technology and software to create efficiencies and improvements - people development		Richard Knott/ Paul Thomas
	10	10.1	Prioritise and develop an approach and multi-level offer for all staff and implement focussed activity for operational services across Place and Housing	August 2025	Ongoing/BAU - linked to People Strategy delivery - recognition forms part of key elements of 'Take Pride' behavioural commitment - behavioural tools to support increased recognition locally via Managers - leadership team development day held in July 2025, reward and recognition initiatives and promotion of internal activities - multi-level recognition programme to be developed - a cross-site BBQ for operational staff has been planned for early October 2025 as a recognition event highlighting significant pressure around waste change roll-out		Kate Ryan/EMT
		10.2	Build a values based, equitable recognition element into the implementation of the Behavioural framework	October 2025	In progress - linked to People Strategy delivery - recognition forms part of key elements of 'Take Pride' behavioural commitment - values and behaviours-based recognition scheme to be developed and intended to launch in autumn 2025		EMT/Leadership Team

					all staff event to be held in 2026, to include significant celebration / recognition		
		10.3	Leadership team development session on rewards and recognition, to shape and embed this across the organisation	August 2025	Delivered - leadership team development day held in July 2025, covering behaviour framework, EDI and reward and recognition initiatives. - moving forward ongoing development / training opportunities are being considered to ensure ongoing positive impact	✓	EMT/Leadership Team
		10.4	Build in time to celebrate success into all staff, directorate and team sessions	Ongoing	Ongoing/BAU - a cross-site BBQ for operational staff has been planned for early October 2025 as a recognition event highlighting significant pressure around waste change roll-out - all staff event in plan for 2026 - compliments received regularly presented at housing staff meetings - leadership team development day held in July 2025, covering behaviour framework, EDI and reward and recognition initiatives - celebrating staff successes at transformation directorate meetings - successes have been actively celebrated through the publication of the Annual Performance Report and the regular release of media statements. - these communications have highlighted key achievements, increased transparency, and strengthened public engagement with the council’s work		EMT/Leadership Team

Additional actions

The following are additional actions which arose from the corporate peer team's commentary and observations and sit alongside the 10 formal recommendations from the Corporate Peer Challenge feedback report.

No	Observation	Actions		Timescales	Summary update	Status	Owner
A	Service planning and delivery to proactively consider opportunities for enhancing inclusivity.	A.1	Include equality and inclusivity considerations into service planning template and associated guidance.	August 2025	Delivered Service plans now include EDI and climate impact assessments	✓	Alan Bethune / Rebecca Drummond
		A.2	Consider knowledge gaps and way to create greater understanding and awareness of equality and inclusion across all staff groups in support of improved diversity and inclusion in the services we provide.	August 2025	Delivered - Leadership team development day held in July 2025, covering behaviour framework, EDI and reward and recognition initiatives. - Ways to further the ongoing development / training opportunities are being considered to ensure this positive impact.	✓	
		A.3	Link to People Strategy and the creation and development of staff forums.	August 2025	In progress/on track - Desire to introduce two new staff forums to support specific groups - young people; women - Employee engagement forums being reviewed over the summer to consider the different 'champion' groups and how they interact, to ensure we have a system that is fit for the future. - EDI networks to fit into the framework. - Draft proposals for employee engagement and bringing connectivity between all groups currently being considered by the Chief Executive.		
B	Policy development to include consideration of equality, diversity and inclusivity impacts at the outset.	B.1	Leadership team development session to explore the LG Equality Framework as it relates to service delivery.	October 2025	Delivered - Leadership team development day held in July 2025, covering behaviour framework, EDI and reward and recognition initiatives - Ways to further the ongoing development / training opportunities are being considered to ensure this positive impact - EDI included in service plans to ensure meaningful consideration in service delivery	✓	Kate Ryan
		B.2	EMT to ensure that where relevant policy development includes an equality impact assessment.	Ongoing	Ongoing/BAU - Recent examples of policy development including an equality impact assessment include – - Beach hut licensing conditions, - Mobility Scooter Policy (Housing), - changes to our glass collection rounds in waste operations - more significantly an EQIA was carried out as part of policy development ahead of the approval of the new waste collection service - an EQIA is also included within the LGR case for change proposal		Strategic Directors
C	Development Management – Standardisation of Section 106 planning agreements to facilitate faster conclusion of planning permission.	C.1	Establish a Developer Forum to explore the issues raised with the service leads with an initial meeting by the summer.	July 2025	Delivered - first Agents Forum occurred in July - agreement future forums will take place on an annual basis	✓	James Carpenter

102	D	SLT – Clarify corporate role of wider leadership team members and ensure clear expectation set to consistently cascade information.	D.1	Actions to be summarised for each agenda item, including for cascade, engagement, learning etc.	May 2025	Delivered now in place at Leadership Team meetings with clarity over the cascading of information and actions arising from the meeting	✓	Kate Ryan
	E	Town & Parish Councils – Explore opportunities to develop a more meaningful relationship regarding budget for them to deliver services	E.1	Increased regularity of meeting with Town and Parish Council clerks.	Ongoing	Ongoing/BAU - the context of these meetings and engagement with Town and Parish Clerks has changed are now driven by the implications of LGR. - NFDC officers and the CEX are regularly attending T&P clerk meetings (next meeting Sept 25)		Kate Ryan/ Richard Knott
			E.2	Collaboration on LGR with a joint event planned to increase understanding.	April 2025	Delivered	✓	Kate Ryan/ Richard Knott
			E.3	Developing a Community Asset transfer policy.	July 2025	Delivered	✓	Alan Bethune
			E.4	Resourcing allocated for capacity and delivery.	July 2025	Delivered	✓	Alan Bethune
	F	Freeport – Maintain efforts to maximise the opportunities within the Freeport, such as wider NFDC representation in sub-regional groups.	F.1	Waterside Steering group continues to bring together key partners and ensure a focus on NFDC benefits.	Ongoing	Ongoing/BAU - the Waterside Steering Group continues to meet on at least a quarterly basis and remains a high priority area due to the ongoing LGR discussions and their potential direct impacts on that area of the district - consultants were appointed in March 2025 to help prepare the Totton masterplan. - work has been focused on community engagement sessions which will inform the output Totton master and infrastructure plans - the Totton partnership group have met to assess progress - the Economic Development team are now fully resourced and are taking forward key economic development priorities, including the implementation of a New Forest Skills Action Plan		James Carpenter
			F.2	Deputy Leader attending Solent Freeport Board and FRAC.	Ongoing	Ongoing/BAU		Kate Ryan
			F.3	Economic development and growth capacity re-established to help take forwards Totton masterplan and skills agenda.	Ongoing	Delivered	✓	James Carpenter
			F.4	Chief Executive taking a lead role in the Mayoral Strategic authority programme board.	Ongoing	Ongoing/BAU		Kate Ryan
	G	Voluntary sector – Further harness the voluntary sector in New Forest to enhance and improve service delivery	G.1	Continue to deliver, and enhance the outcomes of the Community Forum, Cost of Living Steering Group, Community and CIL Grants Schemes, SLAs with key Voluntary Sector Providers, Health & Wellbeing Initiatives and delivery of Disability awareness programmes.	Ongoing	Ongoing/BAU - Community Lottery approved - application submitted to the Gambling Commission who are currently assessing the application - new Community Grant Scheme successful - bid process was reopened in September 2025. - Cost of Living Steering group ongoing. - Community Banks set up around the district. - SLAs with NFDIS being reviewed and officer added to monitoring team - Health and Wellbeing Service Plan under review to include culture and new actions, as strategy now deferred - focus around the distribution of CIL funding to support the council's priority relating to arts and culture within the district		Richard Knott

					Youth and Family Matters (Totton-based charity), launching a weekly housing drop-in clinic from September 2025, supported by the Homelessness Prevention Grant		
H	Continue efforts to recruit more diverse people to consider standing to be a local councillor	H.1	Political group leaders to consider how their work recruiting, developing and selecting candidates to stand for future elections can improve wider representation of the local community	April 2026	Delayed - will be reviewed when it is known what elections will be taking place when, in light of the LGR proposals - engagement with electoral services as part of the planning/approach		Kate Ryan/ Matt Wisdom
		H.2	Review engagement opportunities ahead of future town & parish and district elections	TBC	Delayed - will be reviewed when it is known what elections will be taking place when, in light of the LGR proposals - engagement with electoral services as part of the planning/approach		Kate Ryan/ Matt Wisdom
I	Establish expectations for consistent IT use across the authority, including how documents are stored, IT training and the use of SharePoint and M365 tools	I.1	Create plan to deliver 'Digital Skills for all' to facilitate learning, technology adoption and best practice usage.	August 2025	In progress/on track - the Digital Strategy includes Digital Skills as one of its core principals as does the People Strategy with an action plan to deliver across the next 2 years. - staff engagement completed through ICT survey - joint working between ICT, Transformation, and Economic Development has led to the creation of the 'Digital Skills for All' project - ambitious programme designed to boost digital capability across the organisation and within the wider community - by aligning staff development with the needs of resident and business, the project aims to support organisational resilience, inclusive growth, and future-readiness - a draft project initiation document is in place, funding opportunities are being explored, and procurement is underway to onboard a training partner to deliver tailored skills programmes for each staff group		Alan Bethune/ Rebecca Drummond
		I.2	Continued training and knowledge sharing with the ICT service desk to then deliver consistent best practice and meaningful messaging to our staff.	August 2025	Delivered/BAU - continuing to share knowledge with the ICT service desk to deliver consistent best practice and meaningful messaging to our staff. This will be an ongoing item - progress will be monitored through staff survey and ICT KPIs		Alan Bethune/ Rebecca Drummond
		I.3	Creation of 3 new ICT best practice guides: "Where to start a digital conversation" "Where to save my files" "Best practice guide to using my SharePoint Team Site"	August 2025	Delivered - all guides are created with both a full guide and a guide on a page - these have been published on the ICT portal and communicated to staff via the weekly comms email	✓	Alan Bethune/ Rebecca Drummond
J	Housing – Further involve tenants in policy development, scrutiny and training to strengthen their voice	J.1	Deliver actions in the Tenant Engagement Strategy.	April 2026	Ongoing/BAU - Tenant representation appointed to O&S Panel - Tenants involved in development of Landlord Strategy - Will be ongoing for 4-year period of the strategy		Richard Knott/Paul Thomas
		J.2	Establish a menu of engagement options and learning opportunities for staff Increase participation across demographics and localities.	April 2026	Ongoing/BAU 'Community Day' launch in July in New Milton – next event in Calshot in plan - calendar of events published including estate walkabouts and community hub visits 'Hometalk' magazine continues to be published, and summer edition sent to all housing tenants by post - Online consultations for key strategies		Richard Knott/Paul Thomas
		J.3	Complete the Tenant data survey and analyse results to create targeted approach.	April 2026	Delivered - Survey completed and programme of engagement to collect remaining tenant data being drawn up 3% increase in overall tenant satisfaction rate performance from LY	✓	Richard Knott/Paul Thomas

K	Establish a narrative to better articulate local housing requirements to overcome public and political resistance.	K.1	Progressing the Local Plan from current Reg 18 Issues and Options stage through to Reg 19 will allow wider views to be gathered	April 2026	In progress/on track - the Local Plan Issues and Scope consultation concluded on 4 April. Representations received were considered by officers prior to reporting to Member Working Group later in April - intention to proceed to a furthermore detailed 'Regulation 18' consultation later this year, and submission of final version of Local Plan by December 2026 - priority has been ensuring preparedness for LGR Mayoral authority that will have strategic planning powers		James Carpenter
		K.2	Undertaking a range of engagement activities both with the community/ Towns & Parishes and with elected members, through the Local Plan Member Working Group and more widely	April 2026	In progress/on track officers have undertaken a much broader range of engagement activities outside of the Council, including meetings with parish and town councils, exhibitions and visiting local schools		James Carpenter
		K.3	Undertake Green Belt review as part of the local plan evidence base to better understand capacity in the district, in line with the NPPF principles of "Grey Belt"	April 2026	In progress/on track within the evidence base being prepared for the Local Plan Review, a Green Belt review is being prepared		James Carpenter
		K.4	Partnership working across Hampshire, and with the National Park Authority on the special landscape constraints and designations that constrain growth in the district, to arrive at an appropriate housing number	April 2026	In progress/on track - officers and members continue to engage regularly with National Park Authority colleagues in relation to the preparation of respective local plans - partnership work continues through Partnership for South Hampshire, Hampshire-wide engagement and duty to cooperate meetings with adjoining authorities - Priority has been ensuring preparedness for LGR Mayoral authority that will have strategic planning powers		James Carpenter
		K.5	Specific work with officers planning committee members to understand and act upon the current and future implications of a lack of 5-year housing land supply, and the impacts of not meeting the NPPF Housing Delivery Test (application of a 20% buffer) on planning decision taking	April 2026	In progress - a training programme for the planning committee is being prepared - member training programme in process of being prepared with some training already delivered - member training focus has shifted toward preparedness for LGR (as per updates to recommendation no.3)		James Carpenter



Corporate plan priorities – key deliverables review

September 2025

Introduction

Local government reorganisation

The recent corporate peer challenge and the ongoing local government reorganisation (LGR) discussions prompted a review of the key deliverables in support of the Council's priorities to ensure our ambitions are balanced with our capacity and that our capacity is focussed on the right activities.

The Corporate Plan and Future New Forest remain the agreed policy frameworks and ongoing service delivery continues to be central to ensuring the needs of our residents are met.

These deliverables have been kept under review with this document reflecting the current position. Where activities can be delivered within existing capacity and as part of ongoing team work programmes these have now been highlighted as 'business as usual' (BAU) and will be removed from this list in future reviews. Delivery of these will be monitored through normal business planning and performance arrangements.

Status

The delivery activities within each of the corporate plan themes have been initially assessed and categorised on the following basis:

- ✓ Delivered
- On track to be delivered
- At risk/under review
- Move to BAU
- New activities arising from LGR

People

Helping people in the greatest need and creating balanced, resilient and healthy communities who feel safe and supported with easy access to services.

Helping those in our communities with the greatest need

Delivery activity	
	Community forum
	Universal credit rollout
	Careline digitalisation

Empowering our residents to live healthy, connected and fulfilling lives

Delivery activity	
	Cultural strategy
	Cultural strategy (implementation)
	CCTV expansion
	Community grants (annual)

Meeting housing needs

Delivery activity	
	Homelessness strategy
	Social Housing Decarbonisation fund bid wave 3
	Tenant satisfaction survey part 2
	Social Housing Regulation Act (Implementation)
	Private Sector Housing strategy review
	Affordable Housing Delivery action plan

Place

Delivering growth, opportunity and services that shape our place now and for future generations, within a unique environmental context, to ensure we remain a special place to live, work and visit.

Shaping our place now and for future generations

Delivery activity	
	Local Plan (issues and options)
	Dibden Bay planning response
	A326 upgrade
	NEW – Community infrastructure levy (CIL) Community led projects
	NEW – Community infrastructure levy (CIL) Strategic projects

Protecting our climate, coast and natural world

Delivery activity	
	Public space protection order (PSPO) Review
	Air quality strategy
	Air quality strategy (implementation)
	Emergency planning and business continuity review
	Christchurch Bay flood/coastal erosion risk management (FCERM) approval
	Hurst Spit to Lymington
	Climate and nature emergency strategy and action plan

Caring for our facilities, neighbourhoods and open spaces in a modern and responsive way

Delivery activity	
	Waste Strategy mobilisation and rollout
	Bartec in cab technology rollout (Waste)
	Review of street scene, including technology*
	Hardley depot move
	Marsh Lane depot essential works
	Ringwood depot expansion
	Review of commercial waste
	Simpler recycling legislation

	Open Spaces review
	Parking strategy

*Previously included in Bartec rollout

Prosperity

Promoting a strong local economy that delivers its inclusive aspirations through effective partnerships, attracting investment, and increasing skills and employment opportunities.

Maximising the benefits of inclusive economic growth and investment

Delivery activity	
	Economic strategy / prospectus

Supporting our high-quality business base and economic centres to thrive and grow

Delivery activity	
	Totton Masterplan

Championing skills and access to job opportunities

Delivery activity	
	Employment and skills strategy

Future New Forest

Being an employer of choice

Delivery activity	
✓	People strategy
●	People strategy (implementation)

Being financially responsible

Delivery activity	
✓	Financial regulations update
●	Strategic Asset review (inc. Lymington Town Hall, community assets)
●	Strategic Asset implementation (SAMP action plan)
●	Appletree court (ATC) essential works project
●	NFEC Future arrangements
●	Claymeadow depot Future agreed
●	Eling Tide Mill (urgent works/repairs)
✓	Transformation business case revisit

Designing modern and innovative services

Delivery activity	
●	Digital strategy (delivery)
●	Digital Transformation: Customer platform

	Digital Transformation: Data platform
	Digital Transformation: Housing Maintenance
	Digital Transformation: Asset Management software
	Digital Transformation: Regulatory Services software

Other corporate activity

Delivery activity	
	Elections
	Scheme of Delegations update
	Business Planning Framework
	Member development (proportionate to LGR context)
	Devolution
	Local Government Reorganisation Programme
	New - Programme Management Office

Cabinet – 1 October 2025

Climate Change and Nature Emergency Annual Update 2024/25

Purpose	For Review
Classification	Public
Executive Summary	This report provides an update on progress towards achieving the aims of the Climate Change and Nature Emergency declaration. Updates within this report are aligned to the four adopted programmes of activity – Carbon Reduction, Climate Adaptation and Nature Recovery and Programme Management and cover activities undertaken between 1 April 2024 and 31 March 2025. NFDC corporate emissions and utility data is provided and analysed, in addition to New Forest District emissions data, as published by the UK Government. The strategic direction of climate action, working in partnership with its stakeholders, is outlined. Longer-term strategic priorities are being considered by the newly expanded Climate and Sustainability Team and will be informed by the outcomes of the Climate Change and Nature Emergency Member Task and Finish Group.
Recommendation(s)	That the Cabinet: - a) Acknowledges activities undertaken and efforts made by NFDC and its partners between 1 April 2024 and 31st March 2025 in response to the declared Climate Change and Nature Emergency. b) Continues to support the development of longer-term Climate Change and Nature Emergency strategic objectives and an associated Action Plan, as informed by the Member Task and Finish Group, to ensure that the New Forest District is prepared for and resilient to the impacts of climate change now and in the future, especially in consideration on political and organisational changes expected as a

	result of Local Government Reorganisation (LGR) and Devolution.
Reasons for recommendation(s)	The NFDC Corporate Plan 2024-28 reinforces the Council's commitment to the issues of climate change and sustainability. The activities reported contribute towards a number of corporate plan priorities, however the report itself is most closely aligned with Place Priority 2 – Protecting our climate, coast and natural world. The recommendations support key principles of the Council's Future New Forest Transformation Programme and align to the UK Government's legislative target to achieve net zero CO₂e emissions by 2050. In the changing context of LGR and Devolution, it is essential that NFDC is actively planning and well-placed to access funding and implement policies and projects that strengthen the resilience of our people, places, and assets to the impacts of climate change.
Ward(s)	All
Portfolio Holder(s)	Councillor Geoffrey Blunden Environment and Sustainability
Strategic Director(s)	James Carpenter Strategic Director – Place, Operations and Sustainability
Officer Contact	Roxanne King Service Manager – Public Realm 02380 285988 Roxanne.King@nfdc.gov.uk

Introduction and background

1. This report provides an update on progress towards achieving the aims of the Climate Change and Nature Emergency declaration. As committed in October 2021, an annual report is to be produced which highlights key activities since the previous report and sets out intended activities for the coming year. This report covers the period 1 April 2024 to 31 March 2025, based on the rolling Action Plan 2023 which can be seen at Appendix 2.
2. Updates within this report are aligned to the four currently adopted programmes of activity – Carbon Reduction, Climate Adaptation and Nature Recovery and Programme Management. Until such time as new priorities or programmes are developed, all of the work both internal to NFDC and external within the wider district area is mapped to these four programme areas. The team will continue to focus on project delivery and continuous improvement of the programmes, in particular Carbon Reduction, as highlighted in the Corporate Peer Challenge undertaken in 2024/25. Working with our partners, our vision remains to create a net zero, climate resilient and nature positive New Forest District which provides a safe and prosperous environment now and in the future.
3. Longer-term strategic priorities are being considered by the newly expanded Climate and Sustainability Team, and will be informed by the outcomes of the Climate Change and Nature Emergency Member Task and Finish Group, which commenced its 12-month working period in May 2025. Such priorities, once endorsed by NFDC, would feed into the climate strategy and approaches to nature recovery of the new strategic and unitary authorities, post-LGR and devolution, given the timescales of these two major organisational changes.
4. A review of the climate change projections and impacts was completed in 2025, providing an up-to-date forecast of climate change for the UK and the New Forest district area. The full report can be seen [here](#). The report concludes that we still expect to experience hotter, drier summers and warmer, wetter winters, with extreme weather events such as heatwaves and heavy downpours becoming more frequent and more intense, however the projections show that we will likely be feeling these impacts sooner than initially expected. The report highlights our risks and vulnerabilities within the New Forest and suggests actions to improve resilience. A summary of the Climate Change Adaptation Report can be seen at paragraph 36.
5. NFDC acknowledges the importance of the natural environment, particularly given the habitats and species found in the New Forest

National Park and surrounding New Forest District. As highlighted in the State of Nature Reports, the UK stands as one of the world's most nature-depleted nations, evidenced by the fact that nearly one in six species in Great Britain are at risk of extinction, 151 species have already gone, and the average abundance of UK species has declined by 19% since 1970. This significant loss, with stark declines seen across bird, amphibian, reptile, and mammal populations, has profound repercussions for the UK's environment, public health, and economy.

6. As in previous annual updates and consistent with other local authorities in the UK, this report presents an approach for how New Forest District Council (NFDC) can demonstrate climate leadership and safeguard council services and the wider area in response to the declared Climate Change and Nature Emergency. The Council will need to continue to ensure that prioritisation of these objectives is embedded within the delivery of all services and fundamental to all projects and partnerships going forward. This is particularly important as we head into a period of change through Local Government Reorganisation (LGR) and devolution, which will see the New Forest District become part of a larger administrative area, with a wider landscape and broader scope of priorities. It is essential that we understand the risks and opportunities in the New Forest and are well positioned in the new political environment to access funding and deliver projects that safeguard the area.
7. As stated previously, sustainability in its most inclusive sense remains the ultimate goal of NFDC's approach to climate and nature action. Working to reduce greenhouse gases, adapt to a changing climate and enhance natural environments are aspects of broader, holistic sustainability and should not be considered in isolation. Ensuring that actions align to long-term environmental, social and economic health requires a considered approach to all decisions that balances finances, wellbeing, ecosystem services, cost of living and the needs of future generations.
8. In the financial year 24/25, NFDC successfully leveraged funding for climate projects through both internal and external sources. The Estates Team led on a bid to the Public Sector Decarbonisation Scheme (PSDS) for low-emission air source heat pumps at Appletree Court (see paragraph 31b), a site which also benefitted from investment through the UK Shared Prosperity Fund to install publicly accessible EV charging facilities. The Rural England Prosperity Fund was also accessed by communities and businesses to part fund energy saving initiatives such as solar PV and new glazing on buildings.

9. In July 2025, it was announced by Government that the PSDS funding will be brought to a close after the current rounds are complete. This was a significant source of funding to councils and other public sector organisations to deliver decarbonisation projects. It is expected that a similar scheme will be launched to replace PSDS, but the exact details are not yet known. The Government has also rescinded financial support for the SCATTER Cities tool. This online platform allowed Local Authorities to view their annually produced area emissions data and present it in various forms to meet the reporting needs of each organisation. The platform also provided a forecasting tool to explore the decarbonisation potential of a range of decarbonisation interventions and help local authorities prioritise activities.

Climate Action in Partnership

10. New Forest District Council continues to work with partners in the design, delivery and financing of services and projects that seek to enhance environmental quality and improve resilience to the impacts of climate change. Working collaboratively enables NFDC and its partners to work effectively and efficiently across physical, social and administrative boundaries, prioritising high-quality outputs and maximising value for money. Partnership working is consistently cited as best practice for local authorities in combatting the Climate Change and Nature Emergency.
11. As highlighted in previous annual update reports, due to the overlapping geography of the NFDC administrative boundary, the Council works closely with the New Forest National Park Authority (NFNPA) and Hampshire County Council (HCC), in addition to other neighbouring authorities such as BCP, Test Valley and Southampton City (see map in Appendix 1). This close proximity offers many opportunities such as joint funding and shared resources, but also presents challenges, particularly around delivering effective change across administrative boundaries and managing impacts/benefits without double counting. NFDC will continue to use the national dataset produced by the UK Government to monitor emissions reductions in the NFDC area and communicate with partners to ensure clear and consistent messaging and reduce any duplication of effort.
12. For a number of years, NFDC residents have benefitted from county-wide climate and nature initiatives spearheaded by the Hampshire County Council (HCC) Climate Team. These initiatives included Solar Together, the Greening Campaign and the Climate Advice Line. Hampshire County Council no longer has a single

"climate team" but embeds climate action across its services, focusing on a carbon-neutral Hampshire by 2050, resilience to climate impacts, and supporting community energy projects. The Council's efforts include setting targets, developing climate strategies, integrating climate considerations into planning and public sector work, and facilitating community engagement through initiatives like the Hampshire Community Energy Network. NFDC continues to work with HCC colleagues across policy and operational teams, and will support initiatives on a district level wherever possible. We have already established local links and projects with the Greening Campaign, and expect to see other initiative continue through alternative funding mechanisms.

13. The Council works closely with neighbouring authorities and government agencies in the creation and delivery of Flooding and Coastal Erosion Risk Management Plans; and a new working group has been formed with Southampton City Council, Test Valley District Council and Scottish and Southern Electric to investigate the creation of a Local Area Energy Plan (LAEP). These examples of partnership working demonstrate the scale the breadth of climate and sustainability issues – consideration of how we maintain these positive relationships and work within and between new administrative boundaries will be important going forward.
14. NFDC continues to cultivate local partnerships with industry bodies and other networks and organisations. We have maintained membership of both APSE (Association of Public Sector Excellence) and APSE Energy, and regularly utilise links to knowledge and resources that can help NFDC achieve the highest standards across all service and corporate operations. The Council continues to engage with the Solent Freeport and the Solent Cluster partnerships to ensure that economic development within and surrounding the New Forest District is supported and sustainable over the long-term.
15. Relationships have continued to be built with community groups and organisations. This includes with the Greening Campaign on their existing work providing support to communities in tackling Climate Change, as well engaging in the development of upcoming projects focused on Climate Adaptation. A relationship with Community Energy New Forest has been developed. Community Energy New Forest work in partnership with Community Energy South to support the generation of renewable energy within the District.

Emissions Data

16. Historical emissions data can be viewed in previous Annual Update Reports (linked at the end of this document). This report will focus

on emissions accounted for in the financial year 2024/25. Note that previously reported figures have been adjusted by the Government based on updated data and methodology (standard practice).

17. New Forest District (Area) Emissions:

As detailed in Table 1, Government figures published in July 2025 show that emissions from the New Forest District have reduced by approximately 73% from the 1990 baseline – this is above the UK overall reduction rate of 56%. Data shows that this is largely due to two overarching features: changes to 'Large Industrial Installations' within the District between 2009 and 2015; and the rural nature of the District and designation of the National Park (emissions categorised as LULUCF – Land Use, Land Use Change and Forestry), meaning that the environment acts as a 'carbon sink' reducing the overall emissions significantly. When considering only the non-LULUCF data (i.e. emissions related to human activity), the percentage reduction is much smaller, demonstrating the importance of local environmental protection and the need to encourage greater behaviour change.

	UK (MtCO ₂ e)	% reduction from 1990	NFDC area (ktCO ₂ e)	% reduction from 1990
1990	809.1	-	3010.7 (estimated)	-
2005	656.0	19%	2998.2	0.4%
2019	417.1	48%	970.7	68%
2020	377.3	53%	877.2	71%
2021	395.9	51%	922.3	69%
2022	375.9	54%	853.5	72%
2023	356.1	56%	823.4	73%

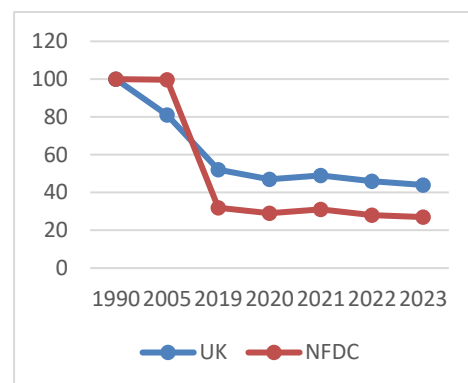
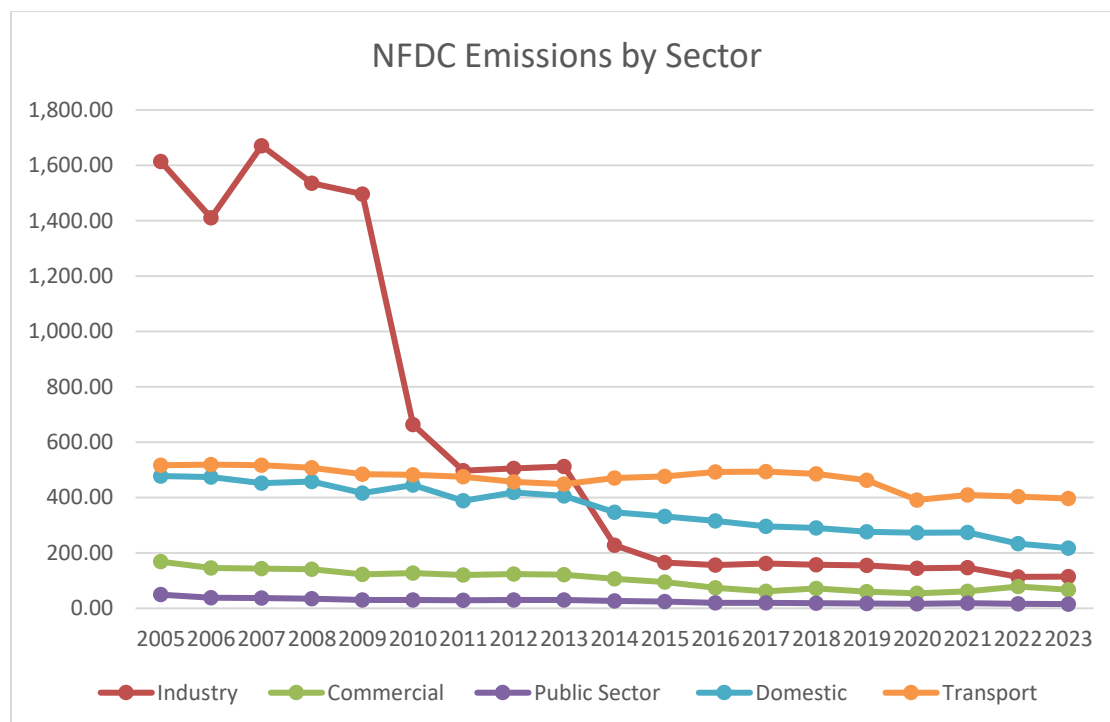
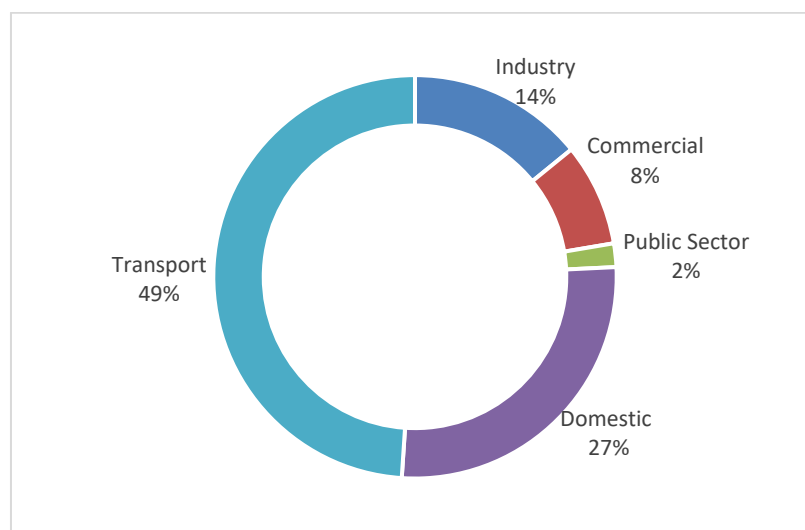


Table 1/Graph 1: UK and NFDC Emissions from 1990 and 2005 Baselines



Graph 2: NFDC Emissions by Sector 2005-2023



Graph 3: NFDC Area Emissions by Sector 2023

18. Based on 2023 data, the most significant emissions sectors in the New Forest District Council Area are transport at 49%, domestic at 27% and industry at 14%. This is consistent with the findings of the previous report; however, the percentages are marginally different.
19. When compared to the other District Council areas in Hampshire, the New Forest has the highest total domestic, industrial, waste emissions, and the second highest transport, commercial and public sector emissions. As seen in previous years, high emissions in these sectors can be attributed to building type and efficiency (homes and business premises), their distribution across the large geographical area (rural with limited connectivity), waste infrastructure and

practices (awaiting transformation) and industrial operations in the east of the district. Net total emissions remain comparatively low due to the high absorption of CO₂e through the New Forest land use and forestry (LULUCF), for which New Forest had the best performance of the Hampshire Districts. Despite higher total emissions, the per km² emission rates for New Forest are some of the lowest across all the Hampshire Districts, this is reflective of the New Forest being the largest district in Hampshire (by area).

20. The New Forest District's assessment via the UK Council Climate Scorecard 2024 showed that the District performed well overall, with a total score of 46% but there is still more that can be done. The New Forest's lowest performing areas were judged to be Transport and Waste Reduction & Food. The sectors assessed were slightly different to that of the Government data referenced above, but it works to validate the information and focus efforts on those sectors most in need of reform and is being addressed through the transformation of our waste collection service and fleet management.
21. New Forest Council (Corporate) Emissions:
Known NFDC Council emissions in 2023/24 and 2024/25 were calculated using the Local Partnerships/LGA Greenhouse Gas Accounting Tool for Local Authorities and are shown in Tables 2 and 3, respectively. More information about the methodology, including scope and assumptions, can be found here.

Scope	Emissions Type	Emissions / tCO ₂ e	% of total emissions
Scope 1	Heating	970.54	28.6
	Fugitive Emissions	0	0
	Authority's fleet	1695.92	50
Scope 2	Electricity	558.96	16.5
Scope 3	Staff Business Travel	91.67	2.7
	Outsourced Fleet	0.78	0
	Transmission and Distribution Losses	47.5	1.5
	Water	23.22	0.7
	Material Loss	0	0
	Waste generated from own operations	0	0
	Outsourced Scope 3	0	0
Total Emissions		3388.59	100

Table 2: NFDC Council Emissions 2023/24

Scope	Emissions Type	Emissions / tCO ₂ e	% of total emissions
Scope 1	Heating	977.65	29.4
	Fugitive Emissions	0	0
	Authority's fleet	1658.36	49.9
Scope 2	Electricity	534.25	16.1
Scope 3	Staff Business Travel	84.8	2.6
	Outsourced Fleet	0	0
	Transmission and Distribution Losses	47.22	1.4
	Water	18.75	0.6
	Material Loss	0	0
	Waste generated from own operations	0	0
	Outsourced Scope 3	0	0
Total Emissions		3321.03	100

Table 3: NFDC Council Emissions 2024/25

22. Where values are listed as '0' in Tables 2 and 3, this is because data is not available at this time or at this level. It is also important to note that the figures do not include leased out buildings i.e. housing, leisure, commercial properties where NFDC does not pay the energy bills. Any changes in scope or data will affect the amount emissions that NFDC is committed to eliminating. Taking broader accountability for emissions would increase the practical and financial burden for the Council but would ultimately reduce emissions from assets over which we have significant influence and a social responsibility.
23. It can be seen from Tables 2 and 3 that the percentage of emissions per type is consistent across the two reporting years, which is also almost identical to the emissions levels report in 2021/22 and 2022/23. There was a 2% decrease in overall emissions from 21/22 to 22/23, a 1.8% decrease from 22/23 to 23/24, and a 2% decrease from 23/24 to 24/25 showing a marginal and slowing pace of emissions reductions. These reductions have happened despite a steady increase in the number of staff at NFDC, increasing from 783 in April 2023 to 824 in April 2025, making the reductions in emissions more significant.
24. If NFDC is to achieve net zero by 2050 or before, high impact activities will be needed to reduce emissions at the pace and scale required.

25. In addition to calculating the CO₂e emissions associated with NFDC's operations, it is important to monitor the amount of utilities consumed and the cost paid for them. Looking at only one of these factors will not give a true indication of progress, for the following reasons:

- A) Emissions per unit of gas/electric/water will change over time as conversion factors are updated to reflect greening of the grid etc.
- B) Unit quantity shows if we are successfully driving down demand and achieving sustainable behaviour change/process improvements.
- C) Cost will reflect the impact of unit rates on financial sustainability.

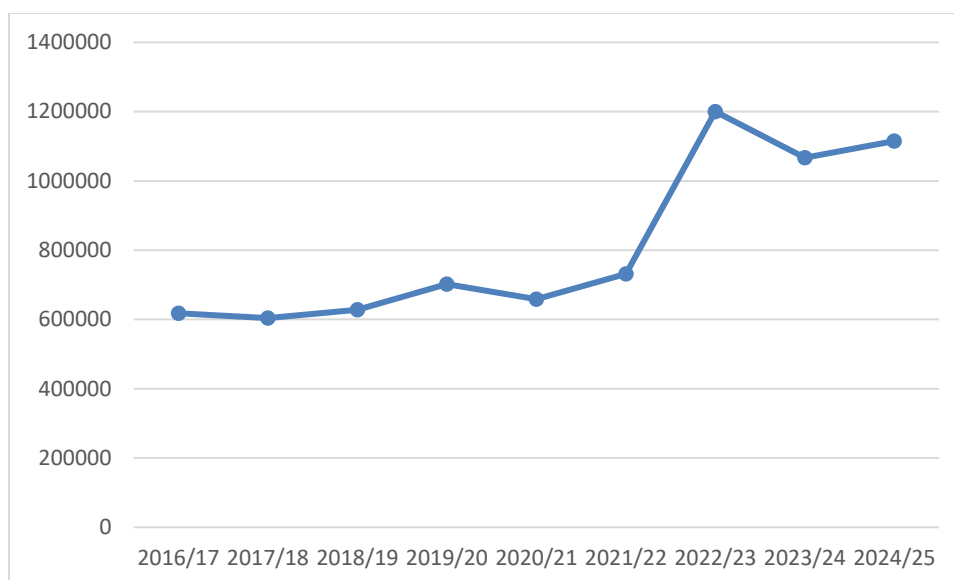
Utility	Annual Unit Quantity	Annual Cost	Average Unit Cost
Gas	5,298,887 kWh	£278,941.28	5p/kWh
Electricity	2,431,497 kWh	£609,270.70	25p/kWh
Water	57,007 m ³	£178,475.69	£3.13/m ³
		£ 1,066,687.67	

Table 4: Utility consumption and costs 2023/24

Utility	Annual Unit Quantity	Annual Cost	Average Unit Cost
Gas	5,345,253 kWh	£276,340.37	5p/kWh
Electricity	2,379,318 kWh	£651,900.94	27p/kWh
Water	56,904 m ³	£186,636.25	£3.27/m ³
		£ 1,114,877.56	

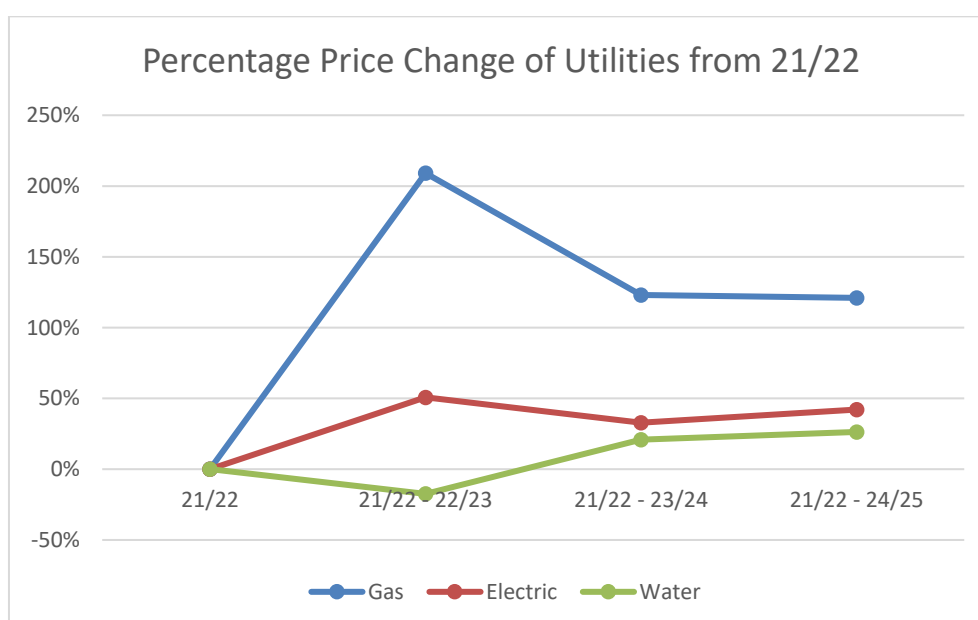
Table 5: Utility consumption and costs 2024/25

26. The figures in Tables 4 and 5 include all NFDC operated buildings/facilities, excluding council housing and leisure centres. Water consumption includes supply and waste figures. The majority of gas and electric metres are arranged through a consortium contract with LASER; however not all meters are on the same unit rates. The average unit rates include all charges associated with the supply of the utility.
27. Between 23/24 and 24/25, the Council reduced electricity and water consumption by approximately 2.2% and 0.2%, respectively. Gas consumption increased by approximately 0.9%. The council has invested in new energy data management software to better understand these fluctuations and analyse demand for gas, electricity, and water across the estate. This software will help to identify any inefficiencies or leaks and highlight links between, for example, solar PV generation and switching from gas to electrical heating systems.



Graph 4: NFDC Annual Spend on Utilities (£)

28. Graph 4 illustrates the trend in utility spend from 2016/17 to 2023/24. The price fluctuation is caused by a combination of higher net utility consumption and increased average unit rates (as shown in Tables 4 and 5). Using predominantly grid-supplied utilities means that the council is more vulnerable to experience price volatility. Installing independent energy generation systems e.g. solar PV, across the estate would reduce this risk in the future, improving energy security for the organisation.
29. Graph 5 below shows in greater detail the percentage price change of utility units from the price paid in 2021/22. For example, the unit price of gas increased by 209% from 21/22 to 22/23; the unit price in 24/25 was still at a rate 121% higher than in 21/22.



Graph 5: Percentage Price Change of Utility Units from 2021/22

Climate Change and Nature Emergency – Strategic Update

30. The first Climate Change and Nature Emergency Annual Update Report to Cabinet on 6 February 2022 identified six strategic actions to address the Climate Change and Nature Emergency. Progress to date (by 31st March 2025) against the intended outcomes are detailed below in Table 6.

Strategic Action 1: Define to set targets for the climate change emergency declaration	
Planned Activities: - De-couple the New Forest District Council estate versus the wider New Forest area and set targets. Scoping what is covered by term estate. - Identifying and working with experts to assess the trajectory for reducing emissions for both estate and wider area. - Assessing what is in and out of scope for the estate emissions.	Progress by 31st March 2025: - Complete – differentiation made between corporate and area wide emissions. The net zero target for both is currently 2050. - Trajectory report to be considered by the Climate and Nature Task and Finish (T&F) Group. - LGA Tool guidance used to date but will be reviewed by the T&F Group.
Outcome intended: A fully defined, evidence-based target with a pathway outlined.	Outcome achieved: Work underway.
Strategic Action 2: Define the target for the nature emergency declaration	
Planned Activities: - Identifying and working with experts to identify relevant baseline measurements and a trajectory for meeting and measuring progress towards the target. - Assess against the Environment Act to align the target with Central Government.	Progress by 31st March 2025: - Nature recovery objectives and targets to be reviewed by the T&F Group. - Alignment to Environment Act and Climate Change Roadmap to be considered by the T&F Group.
Outcome intended: A fully defined, evidence-based target with a pathway outlined.	Outcome achieved: Work commenced, to be reviewed by the T&F Group.
Strategic Action 3: Collate existing data and conduct area-wide baseline emissions to identify key areas for future focus	
Planned Activities: - Map existing baseline data and carry out a gap analysis. - Identifying and working with experts to conduct the area-wide baseline emissions data. - Map baseline data against existing actions to identify gaps and consolidate these into a long-term	Progress by 31st March 2025: - Area-wide emissions known. - Complete – to be reviewed by T&F Group. - Climate Change and Nature Emergency Strategy and Action Plan aligns work programmes with major

programme to reach the climate change targets.	emissions/ impact sources. To be reviewed by T&F Group.
Outcome intended: Data-driven programme on climate change.	Outcome achieved: Work underway.
Strategic Action 4: Engage with staff members to make climate change and nature a core deliverable.	
Planned Activities: - Explore the provision of skills training e.g., carbon literacy. - Adopt decision tools, designed by Hampshire County Council, to embed carbon mitigation and climate change adaptation into all decisions.	Progress by 31st March 2025: - Rolling programme of Carbon Literacy training is underway for staff. - Alternative tools to improve the sustainability of decision making is underway. - Officer Steering Group established, meeting bi-monthly. - Frequent staff communications. - Climate and sustainability embedded in NFDC Corporate Plan 2024-2028, Future New Forest Transformation Programme and reporting templates.
Outcome Intended: Staff members are well-informed and taking action on climate change and nature, wherever possible, within their roles and able to advise on the issue as part of decision-making.	Outcome achieved: Outcome achieved and continuing.
Strategic Action 5: Develop a climate change and nature engagement and communications strategy.	
Planned Activities: - Reaching residents, such as through developing webpages to showcase information, including the climate change actions. - Utilising internal communications channels and developing further external channels. - Exploring insights-led, behavioural change communications to engage residents. - Carry out a stakeholder mapping exercise and development an engagement plan. - Capture activities of other stakeholders and target/performance measures. - Continue to work with partners on shared messages to influence behaviours.	Progress by 31st March 2025: - Working with Corporate Communications Team to deliver regular internal and external comms. - Development of climate comms strategy – to be considered by the T&F Group. - Internal comms issued, inc. newsletters, staff briefings and social activities. - Working with Behavioural Insights Officer on waste and climate projects. - Engagement with key partners, including HCC and NFNPA. - Engagement with key partners on events and communications. - Commenced work on climate webpage improvements.
Outcome intended: Greater transparency and availability of information regarding the work	Outcome achieved: Work commenced and continuing.

being carried out on climate change/nature.	
Strategic Action 6: Maximise partnerships and networks to facilitate the delivery of projects.	
Planned Activities: - Maximising links with Hampshire County Council, such as through the Hampshire Climate Change Officers Group, to align with and support existing projects, such as community engagement initiatives. - Demonstrate Place Leadership and maximise partnership working with the New Forest National Park Authority and Forestry England. Map existing projects and programmes and identify gaps to inform future actions. - Join new local and national networks to enhance knowledge, alongside becoming more deeply involved in existing networks to amplify the climate and nature agenda.	Progress by 31st March 2025: - Continued engagement with HCOG and other professional/community networks. - Close working with the NFNPA to produce Climate Adaptation Assessments and Reports. Mapping exercise to visualise local partnership undertaken through Green Leadership Training (NFNPA) and NFDC Corporate Leadership Training. - Working with the Greening Campaign with a view to expand partnership working across New Forest, in conjunction with Met Office. - Community Energy New Forest Partnership established to support renewable energy projects. - Engagement with new and existing networks e.g. ADEPT, LGA, IEMA, APSE and APSE Energy
Outcome intended: Leading the Place with greater partnership working and shared knowledge.	Outcome achieved: Working towards place leadership

Table 6: Progress against Strategic Actions by 31st March 2025

Progress 2024/25 – NFDC Council

31. A number of initiatives were carried out between 1 April 2024 and 31 March 2025 by NFDC to respond to the Climate Change and Nature Emergency, both in what we do and how we do it (our services and operations). Some of the key activities are outlined below.

Carbon Reduction

- a) Installation of EV chargers at Appletree Court available for both staff and visitors, part funded through the UK Shared Prosperity Fund.
- b) Replacement of 2 gas boilers at Appletree Court with 2 Air Source Heat Pumps using £116,000 of funding from the Public Sector Decarbonisation Scheme (PSDS) phase 3c.
- c) A continued use of electric fleet by PC Cleaners to travel to and from the cleaning and servicing of our 23 toilet blocks.

- d) The Barton Beach PC block was replaced with a Carbon Net Zero purpose-built block. This included power from solar panels, heat recovery pumps and micro boil sinks.
- e) Replacement of two stroke fuel with a 'Aspen' fuel, a lower carbon emission alternative. This compliments the existing programme of battery powered maintenance equipment.
- f) Implementation of new street bins which have a higher capacity. This has reduced the frequency of emptying the bins and the fleet miles involved. There is also a reduction in the number of plastic bags used for bins.
- g) All staff in Streetscene now using smart phones to reduce the need to print work tickets.
- h) The Enforcement and Pest Control Teams have been improving their service efficiency by recording and sorting site visits by area in order to optimise fuel use and officer time.

Climate Adaptation

- i) There is an ongoing programme of fitting Bottle Refill Stations to PC blocks across the New Forest. This encourages the use of reusable bottles and reduces the number of plastic bottles in waste.
- j) All cleaning products are now rated on a climate matrix by COMAX. They are assessed and reviewed annually and replaced as needed.
- k) 16 new build homes completed at Moore Close, New Milton. These were commissioned by the Council and include 11 homes for rent and 5 for shared ownership. All these homes were designed and built to meet the Proposed Future Homes Standard.
- l) A further 42 homes are currently under construction to meet the Future Homes Standard situated in Hythe and Totton.
- m) Attendance at a Community Forum focused on Community Resilience to ensure that the Council and District are prepared and resilient against emergency situations.

Nature Recovery

- n) 4-year rotational maintenance of Scrub areas at Brockenhurst Closed Churchyard to support Invertebrate Life Cycles.

- o) Wildflower areas were surveyed and found to support a range of plant species for pollination, life cycles and as habitats.
- p) 51 trees were planted during the 2024/25 planting season October to March across NFDC sites in the New Forest.
- q) Implementation of requirement for ecological enhancements as part of planning applications. Going forward the number of features approved and installed will be reported on.
- r) Input into Hampshire Local Nature Recovery Strategy.
- s) Investing in the evidence base to establish the ecological baseline for the rare greater horseshoe bat in the Avon Valley. A NFDC commissioned study trapped and radio tracked rare greater horseshoe bats from a known roost in the Avon valley.
- t) The running of 'bat walks' for members of staff to help raise awareness and increase engagement.

Programme Management

- u) Continued member engagement through Overview & Scrutiny Panel sessions and invitation to participate in a Climate Change and Nature Emergency Task and Finish Group.
- v) Officers from across services engaged in Carbon Literacy training.
- w) All staff briefings on the Climate Change and Nature Emergency held.
- x) Continued staff engagement through the Climate Change and Nature Emergency Steering Group.
- y) Attendance to a range of Hampshire Place Assembly meetings to engage and input with their Health and Wellbeing Strategy and the inclusion of Climate Change.
- z) Working closely with colleagues in planning policy to ensure that Climate Change is being appropriately considered in the updated Local Plan.

Progress 2024/25 – NFDC Area:

- 32. Action to address the Climate and Nature Emergency (outside of NFDC direct operations) is undertaken by residents, businesses, community groups and third sector organisations. NFDC work in partnership to support and deliver many of these activities, some of which are highlighted below.

Carbon Reduction

- a) Continued working with Community Energy New Forest, who, in partnership with Community Energy South, support the generation of renewable energy within the District.
- b) Installation of solar PV array at Applemore Health and Leisure Centre.
- c) Energy saving projects such as solar PV and new glazing funded through the Rural England Prosperity Fund for communities and businesses.
- d) The draft NFDC Air Quality Strategy was consulted on in early 2025 setting out the vision to continuously improve the quality of the environment in our district. Improving air quality by reducing emissions can help to minimise our climate impacts. By the end of 2025, the strategy will be presented to Full Council for adoption.

Climate Adaptation

- e) Two Community Forums held in 2024 to support Town and Parish Councils in understanding the risks in their communities and preparing for them.
- f) Work with specific communities to help produce a Community Plan and sharing of grant funding schemes to assist in preparing for incidents such as power outages or severe weather impacts.
- g) Working with neighbouring authorities and partner organisations on local Flood and Coastal Erosion Risk Management Strategies.
- h) Engagement with the 'Greening Campaign' in the development of an Adaptation strand of their work with communities across the District.
- i) Supporting and working with the New Forest National Park Authority in the creation of an adaptation risk and opportunities assessment.

Nature Recovery

- j) Continued support and close working with the 'Greening Campaign' into New Forest District, in partnership with Hampshire and Isle of White Wildlife Trust.

- k) Working with partners across administrative and water catchment boundaries to protect and enhance wildlife corridors.
- l) Hampshire County Council are in the process of drafting a Local Nature Recovery Strategy which map the existing and proposed habitats for nature and sets out the priorities and targets for nature's recovery. As part of this strategy, a Local Habitat map has also been produced which sets out a high-level strategy for Biodiversity Net Gain.
- m) The New Forest National Park Authority highlights the importance of nature recovery in their Partnership Plan. The Re:New Nature part of plan prioritises nature recovery and the need to build the resilience and better manage the National Parks.

Programme Management

- n) Supporting green/eco community groups across the New Forest District and wider County to raise awareness of environmental and climate friendly activities.
- o) Working with external stakeholders and partners to align key strategies and identify funding opportunities where possible.
- p) Posting NFDC content and sharing the external communications of partners on climate, nature and sustainability topics.

33. *Case Study: Look Out For Our Forest – Coastal Crabby Project*
The increasing problem of litter on coastal beaches within the New Forest district has prompted the launch of the "Coastal Crabby" campaign which is run between May and September. Initiated in 2021, this campaign aims to address the growing litter issue, at key intervention sites; Barton on Sea, Milford on Sea, and Calshot, by offering a simple yet effective solution: litter bag dispensers. Visitors are encouraged via specifically designed project signs to take a free bag to keep and carry their litter home, reducing the pressure on local bins that often overflow during the busy tourist season.

The project's performance is largely measured by the 'litter reduction per visitor' figure as this considers the offset of the level of visitors the district received with the actual amount of litter produced during the intervention period of that year. This figure is the best measurement of behavioural change. In 2024, there was a 28% reduction in litter per visitor.



34. Case Study: Look Out For Our Forest – Roadside Gamification Project

In 2021 NFDC commissioned a research paper to explore the littering behaviours of people in the New Forest with a particular focus on those who litter from vehicles. The paper '*Reducing Littering in the New Forest, A behavioural insight project*' by Social Engine identifies the varying groups of people who litter and highlights the motivators which can be deployed to influence their behaviour in a targeted way. This project utilises the recommendations and supporting data of the study.

The A35 pilot aimed to influence the behaviour of those who litter from vehicles through the methodology of gamification. Simply, gamification is the process of applying the core aspects of gaming (points, penalties, competition etc.) to psychologically promote a desired outcome. Applied to this project, the A35 was graded in line with the DEFRA "Grades of Cleanliness" [7.0, Code of Practice on Litter and Refuse, DEFRA, 2019]. The grades, ranging from A – D were further broken down into percentage scores as follows:

A – 100 – 75

B – 74 – 50

C – 49 – 25

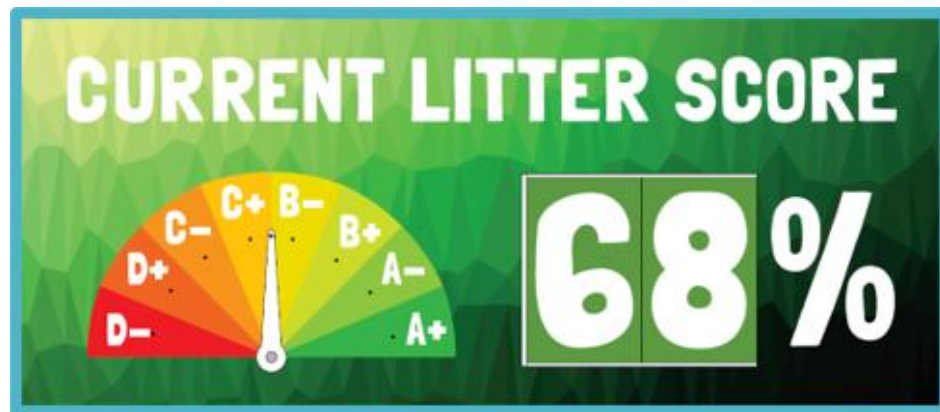
D – 24 – 0

The scores were determined by bi-weekly visits to the target site and assessed in line with the DEFRA guidance. These percentages were also displayed on signs placed at either end of the road stretch.

In between the scoreboards at either end of the target site were fifteen reinforcement signs facing both northwards and south, to and from Lymington. These signs displayed material designed to target the various groups of known litterers as identified within the research paper while also reinforcing the gaming context.

The initial analysis of the data indicated that the roadside intervention resulted in a 75% reduction in litter in comparison to the previous year. Control groups involving other roads which did not have signage were applied to the study to ensure this result wasn't an anomaly caused by an external variable. A litter reduction of 55% was still observed when compared to similar roads which did not receive signage.

A full report detailing the behavioural insights projects' methodology, findings and development is currently being written and will be available to find out more.



35. *Case Study:* Look Out For Our Forest – The Anthropogenic Nest Sculpture

The Anthropogenic Nest sculpture was created by artists from Spudworks in Sway, it was displayed at the New Forest Show 2024 and then went on to tour the district before coming to Appletree Court before its planned recycling.

The nest was a willow nest sculpture, weaved with litter that is commonly found across the forest. The aim of the sculpture was to highlight the dangers from that the litter that is left behind and the habitat of all the species living and visiting the forest.

36. *Case Study:* Greener Housing Strategy

The council continues to deliver energy efficiency improvements to its housing stock through the implementation of the NFDC Greener Housing Strategy.

The Greener Housing strategy is available for public viewing
https://newforest.gov.uk/media/2791/Greener-Housing-Strategy-2022-to-2032/pdf/Greener_Housing_Strategy_18_July.pdf?m=637971084841530000

Under Wave 2.1 of the Social Housing Decarbonisation Fund

(SHDF), the council secured £545,000 in matched funding from the Department for Energy Security and Net Zero (DESNZ) to improve the energy performance of 70 inefficient homes to EPC Band C. This two-year programme was completed ahead of schedule, within just 12 months.

As a result of this early delivery, the council was awarded an additional £630,000 to retrofit a further 98 homes.

In addition, 100 homes reached EPC Band C through incremental improvements delivered via the council's capital works programme and day to day repairs. In total, 621 homes have been upgraded to EPC band C or above over the past 24 months, demonstrating the council's strong commitment to sustainability and energy efficiency.

37. Case Study: Climate Change Adaptation Report

The Climate Change Adaptation report outlines the anticipated changes in weather and climate trends, providing data and narrative relating these climate change impacts to the demographic make-up of the district.

The report looks at how four key hazards (flooding, coastal erosion, heatwaves and air quality) may affect the district, its residents, and the Council, and gives an overview of the role of the Council, local partners and statutory bodies in responding to these events. The vulnerabilities and opportunities identified within this report will inform discussions about the short-term actions and long-term strategy needed to reduce climate risk.

Alongside the report, summaries and action guides were produced to provide key information to residents, officers and member. These will be shared across the Council and District.

There will also be an internal risk assessment rolled out across services addressing the four key hazards outlined in the report, and their likely impact on buildings, staff and assets.

New Forest National Park Authority have also produced a Climate Adaptation Risk and Opportunities Assessment, looking at climate adaptation across the national park with a specific focus on nature and habitats. We have worked closely with the National Park in the development of this report and engaged with consultants, ensuring that there was no duplication of work and a holistic view of adaptation across the district could be created.

38. Case Study: Let It Bee

Implementation of the 'Let it Bee' campaign to suspend grass cutting on suitable selected sites across the New Forest. This supports bees and pollinators, as well as increase biodiversity.

One area where biodiversity has been seen to be particularly thriving is on Barton Clifftops. This is thanks to the areas of grass and wildflowers that have been allowed to do their thing and not be mowed during summer.

39. Case Study: Future Energy Landscape

Using NFDC Shared Prosperity Funds, two Future Energy Landscape workshops were run across the district – in Ringwood and Hythe & Dibden and Fawley Parishes. The Centre for Sustainable Energy (CSE) developed the Future Energy Landscape workshops in order for communities to begin to understand and discuss their feelings about renewable energy technologies. During the workshop communities look at data and research surrounding what technologies might be applicable to their area, having hypothetical conversations about the scale and type of projects that could be undertaken in the local area and the impact these may have on the energy needs. These workshops were supported by Community Energy New Forest, WaterCAN (Climate Action Network), and the Greening Campaign.

40. Case Study: Data Provision and Energy Planning

A Data Provision and Energy Planning Report was jointly commissioned for Southampton City Council, Test Valley Borough Council, New Forest District Council and New Forest National Park Authority. The purpose of this report was to gather all the data needed to understand the energy system across the geographical area into one place, to understand where the current key issues and constraints exist, and to enable all authorities to use this data to understand their options and the challenges and opportunities they may experience. The report recommends that a Local Area Energy (LAE) Planning approach is taken to address some of the more challenging questions relating to future energy planning.

Climate Change and Nature Emergency – Strategic Direction

41. NFDC's climate action continues to be aligned to the four currently adopted programmes of activity – Carbon Reduction, Climate Adaptation and Nature Recovery and Programme Management. The Corporate Pier Challenge undertaken in 2024/25 highlighted the need for a refreshed Carbon Reduction Plan, which is being explored as part of the wider programme review. Until such time as new priorities or programmes are developed, all of the work both internal to NFDC and external within the wider district area is mapped to these four programme areas. The Climate and Sustainability Team will continue to focus on project delivery and continuous improvement of the programmes.

42. The Climate Change and Nature Emergency Member's Working Group is half-way through the 12-month working period, reviewing the latest information and approaches to climate action. The outcome of each session is a steer on reprioritisation of resources, to focus officer time and funding on activities Members deem to be most important for the residents, businesses, and environment of the New Forest District. These sessions will conclude in March 2026 and inform the strategic priorities from that point, whether that's in the existing NFDC area or new Local Authority area post-LGR.

CARBON REDUCTION					
INTERNAL PRIORITIES			EXTERNAL PRIORITIES		
Fleet	Gas	Electric	Industry	Road Transport	Homes
Depot electrification	Building fabric / insulation	LED lighting in buildings	Solent Cluster	LTP4 / LCWIP	Community Energy South
EV fleet replacement	BMS systems	Street lighting	Industry engagement	EV charging network	Retrofit / Greener Housing
Service delivery optimisation	Boiler replacement	Renewable energy	Carbon capture & storage	Public transport improvements	Local Plan
BUSINESS AS USUAL IMPROVEMENTS					
Sustainable policies, plans, services & procurement			Net zero infrastructure, investment & engagement		

Table 7: NFDC Council and Area Carbon Reduction Programme

CLIMATE ADAPTATION					
INTERNAL PRIORITIES			EXTERNAL PRIORITIES		
Buildings	Assets	Staff	Flooding	Coastal Erosion	Heatwaves
Location risk assessment	Natural assets e.g. open space	Climate Champions	Built infrastructure	Christchurch Bay / Harbour FCERM	NHS / Public Health
Temperature adaptation	Fixed assets e.g. bins	Emergency preparedness	Natural infrastructure	Hurst Spit to Lymington FCERM	Community Resilience Plans
Storm resilience	Vehicles e.g. fleet / grey	Business continuity	Catchment partnerships	Durlston to Hurst SRM Programme	Water conservation
BUSINESS AS USUAL IMPROVEMENTS					
Service risk assessment, adaptation plans & comms			Area risk assessment, adaptation plans & comms		

Table 8: NFDC Council and Area Climate Adaptation Programme

NATURE RECOVERY					
INTERNAL PRIORITIES			EXTERNAL PRIORITIES		
Biodiversity	Connectivity	Stewardship	Biodiversity	Connectivity	Stewardship
NFDC land studies	Nature corridors / Habitat banking	Local Plan / SPDs / GI strategy	Environmental surveys / data	Local Nature Recovery Strategy	Environment Act / regulations
Habitat protection	Ecology infrastructure	Maintenance / upkeep	Habitat protection	Connectivity of strategic sites	BNG Credits / Habitat banking
Habitat creation	Local partnerships	Staff volunteering	Habitat creation	Active travel / accessibility	Ecology without boundaries
BUSINESS AS USUAL IMPROVEMENTS					
Nature Recovery in policies, strategies & decisions			Nature protection, enhancement & partnerships		

Table 9: NFDC Council and Area Nature Recovery Programme

PROGRAMME MANAGEMENT					
INTERNAL PRIORITIES			EXTERNAL PRIORITIES		
Communications	Governance	Funding	Communications	Data	Partnerships
Newsletters / updates	CC&NE Steering Group	NFDC internal budget	Social media	Carbon / Climate / nature data	Hampshire County Council
Staff / member training	Portfolio Holder	Central Government	External webpages	Public Reporting	New Forest National Park
Forest Net Resources	Decision making	Private investment	Public events	External verification	Professional organisations
BUSINESS AS USUAL IMPROVEMENTS					
CC&NE principles embedded in NFDC culture & services			Residents, businesses, visitors support CC&NE principles		

Table 10: NFDC Climate Change and Nature Emergency Programme Management

Governance

43. It is widely communicated that reducing emissions, protecting our environment and improving resilience to climate change is the responsibility of every single officer and Member across the Council, not just the job of one person or team, however there are certain individuals and groups that play a key role in ensuring the quality of NFDC's Climate Change and Nature Emergency response.
44. The Climate and Sustainability Team during 2024/25 consisted of the Climate and Sustainability Manager (1 FTE) supported by a 10-month fixed term Graduate role (1FTE) delivering a one-off climate adaptation project. From May 2025, following a restructure of the wider Place Operations sub-directorate, the role of Service Manager for Public Realm and Sustainability was created and subsequently permission was granted to redirect a proportion of the Sustainability Budget to recruit to 3 new roles within the team – Projects and Engagement Officer, Sustainability Officer and Climate and

Sustainability Lead (3 FTE in total). These roles will be funded from the existing Sustainability Budget.

45. The Climate and Sustainability Lead, a new role in place from September 2025, is responsible for coordinating climate action across the council and externally with partners, with operational governance provided through direct supervision from the Service Manager for Public Realm and Sustainability. This is supplemented by oversight from the Climate and Nature Steering Group – membership of which is Council officers representing services with a pivotal role in delivering environmental improvements. Activities requiring corporate approval will progress through NFDC decision-making boards as required e.g. Executive Management Team or Capital and Change Board, ensuring that the appropriate level of consideration and oversight has been given to each initiative.
46. Political Governance is provided by the Portfolio Holder for Environment and Sustainability. Regular Portfolio Holder Briefings provide the opportunity for progress updates and discussion of increasing or emerging risks/opportunities. Further political oversight is provided primarily by the Place and Sustainability Overview and Scrutiny Panel, with key decisions escalating to Cabinet and Council as required. The creation of a Member Task and Finish Group to support the further development of the strategic direction and long-term priorities for the Council's climate action is to be launched in Autumn 2024 and will meet regularly over the course of the following 12 months.
47. As the budget associated with climate action cuts across all council services, an internal Terms of Reference (ToR) has been agreed which sets out the criteria for spending from the annual Sustainability Budget. These ToR are based on the priority areas for action, as set out in paragraph 42 above, and provide a clear and objective view of what does and doesn't qualify for funding. Spend on a single initiative costing more than £25k is reviewed by the Capital and Change Board before progressing.

Corporate plan priorities

48. The new NFDC Corporate Plan 2024-28 re-enforces the Council's commitment to the issues of climate change and sustainability. The activities reported contribute towards a number of corporate plan priorities, however the report itself is most closely aligned with Place Priority 2 – Protecting our climate, coast and natural world.

Options appraisal

49. As committed in October 2021, an annual update is to be produced which highlights key activities since the previous report and sets out

intended activities for the coming year. The recommendations are to note the content of this report and continue to operate in the context of the Climate Change and Nature Emergency.

Consultation undertaken

50. This report has been produced in consultation with NFDC officers across all service areas, with the support of the Climate and Nature Steering Group. Officers in estates, housing and operational teams have provided data and case studies.
51. The New Forest National Park Authority as provided content, with partner organisations contributing to project information and case studies.
52. Portfolio Holder for Environment and Sustainability has provided input and oversight, in addition to Assistant Director for Place Operations.

Financial and resource implications

53. NFDC's Sustainability Budget to directly fund initiatives to address the Climate Change and Nature Emergency was £250,000 in 2024/25. All items of spend were subject to an assessment of financial viability and a wider sustainability appraisal, in addition to meeting the requirements set out in the Sustainability Budget Terms of Reference.
54. It is expected that the cost of all the projects within the Action Plan will exceed that budget and therefore projects will be prioritised, and funding further supplemented on a case-by-case basis where clear invest-to-save projections are attached. Sources of external funding will also be maximised through the delivery of the action plan, to include central government grants, match-funding, public investment (e.g. community bonds) and private investment (e.g. commercial entities, landowners etc).
55. Due to the large number, scale and complexity of actions within the Action Plan, factors such as officer time, technology, resource availability, procurement, legal and planning considerations will need to be considered and effectively managed. Some projects will be relatively quick and straightforward to deliver with short-term returns on investment e.g. LED lighting replacement; but others will take months or years to deliver, requiring acceptance of longer-term benefit realisation e.g. largescale renewable energy installations. Anticipated timescales, resource implications and funding requirements over a time-period greater than one year will be reflected in the Climate Change and Nature Emergency Strategy, when this comes to fruition.

56. It should be noted that any change in activity scope could impact the financial risk for NFDC. The severity of climate change experienced will also affect the pace and degree to which we will need to act, having knock on financial implications to ensure appropriate resourcing of activities and effective mitigation of risk.
57. There are no direct financial impacts or actions for approval resulting from this update report.

Legal implications

58. There are no direct legal impacts resulting from this update report.

Risk assessment

59. There are no direct risks or impacts resulting from this update report or its recommendations.

Environmental / Climate and nature implications

60. There are no direct environmental implications resulting from the publication of this report, however the Climate Change and Nature Action Plan (at Appendix 2) is intended to bring about significant environmental benefits upon delivery of each of the constituent projects. Each one will be assessed fully as they are brought forward to ensure that maximum sustainable benefits are achieved.
61. It is hoped that through the Council's role as a community leader, this report will inspire the stakeholders of New Forest District Council area to take positive action to address the Climate Change and Nature Emergency in their own ways.

Equalities implications

62. Action Plan includes actions which are likely have both positive and potentially negative impacts on persons sharing a relevant protected characteristic. These include, but are not limited to, social justice in terms of carbon and climate resilience and fuel poverty. A key strand of developing the Climate Change Strategy and Action Plan will be to fully assess the potential impacts of the actions and incorporate mitigation measures as necessary.
63. The Climate Change Adaptation Report 2024 highlighted potential equalities impacts associated with different groups' potential vulnerabilities to the impacts of climate change. Please read the full report and appended [Equality Impact Analysis](#) for more details.

Crime and disorder implications

64. There are no direct crime and disorder risks or impacts resulting from this update report or its recommendations.

Data protection / Information governance / ICT implications

65. No data protection, information governance or ICT implications have been identified as a result of this update report or its recommendations.

New Forest National Park implications

66. New Forest National Park Authority colleagues were engaged in the creation of this report. Activities undertaken to date and the strategic direction proposed align to the objectives of the NFNPA's Re:New Partnership Plan.

Conclusion

67. NFDC and its stakeholders and partners engaged in a wide range of activities between 1 April 2024 to 31st March 2025 in response to the Climate Change and Nature Emergency. These activities demonstrate commitment to the local, national and international drive towards net zero and will in addition have delivered substantial co-benefits such as health and wellbeing, biodiversity improvements, upskilling our workforce and enhancing the local economy.
68. Delivery of the Climate Change and Nature Emergency Action Plan will continue, alongside the operation of the Member Task and Finish Group which will assess the climate projections, risk assessments and opportunities for improvement of the programme, to determine a clear and coordinated way forward and support the development of the strategy. All strategic objectives and actions will be considered in the context of LGR and devolution, to ensure the New Forest District area is safeguarded now and in the future.

Appendices

Appendix 1 – Current boundaries of Hampshire County Council, New Forest District Council and New Forest National Park

Appendix 2 – Climate Change and Nature Emergency Action Plan

Background Papers:

NFDC Climate Change and Nature Emergency Annual Update 2022

NFDC Climate Change and Nature Emergency Annual Update 2023

NFDC Climate Change and Nature Emergency Update January 2024

NFDC Corporate Plan 2024-28

NFDC Greener Housing Strategy

NFDC Future New Forest Transformation Plan

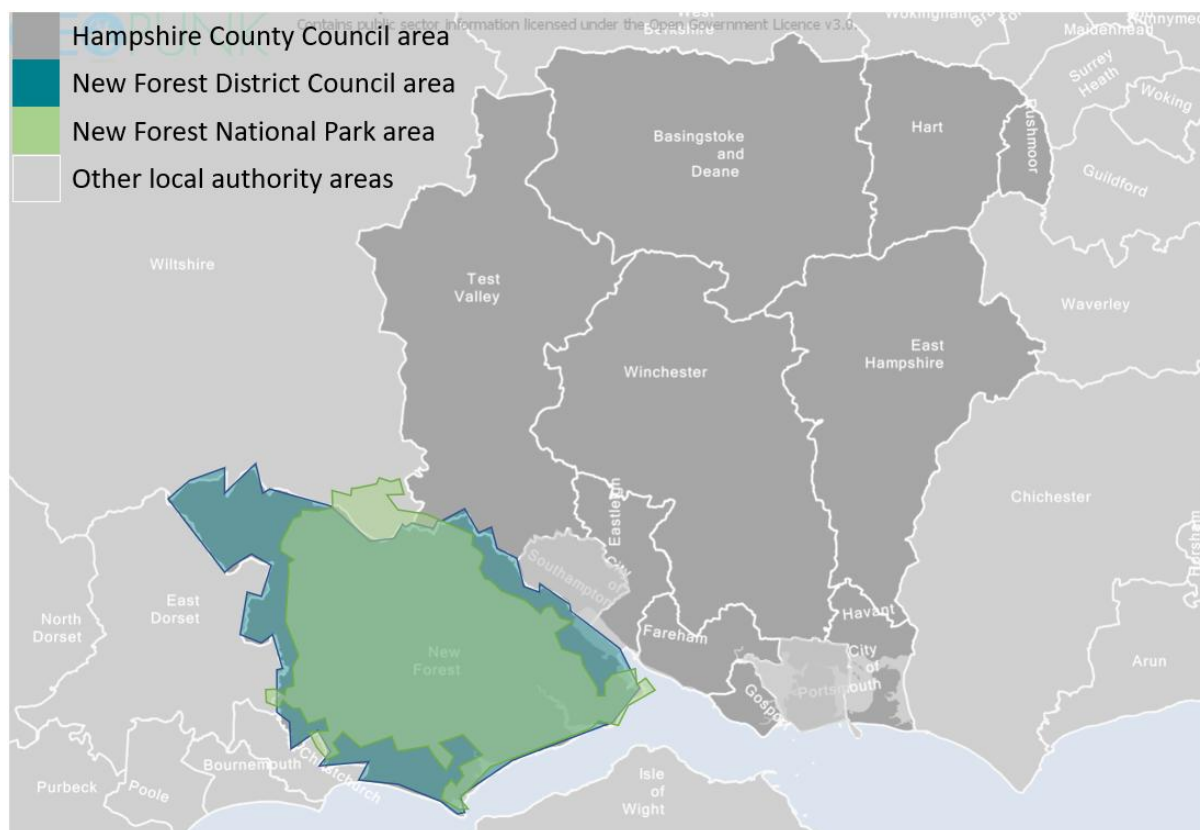
NFNPA Re:New Forest Partnership Plan

UK Government Local Authority GHG Emissions statistical Release Report 2024

NFDC Air Quality Draft Strategy 2025

APPENDIX 1

Current boundaries of Hampshire County Council, New Forest District Council and New Forest National Park Authority



APPENDIX 2

Climate Change and Nature Emergency – Internal Council Action Plan 2023 Continued Into 2024/25:

CARBON REDUCTION PROGRAMME			
Activity	Priority Area	Objective	Co-benefits
Sustainable policies, plans, services and procurements	BAU	Embed carbon reduction as a priority within all council activities - what we do and how we do it - including reduced travel, only essential procurement, waste reduction e.g. paperless working, online archiving	Efficient/shared resource use
Depot electrification	Fleet	Carry out building and infrastructure upgrades to facilitate transition to EV fleet and other electrical requirements	Reduced CO2e emissions from fleet and staff commuting; electricity resilience to protect service delivery
Sustainable fleet replacement	Fleet	Ensure that vehicle replacement programme prioritises more sustainable fuel types e.g. EV/hydrogen/ULEV/active travel. This includes all vehicle types - cars/vans/RCVs	Reduced CO2e emissions from fleet; climate leadership; reduced fossil fuel dependency; improved fuel security; improved air and water quality; reduced carbon offset liability; uptake of active travel schemes e.g. Cycle to Work
Service delivery optimisation	Fleet	Evaluate and adapt routes/operational practices to deliver lower emissions through reduced mileage, optimised vehicles etc	CO2e, fuel and time savings; minimal investment required
Building Fabric / insulation	Gas	Assess all corporately owned buildings and improve building fabric (particularly roof and wall insulation, doors and windows) to retain heat and reduce energy bills	Lower energy bills; reduced CO2e; climate leadership; improved building conditions; prolonged building life; opportunities for building use optimisation
Building Management Systems	Gas	Installation of BMS systems and supporting equipment to reduce energy wastage and optimise building conditions	Stable internal climate; less dependency on heating/cooling /ventilation;

Boiler replacement	Gas	Assess and replace inefficient boilers in NDFC occupied and leased properties where required - gas/oil to be replaced with heat pumps, destratification technology etc where appropriate	Reduced CO2e emissions; fuel efficiency; use of green technology
LED lighting in buildings	Electric	Replacement of lighting (bulbs and fittings) to new LEDs throughout corporate estate	Reduced CO2e emissions; reduced energy demand; better lighting conditions and controls; fast payback on investment
Street lighting	Electric	Replacement of NFDC-owned street lighting (bulbs and fittings) to new LEDs - in conjunction with HCC if appropriate	Reduced CO2e emissions; reduced energy demand; better lighting conditions and controls; fast payback on investment
Renewable energy - installed	Electric	Installation of renewable energy on NFDC owned land or in partnership with landowner	Reduced CO2e emissions; improved energy security; biodiversity opportunities around installation; possibility for community investment/stewardship
Renewable energy - purchased	Electric	Investigate opportunities for PPA contract to purchase renewable energy direct from a local supplier	Reputational benefits of purchasing locally generated energy; long term fixed electricity rates; support local green economy; future training/education on site

CLIMATE ADAPTATION PROGRAMME

Activity	Priority Area	Objective	Co-benefits
Service risk assessment, adaptation plans and comms	BAU	Understand and communicate climate risks to services and develop effective adaptation plans to secure safety and service delivery	Upskilling staff; improved emergency preparedness; reduced health and safety/financial/legal/ reputational risk from climate change impacts

Location risk assessment	Buildings	Undertake risk assessments of all existing corporate buildings in regard to the location/situation of buildings and the expected impacts of climate change e.g. flooding, coastal erosion, storm exposure	Reduce risk of service impacts; safeguard assets and staff; identify opportunities for building fabric/use improvements; positive deflection of risks e.g. water gardens
Temperature adaptation	Buildings	Understand the ability of buildings and their inhabitants to adapt to extremely hot and cold temperatures e.g. over heating, natural shading, passive ventilation, insulation	Reduce risk of service impacts; safeguard assets and staff; identify opportunities for building fabric/use improvements; positive deflection of risks e.g. food growing, cold storage
Storm resilience	Buildings	Assess ability of buildings to withstand storm damage from direct (e.g. wind) and indirect (e.g. tree fall) sources, including appropriate SUDs	Reduce financial/insurance/legal liability from pre-existing risks
Natural assets e.g. open space	Assets	Assess risk climate change impacts pose to natural assets e.g. tree/plant health, water retention, soil composition, water quality, agricultural potential, community access and use	Protection of ecosystem services; habitat protection
Fixed assets e.g. bins	Assets	Assess ability of fixed assets to withstand climate change impacts e.g. melting point of materials, strength of fixings, maintenance of moving parts	Reduced maintenance and replacement costs; reduced waste; health and safety
Vehicles e.g. fleet / grey	Assets	Ensure vehicles (existing and planned upgrades) are able to withstand extreme weather conditions or that emergency provisions are in place for short-term conditions e.g. snow/ice, temperature control, flooding	Reduced maintenance and replacement costs; reduced waste; health and safety
Climate Champions	Staff	Upskill staff and use champions network to identify climate risks and develop solutions that are appropriate for the area/service	Staff engagement/upskilling/ retention; better support for initiatives
Emergency preparedness	Staff	Ensure staff are aware of how to act in emergency situations related to climate impacts e.g. snow, flooding, heatwaves	Health and wellbeing of staff; increased resilience of service delivery; expedited resolution of emergency situation

Business continuity	Staff	Ensure business continuity plans provide a robust solution for all anticipated climate change impacts, over multiple intensity/duration scenarios e.g. minor/major flooding for 1day/7days; 25°C for 3 days or 40°C for 18 days	Effective service delivery to residents; coordination of effort/ activity between NFDC/NFNPA/ HCC; efficient resource use; reduced stress for all stakeholders

NATURE RECOVERY PROGRAMME			
Activity	Priority Area	Objective	Co-benefits
Nature recovery in policies, strategies and decisions	BAU	Understand full implications of council activities on the natural environment and biodiversity	Safeguard ecosystem services; limit environmental damage and subsequent reparation; maximise carbon sequestration; reduce objections to plans/decisions
NFDC land studies	Biodiversity	Assess the size, variety and quality of natural space/habitats/ biodiversity on NFDC owned land, in addition to opportunities to deliver biodiversity net gain projects	Informed land use decisions; environmental protection and enhancement; potential for staff/public involvement in surveys
Habitat protection	Biodiversity	Create plans to safeguard existing habitats and areas of natural value e.g. maintenance, access, improvements, security	Environmental protection and enhancement; opportunities for biodiversity net gain; education and engagement
Habitat creation	Biodiversity	Actively create new habitats where conditions are favourable to encourage biodiversity net gain and/or connectivity or segregated habitats	Environmental protection and enhancement; opportunities for biodiversity net gain/species introduction; education and engagement for staff and public
Nature corridors / habitat banking	Connectivity	Explore opportunities for the creation of 'nature corridors' to facilitate the safe movement of biodiversity across physical or administrative boundaries. This could include initiatives such as 'habitat banking' to secure and invest in pockets of land for the purpose of connectivity and environmental improvement	Environmental protection and enhancement; opportunities for biodiversity net gain/species introduction; education and engagement for staff and public; external financial investment through habitat banking

Ecology infrastructure	Connectivity	Design and delivery of physical infrastructure to support habitats and biodiversity e.g. green bridges/tunnels for safe movement of animals across roads/built environments	Reduced roadkill; improved environmental quality; enhanced landscape character/aesthetics; education and engagement
Local partnerships	Connectivity	Continued engagement in local partnerships to ensure that natural habitats and movement of species are actively supported and not restricted by administrative boundaries	Shared responsibility; shared resources; broader engagement; access to a variety of funding streams; improved knowledge and understanding of the area
Local Plan / SPDs / Green Infrastructure Strategy	Stewardship	Adoption of a new Local Plan that prioritises sustainable land use and promotes ecological protection and enhancement. To be supported by, for example: Biodiversity SPD, Green Infrastructure Strategy, mandatory swift boxes, Climate Change SPD, nitrate and phosphate abatement	Improved natural environments; biodiversity net gain; enhanced ecosystem services; demonstration of climate leadership by planning authority
Maintenance / upkeep	Stewardship	Ensure maintenance policies and practices prioritise net environmental gain e.g. grass cutting schedule, electric equipment, long term plans, regular monitoring	Improved carbon sequestration; demonstration of climate leadership; improved air quality from electric equipment
Staff volunteering	Stewardship	Support and encourage staff to engage in nature projects	Improved health and wellbeing of staff; upskilling of staff; raised awareness of projects and outcomes; education of family and friends

PROGRAMME MANAGEMENT

Activity	Priority Area	Objective	Co-benefits
CC&NE principles embedded in NFDC culture and services	BAU	All activity to be sustainable by design and a prioritised deliverable for all services e.g. through corporate/service risk registers, service trajectories to net zero, new build corporate/ housing designed to be low carbon and climate resilient, delivering biodiversity net gain as standard e.g. Testwood Club, SUDs	Demonstration of climate leadership; shared responsibility across services; shared resources; reduced negative impact for future mitigation

Newsletters/updates	Communications	Keep staff and NFDC stakeholders informed of climate and nature information and activities	Staff/public education and engagement; greater uptake/support for projects; evidence log of activities; demonstration of climate leadership; recognition of services/ individuals for commitment to climate action
Staff/member training	Communications	Increase knowledge and understanding of carbon reduction, climate adaptation and nature recovery to ensure effective action and embedding of principles across council services	Staff engagement; staff retention; upskilling and improved effectiveness/efficiency of work
ForestNet resources	Communications	Create repository of climate and nature resources for use by staff and members e.g. technical information, guidance notes, impact assessment tool	Shared resources reduce dependency on Climate Change Manager; staff can improve knowledge and embed principles at convenient times
CCandNE Steering Group	Governance	Continued meeting of the Climate Change and Nature Steering Group to ensure robust governance of activities and provide support to services/officers in delivery services/projects sustainably. Governance framework to be reviewed annually.	Support/advice/guidance for staff; opportunity to raise awareness of issues/opportunities; improved communication and collaborative working
Portfolio Holder	Governance	Continued engagement with Portfolio Holder on climate, nature and sustainability issues/opportunities	Raise awareness of topics; provide information/support for public/member scrutiny
Decision making	Governance	Embed climate change, nature and sustainability principles in all decision-making processes of NFDC, including report templates, overview and scrutiny, impact assessments, procurement decisions etc	All activities are contributing to direct or indirect carbon reduction/climate adaptation/ nature recovery; improved transparency of long-term impacts of NFDC decisions
NFDC internal budget	Funding	Continued revenue budget for the delivery of actions to positively address the Climate Change and Nature Emergency	Funding for projects available when needed, avoiding short term or competitive funding streams

Central Government funding	Funding	Awareness and uptake of government funding streams where aligned to NFDC priority actions around climate, nature and sustainability	Reduced local funding requirement; recognition of support for Central Government initiatives
Private investment	Funding	Awareness of alternative external funding sources, including private investors, community investment and income generating initiatives	Reduced local funding requirement; recognition as a local partner for climate action; joint bid opportunities

Climate Change And Nature Emergency – External Area Action Plan 2023 Continued Into 2024/25:

CARBON REDUCTION PROGRAMME			
Activity	Priority Area	Objective	Co-benefits
Net zero infrastructure, investment and engagement	BAU	Demonstrate commitment to net zero carbon in the design and delivery of area-wide initiatives e.g. electrical infrastructure improvements, and support partners in understanding impacts and reducing emissions as a priority in all activities	Partnership working; demonstration of climate leadership; reduced carbon burden for future mitigation; progress against national and local targets; improved air quality and natural environments; contribution to reducing climate change
Solent Cluster	Industry	Engage with newly formed Solent Cluster partnership and support efforts to make the area a leading centre for low-carbon investment	Partnership working; local economic growth; protection of skilled jobs; creation of new employment opportunities; investment into carbon reduction technologies and initiatives
Industry engagement	Industry	Engage with businesses to facilitate carbon reduction, including manufacturing, energy generation and large marine companies	Partnership working; local economic growth; protection of skilled jobs; creation of new employment opportunities; investment into carbon reduction technologies and initiatives
Carbon capture and storage	Industry	Investigate opportunities for carbon capture and storage in and/or from the New Forest district area	Reduced area-wide carbon emissions; improved environmental quality; contribution to reducing climate change; job creation; investment into low-carbon technologies; recognition as a climate leader in the public sector
LTPS/LCWIP	Road Transport	Reduce travel through remote working and increase uptake of sustainable and active travel options where travelling to sites is unavoidable e.g. EV/ hydrogen/ULEV/walking/cycling/ public transport. Creation of sustainable travel plans and installation of bike racks and other sustainable travel infrastructure as part of ongoing building maintenance and investment plans	Health and wellbeing; resident/ visitor/business/staff engagement; congestion reduction; air quality improvement; water quality improvement; reduced roadkill; Reduced CO2e; reduced road congestion; improved health and wellbeing; increased patronage of local facilities including leisure; support for local green economy

EV charging network	Road Transport	Build network of EV chargers throughout NFDC area to increase uptake of electric travel to/through New Forest. Phase 2 of EV charger installations to be delivered in 2023, including electrical capacity	Reduce range anxiety; support residents in switching to EV; visitors supporting local businesses while charging
Public transport improvements	Road Transport	Partnership working with public and shared transport providers to increase uptake and efficiency of services e.g. ferries, busses, trains, taxis, community car schemes	Reduced CO2e; reduced road congestion; improved health and wellbeing; increased patronage of public transport services; support for local economy
Community Energy South	Homes	Establish a successful Community Energy Pathways Programme for the New Forest District Council area	Awareness and understanding of local energy issues; community engagement; community investment in renewable energy; increased renewable energy for NFDC area; upskilling of local residents
Retrofit / Greener Housing	Homes	Delivery of Greener Housing Strategy to improve energy efficiency, energy security, climate change resilience and reduced emissions of all homes within the NFDC district	Cost of living benefits for residents; improved living conditions/health and wellbeing; reduced fuel poverty; support of local green economy; reduced CO2e emissions; increased renewable energy generation/energy resilience; uptake of EVs; access to external funding; reputational benefits to NFDC
Local Plan	Homes	Work with developers to achieve schemes that maximise the ability for residents to access facilities/ employment/recreation by walking/ cycling, as well as enforcing sustainable construction and operation standards e.g. low carbon, local supply chain. New schemes should also include measure to promote good waste management e.g. appropriate space for segregated bins, RCV access	Improved health and wellbeing; reduced congestion; reduced CO2e; improved air quality

CLIMATE ADAPTATION PROGRAMME			
Activity		Objective	Co-benefits
Area risk assessment, adaptation plans and communications	BAU	Understand and communicate climate risks to residents, businesses and visitors and develop effective adaptation plans to ensure health and safety, particularly during extreme weather events	Upskilling staff; improved emergency preparedness; reduced health and safety/financial/legal/ reputational risk from climate change impacts
Built infrastructure	Flooding	Assess flooding risks (coastal/ river/surface water) to built infrastructure including buildings and roads. Ensure Local Plan requires new developments and those requesting permission for improvements to be resilient to climate change impact e.g. appropriate SUDs	Protect assets from physical damage; safeguard users of the built infrastructure; reduce legal/financial/ reputational risks from flooding; implementation of non-emergency adaptation measures; more efficient and cost-effective adaptation solutions
Natural infrastructure	Flooding	Assess flooding risks (coastal/ river/surface water) to natural infrastructure including trees and protected habitats	Biodiversity protection; implementation of non-emergency adaptation measures
Catchment partnerships	Flooding	Work with partners to ensure effective water and flooding management to reduce likelihood and severity of flooding incidents	Biodiversity protection; implementation of non-emergency adaptation measures; shared resources; join bids for external funding
Christchurch Bay / Harbour FCERM	Coastal Erosion	Continued delivery of projects within the Christchurch Bay / Harbour FCERM Strategy	Reduced risk; stakeholder engagement; identification of funding and resource requirements; protection of ecosystem services
North Solent SMP	Coastal Erosion	Continued delivery of projects within the North Solent Shoreline Management Plan	Reduced risk; stakeholder engagement; identification of funding and resource requirements; protection of ecosystem services
Durlston to Hurst SRM Programme	Coastal Erosion	Continued delivery replenishment projects within the Durlston to Hurst SRM Programme	Reduced risk; stakeholder engagement; identification of funding and resource requirements; protection of ecosystem services
NHS / Public Health	Heatwaves	Ensure that advice and guidance is available and appropriate to reduce to impacts of extreme heat on human health	Reduced risk to health and wellbeing; stakeholder engagement; identification of funding and resource requirements

Community Resilience Plans	Heatwaves	Work with health and community partners to ensure that robust plans are in place for residents, businesses and visitors to manage prolonged heatwaves effectively	Reduced risk to health and wellbeing; management of cost and availability of emergency measures; stakeholder engagement; identification of funding and resource requirements
Water Conservation	Heatwaves	Understand freshwater capacity and pressures for the NFDC area and create a proactive procedure for managing risk in the event of prolonged heatwaves	Reduced risk of water scarcity; stakeholder engagement; identification of funding and resource requirements

NATURE RECOVERY PROGRAMME			
Activity		Objective	Co-benefits
Nature protection, enhancement and partnerships	BAU	Understand full implications of activities in the New Forest District area on the natural environment and biodiversity	Safeguard ecosystem services; limit environmental damage and subsequent reparation; maximise carbon sequestration; reduce objections to plans/decisions; leverage external funding
Environmental surveys / data	Biodiversity	Assess the size, variety and quality of natural space/habitats/ biodiversity on non-NFDC owned land, in addition to opportunities to deliver biodiversity net gain projects	Informed land use decisions; environmental protection and enhancement; potential for staff/public involvement in surveys
Habitat protection	Biodiversity	Creation of, for example, Recreational Mitigation Strategies to reduce impact of new development on the natural environment	Environmental protection and enhancement; opportunities for biodiversity net gain; education and engagement
Habitat creation	Biodiversity	Actively support partners in the creation of new habitats where conditions are favourable to encourage biodiversity net gain and/or connectivity or segregated habitats	Environmental protection and enhancement; opportunities for biodiversity net gain/species introduction; education and engagement for staff and public

Local Nature Recovery Strategies	Connectivity	Work with others to establish key locations within the district for nature recovery projects. Input into the LNRS seeking to agree priorities for nature's recovery, map the most valuable existing areas for nature and map specific proposals for creating or improving habitat for nature and wider environmental goals	Safeguarding of ecosystem services across administrative boundaries; partnership working; access to external funding opportunities
Connectivity of strategic sites	Connectivity	Ensure the connectivity of strategic sites to ensure that biodiversity net gain and movement of species across and between areas is facilitated	Safeguarding of ecosystem services across administrative boundaries; partnership working; access to external funding opportunities; enhanced value of strategic sites to the local environment
Active travel/accessibility	Connectivity	Work with local transport partners, landowners and other stakeholders to improve access to/through green spaces via sustainable transport modes e.g. walking, cycling, EV	Connectivity and expansion of active travel routes; greater uptake of sustainable travel modes; support for local economy e.g. bike shops, cafes; reduced environmental impact of vehicular transport; improved air and water quality
Environment Act / regulations	Stewardship	Ensure plans/strategies/projects align with national, regional and local environmental regulations and objectives	Legislative compliance; access to government funding; demonstration of climate leadership; consistency with public sector peers
BNG Credits / habitat banking	Stewardship	Investigate opportunities for financial investment and associated benefits through the introduction of schemes such as Biodiversity Net Gain credits and habitat banking	Reduced local funding requirement; recognition of support for Central Government initiatives
Ecology without boundaries	Stewardship	Working with partners to ensure that conservation efforts are not hampered by administrative boundaries e.g. working with Bird Aware and partners in the Solent Water area to prioritise biodiversity across land in multiple ownership	Environmental protection and enhancement; opportunities for biodiversity net gain; education and engagement

PROGRAMME MANAGEMENT PROGRAMME			
Activity	Priority Area	Objective	Co-benefits
Residents, businesses, visitors support CC&NE principles	BAU	Increase local action on carbon reduction, climate change resilience and nature recovery, supporting sustainable behaviour change in communities and businesses.	Shared responsibility; partnership working; shared resources; reduced negative impact for future mitigation; environmental improvements
Social/online/print media	Communications	Provide climate and nature information to residents, businesses and visitors through online channels, traditional media. Ensure messaging is consistent with insights from Residents Survey 2022	Public education and engagement; greater uptake/support of projects; evidence log of activities for reporting; promotion of local action
External webpages	Communications	Ensure NFDC website provides up to date information and guidance on responding to the Climate Change and Nature Emergency - what the Council is doing and what residents/businesses/visitors can do	Public education and engagement; greater uptake/support of projects; partnership working; promotion of local action
Public events	Communications	Creation of new events and/or attendance at non-NFDC climate and nature events to raise awareness, gather feedback and provide information and guidance	Public education and engagement; greater uptake/support of projects; partnership working; promotion of local action
Carbon/climate/nature data	Data	Seek to improve the quality and accuracy of data used to monitor and communicate climate action	More accurate monitoring and reporting; possibility of external validation; better transparency of true impacts (positive and negative)
Public reporting	Data	Explore the use of public reporting platforms to communicate NFDC Council/Area actions to address the Climate Change and Nature Emergency	Raised awareness of NFDC Council/Area activities; reputational benefits; potential access to alternative funding sources

External verification	Data	External validation of NFDC Council/Area performance data	Raised awareness of NFDC Council/Area activities; reputational benefits; confidence in progress to date, awareness of underlying problems with data gaps/sources/ assumptions
Hampshire County Council	Partnerships	Continued work with HCC to maximise carbon reduction, climate adaptation and nature recovery in the New Forest, particularly around unitary services delivered by HCC in or on behalf of the NFDC area e.g. transport infrastructure, waste disposal etc. Alignment of activities and support for county-wide climate initiatives such as Retrofit and Pathways	Carbon reduction; climate resilience; consistent public messaging; complimentary programme development and delivery
New Forest National Park Authority	Partnerships	Continued work with the NFNPA to maximise carbon reduction, climate adaptation and nature recovery in the New Forest. Alignment and support for delivery of the Re:New Partnership Plan	Carbon reduction; climate resilience; consistent public messaging; complimentary programme development and delivery
Professional Organisations	Partnerships	Membership of professional networks/organisations such as IEMA, LGA, HCOG to maintain up to date industry knowledge and maximise partnership working opportunities	Raised awareness of NFDC Council/Area activities; reputational benefits; potential access to alternative funding sources

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Cabinet – 1 October 2025

Medium Term Financial Plan - Scene setting

Purpose	For Decision
Classification	Public
Executive Summary	This report • Presents the latest medium-term financial plan (MTFP) of the council. • Considers the initial development of the MTFP for the General Fund and Housing Revenue Account (HRA) including the factors that will influence its delivery and that of the annual budget strategy 2026/27. • Proposes a financial strategy to support the delivery of a legally balanced budget for 2026/27. • Proposes a budget planning process and timeline for key financial reports.
Recommendation(s)	Cabinet are asked to recommend to Council that the: 1. Council's MTFP continues to be prepared on a going-concern basis, until such a time that LGR plans for the District are backed by appropriate legislation 2. revised MTFP forecasts, as outlined within the report and appendices be adopted. 3. options identified to close the budget gap for 2026/27 and through to 2029/30 are developed further. 4. reporting timeline as set out in paragraph 82 be agreed. 5. proposed car parking fees and charges from 1 January 2026 as referenced in paragraph 53 and detailed in appendix 5 are approved. 6. proposed Keyhaven river fees and charges from 1 January 2026 as

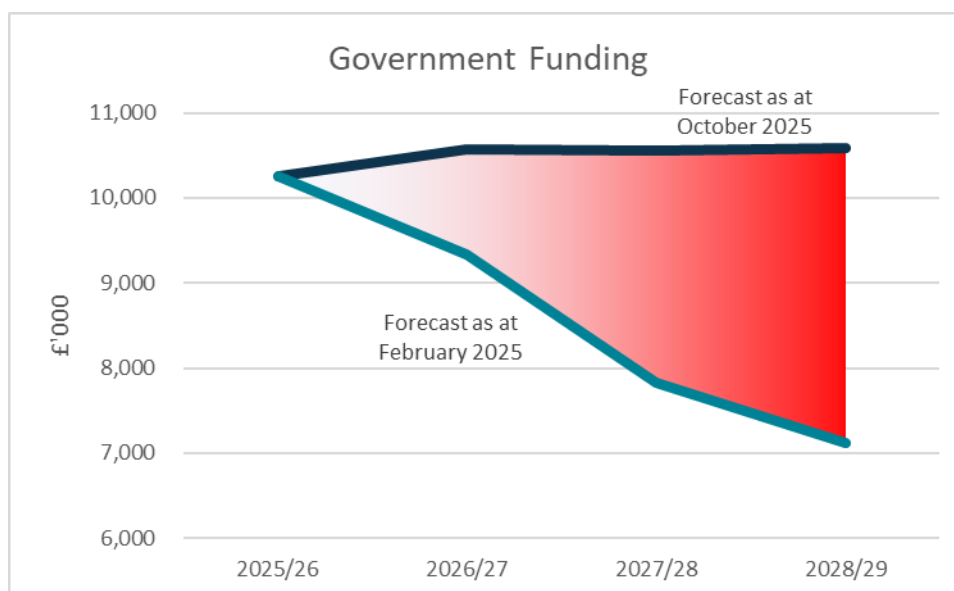
	referenced in paragraph 54 and detailed in appendix 6 are approved.
Reasons for recommendation(s)	To comply with accounting codes of practice and best practice which requires councils to have a rolling multi-year MTFP. To provide Cabinet with the latest high-level overview of the MTFP. To present a proposed financial strategy to support the delivery of a balanced budget for 2026/27. To ensure fees and charges decisions are taken in line with the Council policy.
Ward(s)	All
Portfolio Holder(s)	Councillor Jeremy Heron - Finance & Corporate
Strategic Director(s)	Alan Bethune – Strategic Director Corporate Resources & Transformation (Section 151 Officer)
Officer Contact	Paul Whittles Assistant Director - Finance 02380 285766 paul.whittles@nfdc.gov.uk

Introduction and background

1. The Council's financial strategy seeks to achieve a medium-term financial position that creates additional financial resources through the crystallisation of efficiencies and the generation of additional income to ensure the alignment of overall resources to corporate priorities. Financial stability over the medium-to-long term has underpinned the Council's financial strategy, with due consideration being given to the potential implications that the Fair Funding Review, Business Rate Reset, and national rent setting policy will have on this Council. The Council has understood the need to consider its overall organisational business model in order to ensure the future protection of its services whilst seeking to align the financial plan to ensure delivery of key priorities as outlined in the Corporate Plan and facilitate the orderly transition of services into the new unitary authority as part of Local Government Reorganisation.

2. Actions need to commence on the development of future years' budgets. To support this work, it is necessary that an assessment is made of the likely financial scenario based upon latest available information. To help support the important work of Portfolio Holders and officers in developing future plans, the future outlook and the current uncertainties are set out within this report and a prudent forecast set out through the appendices.
3. As predicted the Government provided a one-year funding settlement for 2025/26. When setting the 2025/26 budget, the council also anticipated the impact on its total Government determined resources would be a significant reduction from £10.3 million in 2025/26 to £7.1 million in 2028/29 largely due to the impact of the Fair Funding Review. Subsequently, the Government has announced the first multi-year settlement in 10 years will be forthcoming from 2026/27 as part of a streamlined approach to funding local government. This in turn should provide councils with greater certainty and flexibility to plan and resource local requirements over the medium term. Furthermore, the initial outlook regarding the Fair Funding Review is significantly improved, with the latest advice forecasting a potential increase in total Government funding from £10.3 million in 2026/27 to £10.8 million in 2029/30. Whilst this represents a potential significant positive shift in the Council's medium-term financial position, the government are currently analysing Fair Funding Review consultation responses, which will include significant representations from authorities who are now forecasting unplanned reductions in their financial settlement position. We cannot therefore be assured of any government backed financial position until the provisional settlement is released during December as illustrated by the potential range in Figure 1.

4. **Figure 1 – Potential Range of Government Funding**



5. Much of the Council's focus since the release of the English Devolution white paper in December 2024 has been on the engagement in the development of a case for change document, due to be presented to the Council and Cabinet later this month. As we move through the LGR process, the future of the District Council will become clearer, until ultimately legislation confirms the end point of the Council and the forming of a new authority covering the New Forest's administrative boundary. Until such a time as that change is backed by legislation, the Council must continue to plan its financial position over a medium-term period, on a going-concern basis.

Economic Commentary

6. The Bank of England's base rate peaked from the historic low of 0.1% in March 2020 at 5.25% between August 2023 and July 2024. In the subsequent period the rate has steadily been cut by 0.25% on five occasions to its current 4.0% rate with further gradual cuts predicted.
7. Changes to the base rate can impact our investment returns and borrowing rates of interest. Furthermore, interest rate changes affect individual's ability and motivation to borrow or save and can impact significant household costs such as mortgages and therefore the amount of disposal income available which may impact some of the council's support costs and revenue streams respectively.
8. The National Employers Pay Award offer for 2025/26 has been agreed with all NFDC pay points increasing by 3.2%. The 2025/26 approved budget (both for General Fund and HRA) included adequate provision. A similar approach will be taken for 2026/27 with a pay award contingency of £249,000 in the General Fund and £111,000 in the HRA.
9. The General Fund Medium Term Financial Plan has been populated using the most up to date information currently available covering the period to 2029/30. The final implementation of the Fair Funding Review and final design of the Business Rate Retention Scheme including the timing of the initial reset, and frequency thereafter of partial or full resets, and the ultimate proportion of rates to be retained by the District Council, has the potential to significantly amend the funding figures currently forecast. However, at this stage the forecast from our financial advisory service regarding the total amount of government funding is potentially not as detrimental as previously envisaged.
10. The Housing Revenue Account section of the report sets out the specific and unique challenges faced by this ring-fenced account, and begins to introduce some of the key considerations, including

rent levels, that need to be factored into the production of a balanced budget for 2026/27, and over the medium-long term.

11. The Council's overall financial planning needs to take into account inflation and the current cost of living faced by its residents and tenants when making difficult decisions on proposed Council Tax, Rent and Fees and Charges. The Consumer Prices Index (CPI) was 3.8% as at July 2025.
12. The report hereafter is split into 2 distinct sections before concluding as a single item. The first considers the General Fund (paragraphs 13 to 60), and paragraphs 61 to 76 considers the Housing Revenue Account.

The General Fund

Funding Assumptions over the Medium Term (Appendix 1)

13. Ongoing annual funding support from Central Government is still uncertain albeit we expect a multi-year settlement to be announced this December. Furthermore, we await the outcome of the Fair Funding Review consultation undertaken by MHCLG this summer, which is due imminently. The expected clarity regarding future arrangements will ultimately be provided in the provisional finance settlement, at some point in December 2025.
14. The 2025/26 final settlement included a grant regarding the increase to National Insurance costs (£155,000 to the General Fund) and a funding guarantee grant (£676,000). The Council also received New Homes Bonus (NHB; £36,000) in 2025/26. No specific further funding from these sources is currently included within the MTFP forecast. Retained business rate growth has also been removed. Instead, the forecast contains a single revenue support grant funding source, as the government intends to simplify local government funding as part of the Fair Funding Review and offer protection to authorities who have accrued business rate growth before any redistribution takes effect.
15. This anticipated simplification, plus increased confidence that the District shall not be as negatively impacted as previously forecast, means the previous tapering of Retained Business Rates has been removed. This provides the council with a £1.2 million improvement to the 2026/27 position alone, increasing to £3.6 million by 2029/30. This all remains subject to confirmation in the provisional settlement, which may be influenced by the government's reaction to feedback from authorities who have seen a far more adverse impact to the revised methodology than NFDC.
16. The Council's base budget for 2025/26 also includes Flexible Homelessness Support Grant and specific other homelessness

prevention grants, totalling £1.732 million. For the time being, the base scenario assumes the grants will be static over the period, and in any case, at the point grants are reduced, fixed term resource positions would need to end (unless the Council takes the decision to continue and fund accordingly). Any reduction in resource in this area would be subject to evidence-based decisions based on costs of preventative measures, as against cost of statutory duty of care reactionary responsibilities.

17. In recent years, the Council has followed the central government directive that local tax should be used to support local services. As the cost of services increases, so must local taxation. The Council has no say on the setting of business rates but does have the statutory responsibility to set a level of Council Tax for the oncoming financial year. The outcome of the Fair Funding Review and subsequent finance settlement will determine the current allowable government parameter for an increase, before a referendum is necessary. For this Council, it is likely to be either £5, or 2.99% on a Band D equivalent. This updated MTFP follows on from the previously established position, assuming that the Council makes use of the allowable pre-referendum increases. The tables below show the impact of the £5 and 2.99% increase on the band D level, and the total impact this has to the Council Tax collected and retained by NFDC. At this time, until clarity is provided, the assumption in the MTFP workings is the lower threshold of £5.

18. **Table 1a – Council Tax with ongoing £5 increases**

	2026/27	2027/28	2028/29	2029/30
Annual level £	209.79	214.79	219.79	224.79
Increase %	2.44%	2.38%	2.33%	2.27%
Increase £	5.00	5.00	5.00	5.00
Value of increase £	365,485	367,313	369,149	370,995

19. **Table 1b – Council Tax with ongoing 2.99% increases**

	2026/27	2027/28	2028/29	2029/30
Annual level £	211.92	218.25	224.78	231.50
Increase %	2.99%	2.99%	2.99%	2.99%
Increase £	6.15	6.34	6.53	6.72
Value of increase £	449,723	465,485	481,800	498,687

Budget Requirements over the Medium Term (Appendix 2)

Pay & Price Increases

20. Increases in costs are expected to total £2.880 million over the next 4-year period.
21. The assumptions include the following areas of pay and price increases;
 - a. Annual Pay Award of 3.2% (based on latest 2025/26 increase)
 - b. Incremental progression
 - c. Insurance, Utilities, Fuel and Maintenance inflationary cost increases

Budget Adjustments Relating to one-off Items

22. There is a £40,000 budget reduction in 2026/27 following the removal of the one off investments in reviews associated with commercial waste and glass collection rounds, both budgeted to cost £20,000 in 2025/26.

Waste Collection

23. The budget shows a net reduction of £795,000 in 2026/27 albeit there are a number of changes to specific elements within the service outlined further below.
24. One off transitional funding will cease to be required following the significant investment in the new waste service during 2025/26, reducing by £688,000 in 2026/27 and a further £154,000 in 2027/28.
25. New permanent ongoing resources are budgeted to fund a narrow round service (£95,000) and a waste supervisor (£45,000).

26. To minimise disruption from staff turnover and recruitment and to ensure service delivery is maintained, the budget allows for the continuation of market supplements to be paid to Waste and Street Scene drivers (£116,000).
27. Subject to the outcome of the behind the gates collection trial and a review of the financial implications of any further actions, there may be an additional budget required to fund the full implementation of this revised policy position.
28. The budget takes into account the council's expectation that new burdens funding totalling £1.5 million regarding food waste in 2026/27 will offset new costs to deliver the service. Furthermore, grant funding from the Extended Producer Responsibility (EPR) scheme is expected to continue. Correspondence from DEFRA suggests the amount received in 2025/26 shall be greater than the original £1.175 million minimum guaranteed amount. We await confirmation of the 2025/26 value and discussions are ongoing to understand the future value of this seemingly unstable funding source.
29. At this early stage, whilst crews are either still on the learning curve, or about to embark on new service rounds and routes, the service is not yet running at its most efficient point. Financial forecasting now is therefore difficult, but will become clearer as we get nearer to the formal setting of the budget in February.

New Budget Requirements, Alignment of Budget to Priorities and Other Matters Arising

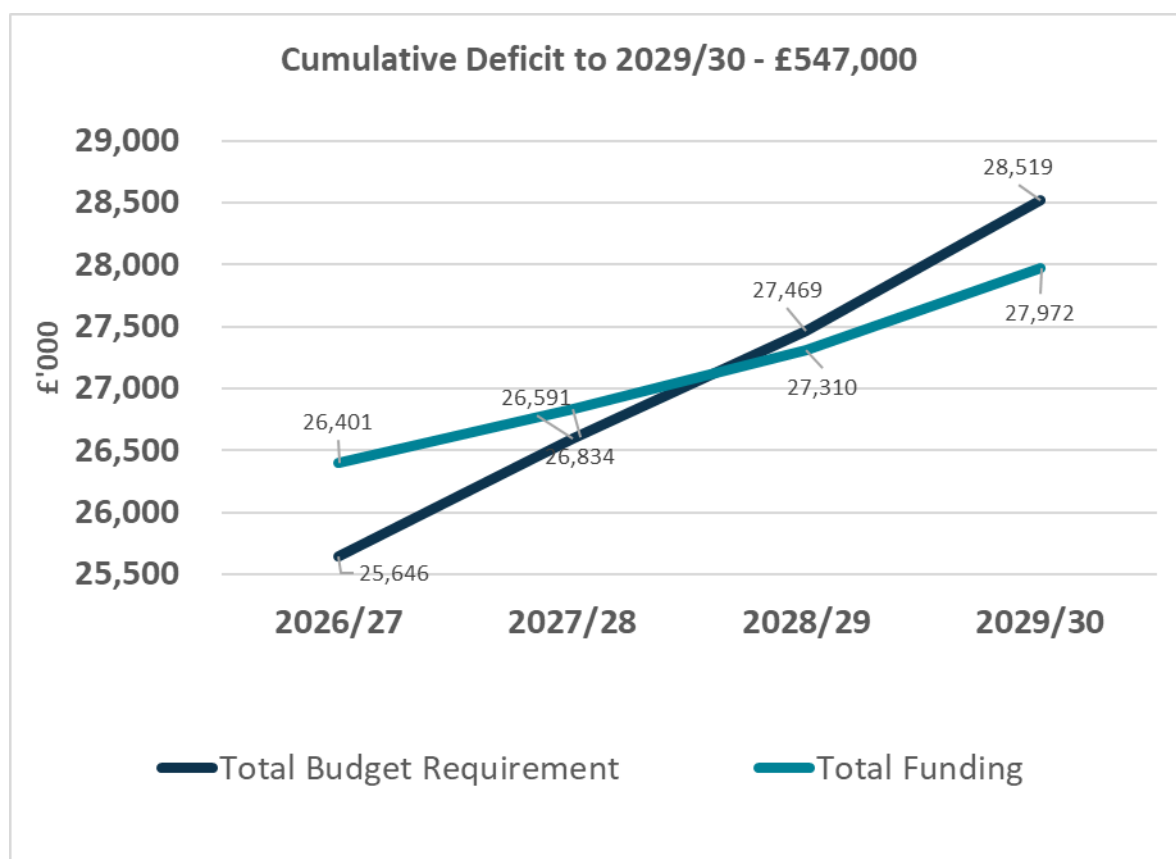
30. An additional £45,000 is being invested to enhance the council's complaint handling resources.
31. Additional ongoing cleaning resources regarding Public Conveniences, totalling £61,000 is included.
32. The Council must remain mindful of budget pressures faced by the Council County, as decisions by the County in order to address their budget deficit are very likely to have a direct effect on the district. The District Council must maintain a strong position in terms of statutory responsibilities and remain mindful that the District Council has its own budget deficit and corporate plan priorities to address.

Bringing together the Funding Assumptions and Budget Requirements

33. The overall forecast deficit across the MTFP, taking into the account the funding assumptions and necessary budget movements totals £547,000 by 2029/30. For valuable context, the General Fund

budget set for 2025/26 was £25.509 million, so the deficit represents a gap equivalent to 2.14%. Conscious of the levels of uncertainty regarding future Government funding until confirmation is provided through the annual financial settlement, it is vitally important that the Council continues to pro-actively address this funding deficit and create valuable headroom for resources to be directed towards the delivery of corporate plan priorities, which will undoubtedly include difficult decisions on service delivery, Council Tax and Fees and Charges yield over the period.

34. **Figure 2 – Cumulative Deficit to 2029/30**



35. **Table 2 – Cumulative Budget Deficit**

	2026/27	2027/28	2028/29	2029/30
Estimated Cumulative Budget Surplus (-) / Deficit - £	-755,000	-243,000	159,000	547,000

Financial implications yet to finalise / address

36. In the lead up to the creation of the new unitary council additional resources will be required to ensure safe and legal transition. Work

is currently ongoing to determine the extra level of resource capacity required across all council functions.

37. As already documented from paragraphs 23 to 29, the new Waste service is establishing itself. Consequently, full clarity on the new budget requirement for future years is not yet known and resources may need to be significantly adjusted once the transition roll out has concluded and the new ways of working are fully defined. This will need to include any additional "behind the gate" collection costs which could be substantial.
38. Additionally, within the Waste service, there remains uncertainty regarding Food Waste new burdens funding and the ongoing Extended Producers Responsibility funding. The 2026/27 budget currently forecasts £1.5 million and £1.175 million respectively.
39. The level of investment in the Council Corporate Priorities need to be quantified and validated, including:
 - a. the implementation of the Strategic Asset Management Plan
 - b. the conclusion of the Local Plan
 - c. Capital Programme investment including CIL project delivery
40. Despite the steady reduction in the Bank of England base rate and the impact on investment interest rates, the Council has been able to achieve greater than budgeted returns from its treasury management activity. Further work is required to determine the ongoing level of interest the council shall receive
41. The council will need to invest significant resources to support the Nationally Significant Infrastructure Project (NSIP) within the Waterside area. The current strategy is to recoup this investment from matched funding but there remains the risk that this may not be fully achieved.

Financial Strategy and Options Identified to Address the Budget Deficit (Appendix 3)

42. In order to address the forecast deficit, ensure available resources to support the activity in paragraph's 36 to 41, and provide additional headroom for investment to 2029/30, the Council's financial strategy over the medium-term period extends to:
 - a. The development and delivery of a structured approach to Council wide Transformation. Delivering a more customer centred and cost-efficient Council, focussing on digital capability, consistency and a skilled and motivated workforce. This will include, for example;

- i. digital and cost-effective corporate back-office solutions to our customers, whilst maintaining customer choice in how services are accessed
 - ii. Providing capacity across the organisation by streamlining and joining up activities to enable the adjustment of resources to meet corporate plan priorities
 - iii. Identifying commercial opportunities to improve income
 - iv. Getting best value from Council assets and considering the impact of new ways of working in accordance with adopted people and asset strategies.
 - b. The release of accrued short-term reserve balances to provide funding for additional fixed-term resource requirements, and the supporting of a balanced budget over the MTFP period as necessary,
 - c. The utilisation of reserve balances (and when necessary external borrowing) to invest in assets and assist in supporting a vibrant and robust New Forest Economy, whilst targeting valuable additional income,
 - d. Ensuring strategies developed through the corporate framework appropriately feed into the Council's financial strategy; and
 - e. Investment in an approach to financial planning and spending that reflects the Council's declaration of a Climate and Nature Emergency.
43. The options identified to close the forecast deficit include:
- a. Exploring the generation of additional investment income through the delivery of the enhanced treasury returns and Property Strategies.
 - b. A pro-active fees and charges yield programme.
44. There is plenty to be done to crystalise the options that will ultimately support the delivery of a balanced budget over the Medium Term.
45. The Budget Equalisation Reserve balance of £2.699 million is available in principle to plug short term budget gaps. Use of this reserve is only a short-term fix however, as reserves can only be used once, they do not represent a long-term fix to the deficit over the period.

Council Tax Assumptions and the Application of Premiums

46. The base assumption in the MTFP is that the Council continues to apply maximum allowable discretion on Band D Council Tax

increase, before the referendum limits set in. These increases over the period have the potential to generate an additional annual income of £1.473 million by 2029/30.

47. Council in February 2024 approved the formal determination as required by the Levelling up and Regeneration Act 2023, to apply Council Tax premiums to dwellings occupied periodically and long-term empty dwellings, for implementation from 1 April 2025. Based on the 2025/26 available data, the MTFP includes an additional £100,000 in 2026/27.
48. The MTFP assumes that the Council will look favourably on revenue raising powers made available to it by Central Government and will seek to include the positive financial impact of any legislative changes within future iterations.

Fees and Charges

49. Fees and Charges have a significant role to play in assisting the Council achieve a balanced budget, and in providing the necessary finance for service delivery and enhancements. The Council aspires to continually develop and improve front line service delivery and continues to offer more to the residents and visitors of the New Forest.
50. The Fees and Charges policy agreed February 2024 to support the MTFP assumed that growth in Fees and Charges over the period 2024/25 to 2026/27 will amount to 20% (broadly equating to 6.3% per year if annualised). Specific requirements were placed on Portfolio Holders to:
 - a. review their discretionary fees and charges to ensure they remain competitive, to ensure they account for increased costs in running and delivering services, and to ensure that the fee increases in 2024/25 have improved income levels as intended and will provide income growth to the Council over the 2 next financial years (2025/26 and 2026/27) equivalent to 20% across the 3 year period.
 - b. review their fees and charges which are the subject of cost recovery regulations, to ensure that proposed charges meet the increased costs of running services and provide for full cost recovery.
51. Fee decisions for 2026/27 for implementation from 1 April 2026 will be included within the February 2026 Budget setting report, with a decision on charges being made by the Council.
52. Fee decisions for 2026/27 for implementation after 1 April 2026 (an in-year decision), up to a cumulative 20% on the 2023/24 baseline

fee will be taken as a Portfolio Holder Decision. Any proposals outside of this rate will be referred to the Council for a decision. The decisions taken by Portfolio Holder will be reported to the Council at the earliest opportunity.

53. In support of the MTFP fees must look to keep abreast of inflation, and local benchmarks.
54. The MTFP currently includes adjustments reflecting the net additional contractual income arrangements regarding leisure and glass recycling of over £400,000 across the period. Additionally planning income is forecast to increase by £170,000 over the medium term.
55. A recommendation to increase car parking fees and charges broadly in line with CPI from 1 January 2026 is included in this report with full details contained in Appendix 5. The revised fees and charges are anticipated to generate around £132,000 of additional income which will support the current in-year variation, and the overall yield target included in the MTFP. The overall income budget has been rightsized to the new total income figure.
56. A recommendation to increase Keyhaven river fees and charges from 1 January 2026 is included in this report with full details contained in Appendix 6. The proposed fees for implementation from 1 January 2026 are forecast to deliver £8,000 of additional income to the 2026/27 financial year. The overall income budget has been rightsized to the new total income figure.
57. These fee increases and their financial benefits will contribute to the council's fees and charges growth target of £300,000 per annum.
58. The council's treasury management activity has resulted in interest earnings greater than budget in recent years. This is due to the relatively high interest rates that have been experienced. Whilst these interest rates are steadily reducing the council is confident it shall still meet its budgeted amount in 2026/27.

Budget Consultation

59. The Resources and Transformation Overview and Scrutiny Panel established a Financial Strategy Task and Finish group when the panel met 26 June 2025. The group is set to run between September and November. Feedback from the Group will be given to the Overview and Scrutiny panel at its meeting in November.
60. In keeping with prior years, prior to the adoption of the budget by Council in February, the panel will also receive an overview of a few specific and key variable elements within the budget, namely the

asset maintenance and replacement programme, and Capital programme.

61. The Council is required to run an annual budget consultation with business rate payers. A consultation is planned take place during November / December 2025.

The Housing Revenue Account (HRA)

Budget Requirements over the Medium and Long Term (Appendix 4)

Pay & Price Increases (Medium Term)

62. Increases in costs are expected to total £3.560 million over the next 4-year period.
63. The assumptions include the following areas of pay and price increases;
 - a. Annual Pay Award of 3.2% per annum (based on latest 2025/26 increase)
 - b. Incremental progression.
 - c. Fuel and Energy Cost increases
 - d. An increase in materials and hired services

Greener Housing (Long Term)

64. The Greener Housing Strategy 2022-2032 was adopted by the Council on 11 July 2022. While final costs are still uncertain, assuming an average £25,000 cost per property the total bill could be upwards of £125 million through to 2050. Funding for this programme of works has been factored into the 30-year HRA Business Plan.

Housing Delivery Plan (Medium - Long Term)

65. The Council has a target to deliver 600 new affordable homes by March 2026, which represented an expectation of District Council ownership of around 50% of affordable homes supply brought forward by developers from the local plan sites. 375 NFDC owned homes have been delivered to date with 88 in the pipeline for 2025/26, and a further 117 scheduled for completion by 2028/29. External / Internal financing of this programme has been factored into the medium-term forecast.

Other New Budget Requirements (Medium Term)

66. To meet the medium-term Government target of all Council owned housing properties having an energy performance certificate rating of C by 2030, the projected cost is an additional £9.3 million on top of existing capital programmes. The programme is reflected in the updated 30-year HRA Business Plan, and in future Medium Term Financial planning. There is currently a government consultation open to review HRA rent convergence. If agreed by central government in due course this will allow the council to increase rents above CPI+1% up to a maximum monetary amount, such as £1, £2, or £3 per week before arriving at the ceiling, or formula, rent per property. However it must be noted that the charge gap across the district is not always as high.
67. An internal review to understand increased expenditure on the turnaround of empty (void) council properties for re-letting has now completed. The outcome of this review has resulted in a reduction of the time taken to relet empty properties. This will have medium term impacts on existing budgets with increased rental income and less expenditure.

Income Assumptions over the Medium Term and their Longer-Term impact

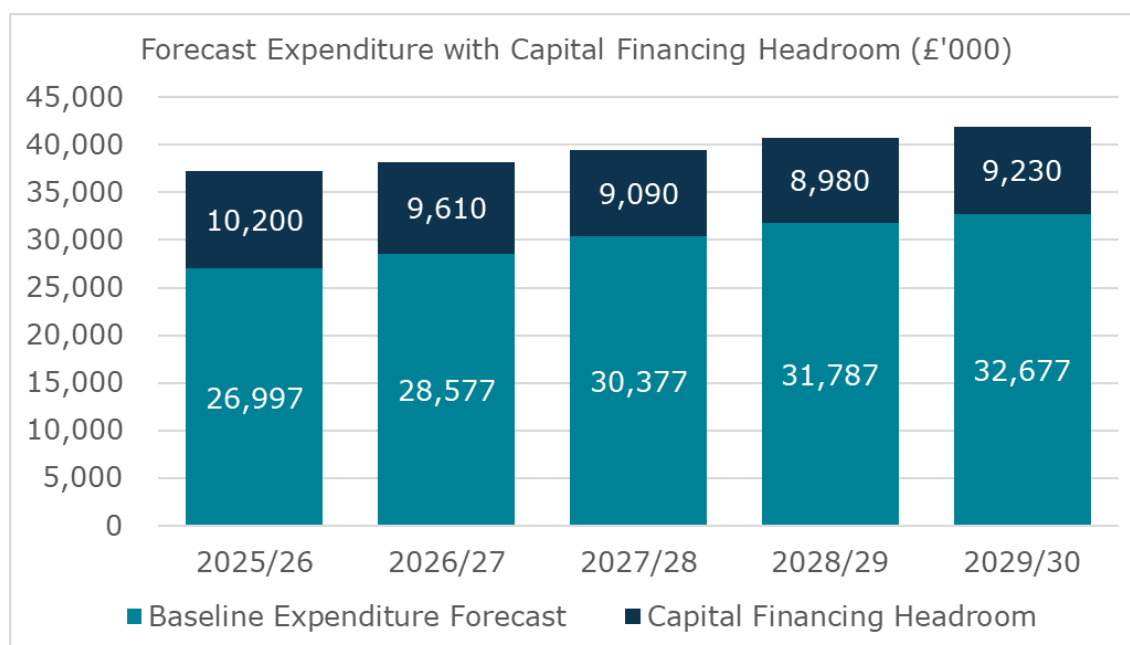
68. Current indications are that Government guidelines will allow rent increases of CPI +1% until 2035/36.
69. The level of proposed rent for the 2025/26 financial year will ultimately be a Council decision in February 2026, to take effect from 5 April 2026.
70. As the budget preparation cycle progresses, factors such as the number of tenants in receipt of Housing Benefits and Universal Credit, which ultimately seek to cover the cost of accommodation, as against tenant numbers who do not, will be carefully considered. At present, approximately 66% of all housing tenants receive index linked state support.
71. External factors, such as rent levels currently applied across the district within the private rental market will also be considered as social and affordable rent should fundamentally be set in the context of the wider housing market.
72. Energy and other communal costs incurred within the HRA are generally largely recovered by service charges to individual tenants.

Overall Summary and the 30 Year Business Plan

73. The forecast budget adjustments and expenditure priorities as outlined above create a potential for reduced Capital Financing Headroom within the HRA (how much the HRA revenue budget can

support the financing of the Capital Development Programme), equivalent to circa £590,000 in 2026/27 compared with 2025/26 available resources. This will necessitate a review of the overall capital programme even before building in the full impact of the greener housing programme requirements to 2050.

74. **Figure 3 – Forecast Expenditure with Capital Financing Headroom**



75. The Council engages with an external consultant to assist with the preparation of its 30-year HRA business plan. The 30-year business plan was summarised as part of the budget setting for 2025/26 and is under further review now that clarity has been gained on long - term major repairs, replacement programmes and decarbonisation costs. The Plan itself will come forward separately, but it continues to help shape the forecasts as we look forward over the longer-term.
76. The Greener Housing Budget will need to take account of projected additional spend of over £9 million required to upgrade homes by 2030, and an additional circa. £125 million to decarbonise the stock ahead of 2050. Following recent structural changes in the housing maintenance service this decarbonisation work is being amalgamated with replacement programmes (kitchens, bathroom etc.) to gain maximum efficiencies in property upgrades. Whilst there is scope to offset some of these additional costs with grant funding there has been no announcements of future Government funding schemes beyond 2025. The Council continues to lobby the government to make significant grant funding available.
77. There are clearly significant competing demands on HRA resources at this time, whether that be regulated maintenance quality

standards, health and safety compliance standards, the projected required spend of over £9 million to meet the EPC C 2030 target, the net zero carbon 2050 target, or the continued priority to deliver additional Council owned homes. In light of the significant external factors placed on the HRA, including an interest rate that has steeply risen from a 13-year average of less than 0.5% to a new level in the region of 5% and high inflation, internal discussions are ongoing to ensure the Council correctly align financial resources available and decisions taken through the Council's decision making process, working towards the achievement of a sound budget for 2026/27 in February 2026, with the 30-year HRA Business Plan to follow.

Budget Consultation

78. New legislation regarding social housing reform is not likely to significantly impact budgets for 2026/27, although there will be a requirement to increase the training budget due to the requirement to have qualified managers and staff in key roles. However, future years spending and budgeting for the HRA will need wider review, scrutiny and consultation with tenants as part of our commitments in the Tenant Engagement Strategy.
79. The Housing and Communities Overview and Scrutiny Panel will consider the HRA Medium Term Financial Plan and the detailed 2026/27 HRA budget in January 2026.
80. The Tenant Involvement Group will consider the HRA Medium Term Financial Plan in the Autumn and the detailed 2026/27 HRA budget in January 2026.

General Fund and HRA Reserve Balances carried into 2025/26

81. The Council holds a number of reserves on its balance sheet for a variety of purposes. Reserves that support the Council's future planning and financial sustainability are summarised below;
 - a. Budget Equalisation Reserve - £2.699 million (General Fund)
 - i. Available to protect the council against any unforeseen budgetary pressures. Given the uncertainty regarding the level of Government funding over the medium-term and the additional resources required to support a successful Local Government Reorganisation this remains a key reserve to ensure the council's financial stability.
 - b. Corporate Priorities Reserve - £1.846 million (General Fund)

- i. Supporting our Waste service rollout (£346,000) and Strategic Asset Management Plan implementation (£1.5 million).
 - c. Capital Programme Reserve – £8.432 million (General Fund)
 - i. To fund the council’s capital programme, which is to be determined for 2026/27 as part of this setting budget process, noting the council already has an ongoing commitment to replacement of vehicles.
 - d. Capital Receipts Reserve £5.142 million (HRA) and;
 - e. Acquisitions and Development Reserve £5.787 million (HRA)
 - i. Both are used to support the Housing Public Sector Capital Programme
82. Use of reserves are only a short-term fix, as reserves can only be used once, consequently they do not represent a long-term funding source for ongoing council activity.

Reporting Timeline

83. It is important that the Medium-Term Financial Planning of both the General Fund and HRA supports the ambition of the Council and remains driven by the objectives set out in the Corporate Plan. The organisation must be able to support both and must remain vigilant and susceptible to change. A timeline is set out in Table 3, paragraph 82, for Overview and Scrutiny and Cabinet which supports the development of the MTFP, through to the final setting of the 2026/27 budget.

84. **Table 3 – Reporting Timeline**

Item	Date	Meeting	Report
1	20 November 2025	Resources and Transformation Overview and Scrutiny	Financial Strategy Task and Finish Group feedback
2	25 November 2025	Housing portfolio holder briefing	Budget update
3	3 December 2025	Cabinet	Medium Term Financial Plan (MTFP) Update
4	8 January 2026	Tenant Involvement Group (TIG)	Budget update
5	21 January 2026	Housing and Communities Overview and Scrutiny	Proposed Housing Revenue Account (HRA) Budget 2025/26

6	22 January 2026	Resources and Transformation Overview and Scrutiny	Asset Maintenance and Replacement Programme (AMR) and Capital Programme 2026/27 Capital Strategy 2026/27 Budget update
7	23 January 2026	Audit Committee	Investment Strategy Treasury Management Strategy
8	4 February 2026	Cabinet	Capital Strategy 2026/27 Community Grants 2026/27
9	18 February 2026	Cabinet	AMR and General Fund Capital Programme 2026/27 MTFP and Budget 2026/27 HRA Budget and the housing sector capital expenditure budget

Corporate plan priorities

85. The Council's Medium Term Financial Plan sets out to align the financial resources available to meet and deliver on Corporate Plan Priorities. More will be done on this as the budget preparation process evolves, heading towards the February 2026 adoption date.

Options appraisal

86. The Council's Medium Term Financial Plan sets out to provide options in the ultimate achievement of a balanced budget. As noted, some options will be more or less palatable than others as the process evolves, but key to a sound MTFP is that decisions are taken in the context of the medium-long term, not the short-term.

Consultation undertaken

87. Internal consultation between finance officers, service managers and budget holders has informed the latest assumptions included in the report and will continue throughout this process.
88. Additional consultation with the Financial Strategy Task and Finish Group and portfolio holders will occur throughout September, October, and November 2025.

Financial and resource implications

89. This is a financial report; therefore, all financial and resource implications are contained within the body of the report.

Legal implications

90. The council has a fiduciary duty to its taxpayers to be prudent in the administration of the funds on their behalf and an equal duty to consider the interests of the community which benefit from the services it provides.
91. It is the responsibility of councillors to ensure the council sets a balanced budget for the forthcoming year. In setting, such a budget councillors and officers of the council have a legal requirement to ensure it is balanced in a manner which reflects the needs of both current and future taxpayers in discharging these responsibilities. In essence, this is a direct reference to ensure that Council sets a financially sustainable budget which is mindful of the long-term consequences of any short-term decisions. This is still the case as we work through the current LGR timeline.
92. As a billing authority, failure to set a legal budget by 11 March each year may lead to intervention from the Secretary of State under section 15 of the Local Government Act 1999. It should however be noted that the deadline is, in reality, the 1 March each year to allow sufficient time for the council tax direct debit process to be adhered to.
93. Upon approval of the revised fees and charges for the Council's car parks, the Council will follow a legislative requirement to openly advertise the proposed new fees, before ultimately amending the Council's Parking Order. This will be overseen by the Council's legal department, working with instruction from the Service Manager with responsibility for Car Parks.

Risk assessment

94. None at this stage.

Environmental / Climate and nature implications

95. None at this stage, although it is worthy to note that the Council's Medium-Term Financial Planning will need to seek to support the delivery of the Council's Climate and Nature Action Plan.

Equalities implications

96. None at this stage.

Crime and disorder implications

97. There are no direct implications regarding crime and disorder as a result of this report.

Data protection / Information governance / ICT implications

98. There are no direct implications regarding data protection, information governance or ICT as a result of this report.

Appendices

Appendix 1 – Medium Term Financial Plan 2026-2030 - Summary of Resources

Appendix 2 – Medium Term Financial Plan 2026-2030 - Summary of Budget Requirement

Appendix 3 – Medium Term Financial Plan 2026-2030 – Options Identified to Close Budget Shortfall

Appendix 4 – Housing Revenue Account Medium Term Financial Plan 2026-2030 - Summary of Budget Requirement 2026/27-2029/30

Appendix 5 – Car Parking Proposed Fees and Charges from 1 January 2026

Appendix 6 –Proposed Keyhaven river fees and charges from 1 January 2026

Background Papers:

[Cabinet 19 February 2025 – Budget Reports 2025/26](#)

Housing Revenue Account Budget and the Housing Public Sector Capital Expenditure Programme 2025/26

Medium Term Financial Plan and Annual Budget 2025/26

APPENDIX 1

MEDIUM TERM FINANCIAL PLAN 2026 - 2030					
SUMMARY OF RESOURCES	2025/26	2026/27	2027/28	2028/29	2029/30
	Original				
	Budget	Forecast	Forecast	Forecast	Forecast
	£'000's	£'000's	£'000's	£'000's	£'000's
Total Government Determined Resources	10,253	10,566	10,555	10,583	10,795
Total Council Tax (Tax Base growth only)	15,094	15,635	16,079	16,527	16,977
Total Collection Funds	162	200	200	200	200
TOTAL FUNDING	25,509	26,401	26,834	27,310	27,972
Cumulative Change from Original 2025/26		892	1,325	1,801	2,463
%age change		3.5%	5.2%	7.1%	9.7%

APPENDIX 2

MEDIUM TERM FINANCIAL PLAN 2026 - 2030					
SUMMARY OF BUDGET REQUIREMENT	2026/27	2027/28	2028/29	2029/30	
	Forecast	Forecast	Forecast	Forecast	
	£'000's	£'000's	£'000's	£'000's	
Baseline Funding 2025/26	25,509	25,509	25,509	25,509	
Budget Adjustments 2026/27 - 2029/30					
Pay & Price Increases	1,200	1,200	1,200	1,200	
Budget adjustments relating to one-off items	-40	0	0	0	
Waste Service Changes	-1,052	-154	0	0	
Ongoing Savings and Income Generation	-218	-259	-252	-150	
New Budget Requirements and Alignment of Budget to Priorities	247	158	-70	0	
Cumulative effect of Known Budget Adjustments	137	1,082	1,960	3,010	
Total Budget Requirement (Baseline + Adjustments)	25,646	26,591	27,469	28,519	
Total Funding Available (as Appendix 1)	26,401	26,834	27,310	27,972	
Estimated Cumulative Surplus / Shortfall (-)	755	243	-159	-547	

MEDIUM TERM FINANCIAL PLAN 2026 - 2030

OPTIONS IDENTIFIED TO CLOSE BUDGET SHORTFALL

Cumulative Property Investment Income

Cumulative Targeted Transformation Programme

Cumulative Targeted Fees and Charges Growth

MTFP 27/28 Potential Impacts....

Impact OR Mitigation: Business Rate Changes

Impact OR Mitigation: Fair Funding Review

Mitigation: EPR Income from HMT

Mitigation: Tax Raising Flexibilities

Mitigation: Reduce RCCO

Total of the Options Identified

Use of Equalisation Reserves (-) / Headroom +

2025/26	2026/27	2027/28	2028/29
Forecast	Forecast	Forecast	Forecast
£'000's	£'000's	£'000's	£'000's
0	0	0	0
0	0	0	0
160	460	760	1,060
+ / - ?	+ / - ?	+ / - ?	+ / - ?
+ / - ?	+ / - ?	+ / - ?	+ / - ?
- ?	- ?	- ?	- ?
- ?	- ?	- ?	- ?
- ?	- ?	- ?	- ?
160	460	760	1,060
915	703	601	513

Reserves Supporting the MTFP

General Fund Balance

Budget Equalisation Reserve

3,000	3,000	3,000	3,000	3,000
2,699	2,699	2,699	2,699	2,699

HOUSING REVENUE ACCOUNT MEDIUM TERM FINANCIAL PLAN 2026 - 2030

SUMMARY OF BUDGET REQUIREMENT 2026/27 - 2029/30

	2026/27	2027/28	2028/29	2029/30
	Forecast	Forecast	Forecast	Forecast
	£'000's	£'000's	£'000's	£'000's
Pay & Price Increases				
Pay Award (assumed 2%-2.5%)	310	310	310	310
Increments	80	80	80	80
Prices (third party contracts, utilities etc)	500	500	500	500
Total Pay & Price Increases	890	890	890	890
Other Budget adjustments				
Internal/External Financing Costs of Capital Programme -Interest	600	650	370	0
Internal/External Financing Costs of Capital Programme -Principal	240	260	150	0
Total Other Budget adjustments	840	910	520	0
Cumulative Impact of Expenditure Increases and Adjustments	1,730	3,530	4,940	5,830
Ongoing Savings and Income Generation				
Rent Increases @ CPI +1%	-1,030	-1,060	-1,090	-1,120
Development Programme net of Right to Buy	-150	-250	-220	-20
Interest Receivable	40	30	10	0
Total Ongoing Savings and Income Generation	-1,140	-1,280	-1,300	-1,140
Cumulative effect of Savings and Income Generation	-1,140	-2,420	-3,720	-4,860
Additional(-)/Reduced Resources to support Capital Programme	590	1,110	1,220	970

APPENDIX 5 – CAR PARKING FEES AND CHARGES

NOTICE OF VARIATION OF CHARGES: OFF STREET CAR PARKING PLACES

NEW FOREST DISTRICT COUNCIL

DISTRICT OF NEW FOREST (OFF-STREET PARKING PLACES) ORDER 2005, AS AMENDED

NOTICE OF VARIATION

VARIATION OF CHARGES: OFF-STREET CAR PARKING PLACES

This Notice is given under Section 35C of the Road Traffic Regulation Act 1984, and varies the charges in off-street amenity parking places.

The varied charges will come into effect on **1st JANUARY 2026** as indicated below.

1. AMENITY PARKING PLACES		ACTUAL 2025 CHARGE		PROPOSED 2026 CHARGE	
NEW OFF-SEASON ("WINTER") TARIFF CHARGES AND PERIOD SITUATION OF PARKING PLACES		FOR PERIODS 1 JANUARY TO 31 MARCH & 1 OCTOBER TO 31 DECEMBER		FOR PERIODS 1 JANUARY TO 31 MARCH & 1 OCTOBER TO 31 DECEMBER	
Lymington Keyhaven	Town Quay (short stay)	Up to 1 hour	£ 1.50	Up to 1 hour	£ 1.55
	Keyhaven (short stay)	Up to 2 hours	£ 3.10	Up to 2 hours	£ 3.20
	Ancient Highway	Up to 3 hours	£ 5.20	Up to 3 hours	£ 5.40
Lymington	Bath Road	Up to 1 hour	£ 1.50	Up to 1 hour	£ 1.55
		Up to 2 hours	£ 3.10	Up to 2 hours	£ 3.20
		Up to 4 hours	£ 5.20	Up to 4 hours	£ 5.40
		Up to 6 hours	£ 7.30	Up to 6 hours	£ 7.60
		Up to 24 hours	£ 11.40	Up to 24 hours	£ 11.85
		Up to 48 hours	£ 17.60	Up to 48 hours	£ 19.30
		Up to 72 hours	£ 23.80	Up to 72 hours	£ 24.70
Lymington Keyhaven	Town Quay (long stay) Keyhaven Road	Up to 1 hour	£ 1.50	Up to 1 hour	£ 1.55
		Up to 2 hours	£ 3.10	Up to 2 hours	£ 3.20
		Up to 4 hours	£ 5.20	Up to 4 hours	£ 5.40
		Up to 6 hours	£ 7.30	Up to 6 hours	£ 7.60
		Up to 20 hours	£ 11.40	Up to 20 hours	£ 11.85
Barton-on-Sea Calshot Milford-on-Sea	Marine Drive (East), Marine Drive (West), Marine Drive 3	Up to 1 hour	£ 1.50	Up to 1 hour	£ 1.55
		Up to 2 hours	£ 3.10	Up to 2 hours	£ 3.20
		Up to 4 hours	£ 4.20	Up to 4 hours	£ 4.35
		Up to 6 hours	£ 5.80	Up to 6 hours	£ 6.00
		Up to 20 hours	£ 9.30	Up to 20 hours	£ 9.65
	Areas north of Jack Maynard Road on either side of B3053, Areas adjoining south side of Jack Maynard Road,				
	Areas adjoining north side of Jack Maynard Road to the west of Calshot Activities Centre.				
	Hordle Cliff (East), (known as "Paddy's Gap"), Hordle Cliff (West), Area of land on the north-east side of Hurst Road (known as "Sturt Pond"), Hurst Road (East), Hurst Road (West).				
	Taddiford Gap				

2. AMENITY PARKING PLACES		ACTUAL 2025 CHARGE			PROPOSED 2026 CHARGE		
NEW ON-SEASON ("SUMMER") TARIFF CHARGES AND PERIOD SITUATION OF PARKING SPACES		FOR PERIOD 1 APRIL TO 30 SEPTEMBER			FOR PERIOD 1 APRIL TO 30 SEPTEMBER		
Lymington Keyhaven	Town Quay (short stay)	Up to 1 hour	£	1.50	Up to 1 hour	£	1.55
	Keyhaven (short stay)	Up to 2 hours	£	4.20	Up to 2 hours	£	4.35
	Ancient Highway	Up to 3 hours	£	6.30	Up to 3 hours	£	6.55
Lymington	Bath Road	Up to 1 hour	£	1.50	Up to 1 hour	£	1.55
		Up to 2 hours	£	4.20	Up to 2 hours	£	4.35
		Up to 4 hours	£	6.30	Up to 4 hours	£	6.55
		Up to 6 hours	£	8.30	Up to 6 hours	£	8.60
		Up to 24 hours	£	12.40	Up to 24 hours	£	12.85
		Up to 48 hours	£	18.60	Up to 48 hours	£	19.30
		Up to 72 hours	£	24.80	Up to 72 hours	£	25.75
Lymington Keyhaven	Town Quay (long stay) Keyhaven Road	Up to 1 hour	£	1.50	Up to 1 hour	£	1.55
		Up to 2 hours	£	4.20	Up to 2 hours	£	4.35
		Up to 4 hours	£	6.30	Up to 4 hours	£	6.55
		Up to 6 hours	£	8.30	Up to 6 hours	£	8.60
		Up to 20 hours	£	12.40	Up to 20 hours	£	12.85
Barton-on-Sea Calshot Milford-on-Sea	Marine Drive (East), Marine Drive (West), Marine Drive 3	Up to 1 hour	£	1.50	Up to 1 hour	£	1.55
		Up to 2 hours	£	4.20	Up to 2 hours	£	4.35
		Up to 4 hours	£	5.20	Up to 4 hours	£	5.40
		Up to 6 hours	£	6.70	Up to 6 hours	£	6.95
		Up to 20 hours	£	10.40	Up to 20 hours	£	10.80
	Areas north of Jack Maynard Road on either side of B3053, Areas adjoining south side of Jack Maynard Road,						
	Areas adjoining north side of Jack Maynard Road to the west of Calshot Activities Centre.						
	Hordle Cliff (East), (known as "Paddy's Gap"), Hordle Cliff (West), Area of land on the north-east side of Hurst Road (known as "Sturt Pond"), Hurst Road (East), Hurst Road (West).						
	Taddiford Gap						

3. TOWN AND VILLAGE PARKING PLACES		ACTUAL 2025 CHARGE			PROPOSED 2026 CHARGE		
NEW TARIFF CHARGES ("ALL YEAR") AND PERIOD SITUATION OF PARKING PLACES		FOR PERIOD 1 JANUARY TO 31 DECEMBER			FOR PERIOD 1 JANUARY TO 31 DECEMBER		
Beaulieu	Village Centre	Up to 1 hour	£	1.50	Up to 1 hour	£	1.55
Burley	Village centre	Up to 2 hours	£	3.10	Up to 2 hours	£	3.20
Fordingbridge	Roundhill	Up to 3 hours	£	3.70	Up to 3 hours	£	3.85
	A338 Slip Road	Up to 4 hours	£	4.20	Up to 4 hours	£	4.35
Hythe	Jones Lane	Up to 5 hours	£	5.20	Up to 5 hours	£	5.40
	New Road	Up to 20 hours	£	8.30	Up to 20 hours	£	8.60
Lymington	Barfields						
	Cannon Street East						
	Cannon Street West						
	Emsworth Road						
	Gosport Street						
	Southampton Road						
	St Thomas Street						
	Town Hall						
Lyndhurst	High Street						
New Milton	Crossmead Avenue						
	Elm Avenue						
	Spencer Road North						
	Spencer Road South						
Ringwood	Blynckbonnie						
	Furlong						
Totton	Civic Centre						
	Elingfield						
	Rumbridge Street						
	Westfield Road						
	Winsor Road						
Brockenhurst	Brookley Road	Up to 1 hour	£	1.50	Up to 1 hour	£	1.55
		Up to 2 hours	£	3.10	Up to 2 hours	£	3.20
		Up to 3 hours	£	3.70	Up to 3 hours	£	3.85
		Up to 4 hours	£	4.20	Up to 4 hours	£	4.35
		Up to 5 hours	£	5.20	Up to 5 hours	£	5.40
		Up to 8 hours	£	6.30	Up to 8 hours	£	6.55
Milford on Sea	Sea Road	Up to 1 hour	£	1.50	Up to 1 hour	£	1.55
		Up to 2 hours	£	3.10	Up to 2 hours	£	3.20
		Up to 3 hours	£	3.70	Up to 3 hours	£	3.85
		Up to 4 hours	£	4.20	Up to 4 hours	£	4.35
		Up to 5 hours	£	5.20	Up to 5 hours	£	5.40
		Up to 6 hours	£	5.90	Up to 6 hours	£	6.10
		Up to 7 hours	£	6.60	Up to 7 hours	£	6.85
		Up to 8 hours	£	6.70	Up to 8 hours	£	6.80
		Up to 9 hours	£	7.30	Up to 9 hours	£	7.60
		Up to 20 hours	£	10.80	Up to 20 hours	£	11.20
New Milton	Osborne Road	Up to 1 hour	£	1.50	Up to 1 hour	£	1.55
		Up to 2 hours	£	3.10	Up to 2 hours	£	3.20
		Up to 3 hours	£	3.70	Up to 3 hours	£	3.85
		Up to 4 hours	£	4.20	Up to 4 hours	£	4.35
		Up to 5 hours	£	5.20	Up to 5 hours	£	5.40
		Up to 6 hours	£	6.30	Up to 6 hours	£	6.55

NEW FOREST DISTRICT COUNCIL

DISTRICT OF NEW FOREST (OFF-STREET PARKING PLACES) ORDER 2005, AS AMENDED
NOTICE OF VARIATIONVARIATION OF CHARGES: OFF-STREET CAR PARKING PLACES
PARKING CLOCKS

This Notice is given under Section 35C of the Road Traffic Regulation Act 1984, and varies the charges for parking clocks.

The varied charges will come into effect on **1 JANUARY 2026**.

TYPE OF CLOCK		CURRENT CHARGE	NEW CHARGE
District-wide Parking Clock (long stay) - annual (valid in parking places listed at both A and B below)	1 January to 31 December or part thereof	£230.00	£240.00
District-wide Parking Clock (long stay) - three-monthly (valid in parking places listed at both A and B below)	1 January to 31 March or part thereof; 1 April to 30 June or part thereof; 1 July to 30 September or part thereof; 1 October to 31 December or part thereof	£70.00	£73.00
Shoppers' Parking Clock - annual (valid in parking places listed at A below)	1 January to 31 December or part thereof	£45.00	£47.00

PARKING PLACES TO WHICH THIS NOTICE RELATES

A. Beaulieu; **Brockenhurst** Brookley Road (short stay), Brookley Road (long stay); **Burley;** **Fordingbridge** Round Hill (short stay), Round Hill (long stay) and A338 Slip Road); **Hythe** Jones Lane (short stay), Jones Lane (long stay), New Road (short stay), New Road (long stay), **Lymington** Barfields, Cannon Street East (short stay), Cannon Street East (long stay), Cannon Street (West), Emsworth Road, Gosport Street (short stay), Gosport Street (long stay), Southampton Road, St Thomas Street (short stay), St Thomas Street (long stay), Town Hall (area allocated for seven day public parking), Town Hall (area allocated for Weekends and Bank/Public holiday public parking); **Lyndhurst** High Street (short stay), High Street (long stay); **Milford-on-Sea** Sea Road (short stay), Sea Road (long stay); **New Milton** Crossmead Avenue, Elm Avenue (short stay), Elm Avenue (long stay), Osborne Road (short stay), Osborne Road (long stay), Spencer Road North, Spencer Road South); **Ringwood** Furlong (South), Furlong (North West), Furlong (North East), Blynkbonnie (short stay), Blynkbonnie (long stay); **Totton**, Civic centre, Elingfield, Westfield Road (short stay), Westfield Road (long stay), Winsor Road, Rumbridge Street (Mon to Fri only)

B. Barton-on-Sea Marine Drive (East), Marine Drive (West), Marine Drive 3); **Calshot** Areas North of Jack Maynard Road on either side of B3053, Areas adjoining South side of Jack Maynard Road, Area adjoining North side of Jack Maynard Road to the west of Calshot Activities Centre); **Keyhaven** (Keyhaven Road), Keyhaven Ancient Highway (short stay); **Lymington** Bath Road, Town Quay (short stay), Town Quay (long stay); **Milford-on-Sea** Hordle Cliff (East) ("Paddy's Gap"), Hordle Cliff (West), Area of land on North-East side of Hurst Road ("Sturt Pond"), Hurst Road (East), Hurst Road (West), Taddiford Gap).

All parking clocks are valid subject to the terms and conditions contained in the District of New Forest (Off-Street Parking Places) Order 2005 (as amended).

All charges are inclusive of VAT.

The conditions on which parking is permitted are set out in the District of New Forest (Off-Street Parking Places) Order 2005 (as amended).

All charges are subject to the maximum waiting times advertised in individual car parks.

The hours during which charging applies will not change.

The amounts for Penalty Charges, Discounted Penalty Charges (if paid within 14 days), and Penalty Charges not paid, will not change.

ENVIRONMENT & SUSTAINABILITY PORTFOLIO
KEYHAVEN RIVER PROPOSED SCALE OF FEES AND CHARGES FOR 2026

With effect from 1 January until 31 December 2026

KEYHAVEN RIVER

Waiting List Fee

Moorings
Dinghy Park
Annual Admin Fee

Note: Waiting list fee will be discounted off first years mooring fees once offer of annual mooring accepted.

Licence Fees - Private Moorings (12 months)

Mooring Fees (including licence fee and river dues)

Small (M2)
Medium (M3)
Medium + (M4)
Large (M5)
Large + (M6)

Wall Moorings

Suitable for less than 12 feet and/or less than 15 hp (M1)
Suitable for 12 feet or more and/or 15 hp or more (M3)

Dinghy Park

Dinghy Park Per space per annum

Seasonal Let Per week (October to March)
Per week (April, May & Sep)
Per week (June, July & August)
Dinghy winter storage in dinghy park Sub-let spaces only (Nov to Mar)

Grass Bank Per annum

Specific Groups

Fisherman Association Wall mooring

Keyhaven Sea Scouts Seasons launching

NFDC Council Tax Payers						Non NFDC Council Tax Payers (50% Surcharge)					
Current Charge ex VAT 2025 £	Proposed Charge ex VAT 2026 £	Increase £	%	Current Charge inc VAT 2025 £	Proposed Charge inc VAT 2026 £	Current Charge ex VAT 2025 £	Proposed Charge ex VAT 2026 £	Increase £	%	Current Charge inc VAT 2025 £	Proposed Charge inc VAT 2026 £
51.98	54.00	2.03	3.9	62.37	64.80	77.96	81.00	3.04	3.9	93.56	97.20
51.98	54.00	2.03	3.9	62.37	64.80	77.96	81.00	3.04	3.9	93.56	97.20
10.40	10.83	0.44	4.2	12.47	13.00	15.59	16.25	0.66	4.2	18.71	19.50
155.93	161.92	5.99	3.8	187.11	194.30	← Same as NFDC Council Tax Payer					
467.78	485.58	17.81	3.8	561.33	582.70	701.66	728.38	26.71	3.8	842.00	874.05
519.75	539.58	19.83	3.8	623.70	647.50	779.63	809.38	29.75	3.8	935.55	971.25
623.70	647.42	23.72	3.8	748.44	776.90	935.55	971.13	35.57	3.8	1,122.66	1,165.35
935.55	971.17	35.62	3.8	1,122.66	1,165.40	1,403.33	1,456.75	53.43	3.8	1,683.99	1,748.10
1,143.45	1,186.92	43.47	3.8	1,372.14	1,424.30	1,715.18	1,780.38	65.20	3.8	2,058.21	2,136.45
363.83	377.67	13.84	3.8	436.59	453.20	545.74	566.50	20.76	3.8	654.89	679.80
519.75	539.58	19.83	3.8	623.70	647.50	779.63	809.38	29.75	3.8	935.55	971.25
311.85	323.75	11.90	3.8	374.22	388.50	467.78	485.63	17.85	3.8	561.33	582.75
15.59	16.25	0.66	4.2	18.71	19.50	← Same as NFDC Council Tax Payer					
25.99	27.00	1.01	3.9	31.19	32.40	← Same as NFDC Council Tax Payer					
41.58	43.17	1.59	3.8	49.90	51.80	← Same as NFDC Council Tax Payer					
83.33	86.50	3.17	3.8	100.00	103.80	← Same as NFDC Council Tax Payer					
207.90	215.83	7.93	3.8	249.48	259.00	198.00	205.52	7.52	3.8	374.22	388.50
51.98	54.00	2.03	3.9	62.37	64.80	← Same as NFDC Council Tax Payer					
0.00	0.00	0.00	0.0	0.00	0.00	← Same as NFDC Council Tax Payer					

KEYHAVEN RIVER PROPOSED SCALE OF FEES AND CHARGES FOR 2026

With effect from 1 January until 31 December 2026

River Dues (includes launching fees)

Single launch

Kayaks/ Canoes and paddleboards	10.40	10.83	0.44	4.2	12.47	13.00	← Same as NFDC Council Tax Payer
Sailing vessels and/or engine size 5hp or less	10.40	10.83	0.44	4.2	12.47	13.00	← Same as NFDC Council Tax Payer
Boats with engine size over 5hp to 10 hp	15.59	16.25	0.66	4.2	18.71	19.50	← Same as NFDC Council Tax Payer
Boats with engine size over 10hp to 50 hp	25.99	27.00	1.01	3.9	31.19	32.40	← Same as NFDC Council Tax Payer
Boats with engine size over 50 hp	51.98	54.00	2.03	3.9	62.37	64.80	← Same as NFDC Council Tax Payer
Personal water craft (Jet Skis)	96.24	99.92	3.67	3.8	115.49	119.90	← Same as NFDC Council Tax Payer

Season launch

Kayaks Canoes and paddleboards	31.19	32.42	1.23	3.9	37.42	38.90	← Same as NFDC Council Tax Payer
Sail boats and/or engine 5hp or less	31.19	32.42	1.23	3.9	37.42	38.90	← Same as NFDC Council Tax Payer
Boats with engine size over 5hp to 10 hp	51.98	54.00	2.03	3.9	62.37	64.80	← Same as NFDC Council Tax Payer
Boats with engine size over 10hp to 50 hp	103.95	107.92	3.97	3.8	124.74	129.50	← Same as NFDC Council Tax Payer
Boats with engine size over 50 hp	207.90	215.83	7.93	3.8	249.48	259.00	← Same as NFDC Council Tax Payer

Moving boat to allow for mooring maintenance

Anchorage/Visitor Moorings

Anchorage/ Visitor Moorings		Per night		Per night		Per night		Per night		Per night		Per night	
Anchorage	Per night	10.40	10.83	0.44	4.2	12.47	13.00	← Same as NFDC Council Tax Payer					
Large Mooring (for over 27ft)	Per night	20.79	21.58	0.79	3.8	24.95	25.90	← Same as NFDC Council Tax Payer					
Medium/small Mooring (up to 27ft)	Per night	15.59	16.25	0.66	4.2	18.71	19.50	← Same as NFDC Council Tax Payer					
Quayside	Per night	31.19	32.42	1.23	3.9	37.42	38.90	← Same as NFDC Council Tax Payer					
Anchorage	Per week	51.98	54.00	2.03	3.9	62.37	64.80	← Same as NFDC Council Tax Payer					
Large Mooring (for over 27ft)	Per week	83.16	86.33	3.17	3.8	99.79	103.60	← Same as NFDC Council Tax Payer					
Medium/small Mooring (up to 27ft)	Per week	72.77	75.58	2.82	3.9	87.32	90.70	← Same as NFDC Council Tax Payer					
Quayside	Per week	See note	See note	N/A	N/A	See note	See note	← Same as NFDC Council Tax Payer					

Note: Only in exceptional circumstances - speak to river warden first

Short stay (less than 4 hours)

Anchorage	6.24	6.50	0.26	4.2	7.48	7.80	← Same as NFDC Council Tax Payer
Moorings	10.40	10.83	0.44	4.2	12.47	13.00	← Same as NFDC Council Tax Payer
Quayside	12.47	13.00	0.53	4.2	14.97	15.60	← Same as NFDC Council Tax Payer

NOTE: VAT inclusive figures are shown using the current VAT rate of 20% as at September 2025. Actual charge will use the prevailing rate of VAT. Charges which are zero rated or not subject to VAT are marked * either individually or by service.

KEYHAVEN – FULL AND PRO RATA RATES

January to December	As per tables above
July to December	25% off
October to December	50% off

Cabinet– 1 October 2025

Readoption (2025) of the Christchurch Bay & Harbour Flood & Coastal Erosion Risk Management (FCERM) Strategy

Purpose	For Decision
Classification	Public
Executive Summary	This report is to consider the readoption of the Christchurch Bay & Harbour Strategy, following amendments that were required as a result of the Environment Agency assurance process in May 2025. These amendments focused on affordability and investment planning, along with some revisions to the adaption pathways for the management units within the NFDC area. This report only covers the areas of change that have been incorporated, while the full Strategy report from September 2024 can be viewed under the background papers. The changes were considered to be sufficient enough to warrant the Strategy being taken through the Council adoption process again.
Recommendation(s)	i. That Cabinet recommend that Full Council approve and adopt the revised Strategy, with the recommended leading options identified in the Christchurch Bay & Harbour Flood & Coastal Erosion Risk Management (FCERM) Strategy for the New Forest District Council area, subject to securing the necessary funding contributions. ii. In approving and adopting the revised 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.

	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. iv. Cabinet notes that throughout the development of the Strategy, extensive engagement and consultation was undertaken with: 1. Residents & wider communities (including landowners, community groups, organisations and individuals) 2. Key stakeholders, 3. Officers & members
Reasons for recommendation(s)	Approval and Adoption of this FCERM Strategy by New Forest District Council, BCP 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. Without such an approach, it is likely that current management approaches would continue in the short term, meaning 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. Furthermore, without an adopted strategy access to Grant in Aid funding (GiA) is likely to be significantly reduced. The adoption of the Strategy supports the Place Priority no.2 within the Corporate Plan for better "Protecting our climate, coast and natural world".
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	Steve Cook Service Manager Coastal 02380 285311 Steve.cook@nfdc.gov.uk

Introduction and background

1. Bournemouth, Christchurch and Poole Council (BCP), New Forest District Council (NFDC), and the Environment Agency (EA) collaborated on work to develop a new Flood and Coastal Erosion Risk Management (FCERM) Strategy for Christchurch Bay and Harbour (hereafter referred to as The Strategy) between 2021 and 2025. There was extensive engagement with local communities and statutory stakeholders alike to identify and recommend an adaptive approach to how the risks of coastal flooding, erosion and landsliding 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.

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.

3. The original Strategy was adopted by NFDC on 16th September 2024, with BCP Council adopting on 15th October 2024 and the EA LPRG providing final assurance on 19th May 2025.
4. During the assurance process undertaken by Environment Agency Large Project Review Group (LPRG) in Winter 2024, a number of clarifications were sought by LPRG with regard to affordability, along with a query regarding the precise starting point of the preferred options for some of the option development units.

The points raised by LPRG are summarised as follows:

- The affordability of the Strategy was challenged due to the lack of an affordability statement (creating uncertainty).
- There was a variation in outcomes starting from 2026.
- Framework allows changes but lacks clarity on dates and triggers.
- Re-evaluation may cause delays and increase costs.

- Delays could expose communities to higher risks due to asset degradation.
5. Further work was subsequently undertaken by the Strategy Project Team to address these points and add clarity to the Strategic Appraisal Report (StAR) resulting in some limited revisions.

Additionally, an Affordability Assessment was developed as an additional piece of work to determine which options are realistically deliverable in the short term.

The Affordability Assessment considered potential funding sources (e.g., FCERM-GiA, Local Levy, CIL, council budgets, private contributions, see Financial and resource implications section)
 6. It was deemed appropriate by the NFDC delivery team that as this additional work resulted in changes to an approved report, that the Strategy should be taken through the adoption process again, to align with transparency requirements and ensure full awareness by the Council, residents and communities.
 7. This report covers only the areas of change that have been incorporated into the Strategy to seek EA assurance. A link to the original adoption report is included and background papers and should be referred to for further detail.

THE RECOMMENDED PREFERRED OPTIONS FOR NFDC

8. The Affordability Assessment concluded that there was there was low affordability in Epoch-1 (0-20 yr) for the leading options* for the following Option Development Units (ODU's)
 - Naish Cliff & Barton-on-Sea (ODU 14) within SMZ 14
 - Rook Cliff (ODU 17) & Milford on Sea (ODU 18) within SMZ 16

*The leading options have been identified as where and when potential defence schemes can be implemented along the frontage.

This meant that it was not feasible to start with the original option (typically the local aspirational option or national option). As such, it was concluded that the national / back up options may need to be initially delivered. This is likely to be a less substantial interim measure until funding for more expensive options can be found.
9. To reflect the change to lower cost options, a new 'starting point' has also been identified in the adaptive pathway. This is considered to be more realistic and thus serves to better manages public expectations.
10. Within the NFDC area, revisions have been made to the starting point of the identified options as follows:

- ODU 14 (Naish Cliff & Barton-on-Sea) – reduced scheme (capital refurbishment only)
- ODU 17 (Rook Cliff) – Defence upgrading works to commence later
- ODU 18 (Milford-on-Sea) - Defence upgrading works to commence later

The following table provides more information on the changes to the original 2024 adopted report:

ODU	Adopted 2024 (Original)				Proposed 2025 Revision / New starting point				Position Shift
	Option Shown	Works	Upgraded works commencing	Leading Option	Option Shown	Works	Upgrade works commencing	Leading Option	
ODU 14 Barton on Sea	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.	Epoch-1	NATIONAL	Maintain	Capital refurbishment of existing defences	-	BACKUP	Reduced scheme: No upgrade. Capital refurbishment only for Epoch 2 & 3.
ODU 17 Rook Cliff	Improve A	Upgrade rock defences and construct groynes to help retain beach material.	Epoch-1	LOCAL	Improve C	Capital refurbishment of existing defences	Epoch-2	NATIONAL	Start works later, around mid-epoch 2: (Upgrade rock defences and construct groynes to help retain beach material).
ODU 18 Milford on Sea	Improve A	Beach nourishment scheme, upgrade seawall and upgrade / replace groynes. (Construct setback tidal defences adjacent to Sturt Pond and PLR in Epoch 2).	Epoch-1	NATIONAL	Improve B	Capital refurbishment of existing defences	Epoch-2	BACKUP NATIONAL	Start works later, around mid-epoch 2: (Beach nourishment scheme, upgrade seawall and upgrade / replace groynes. Construct setback tidal defences adjacent to Sturt Pond and PLR).

11. 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

12. The Strategy supports the "Place Priorities" identified within the Corporate Plan, particularly priority 2 – "Protecting our climate, coast and natural world."
13. Priority 2 specifically refers to 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

14. See section 8 to 10 above that outline the updated options approach.

Consultation undertaken

15. 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.
16. Following re-adoption by NFDC, a final sixth round of communications will be undertaken 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. The final round is now planned for commencement in November 2025 to allow time for NFDC to first consider Strategy readoption.
17. A briefing note / has been added to the NFDC website under Plans and projects for coastal management (see background papers), that outlines the revisions that have been made.

Financial and resource implications

18. The revisions to the Strategy report have included the addition / expansion of an affordability assessment to consider potential funding sources.
19. Potential funding sources that have been highlighted and may be considered for inclusion within the investment Strategy, include:
 - FCERM maintenance budget contributions Capital reserves / loans
 - Council maintenance budgets
 - Capital reserves / loans
 - Community Infrastructure Levy
 - Local Enterprise Partnerships
 - Local Levy
 - Asset Income
 - Business rates
 - Council Tax
 - Lottery Funding
20. 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.
21. 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.
22. The current funding rules identify 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.

23. With the new starting point, under current funding rules, over the next 20 years, the contributions required in cash terms are now estimated to be in the order of £13m (see partnership funding required column for selected schemes, in the table below).

This is a reduction from the original value stated where contributions were estimated to be between £39m-£50m. Whilst the scale of schemes are slightly reduced or started later (i.e. discounted) this represents a reduction of between £26m-£37m.

24. The balance of contributions required reflect the need for ongoing revenue expenditure by the asset owners (NFDC) 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.
25. 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.
26. 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.
27. 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).
28. The following tables illustrate the estimated timing of funding contributions now required over Epoch-1 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. The preferred starting options are highlighted. This table reflects the position following the changes since original adoption, as highlighted above.

Leading Option	Option Overview (Epoch 1)	Epoch 1 Costs (£K)	Indicative GiA (£K & % amount)	Partnership Funding Required (£K)
Naish Cliff and Barton – on - Sea				
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
Cliff Road				
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
Rook Cliff				
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
Milford – on- Sea				
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

*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

29. 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

30. No formal risk assessment is required for the adoption of this Strategy.
31. 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.
32. 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

33. The proposed changes to the Strategy do not have any further impact to the environmental / climate and nature implications identified in the original report.

Equalities implications

34. The proposed changes to the Strategy do not have any impact on the Equality Impact Assessment completed 25th April 2024.

Crime and disorder implications

35. None identified.

Data protection / Information governance / ICT implications

36. None identified.

Conclusion

37. 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.

38. The changes identified in this readoption paper improve the short-term funding challenges as the new options require less partnership funding contributions for Epoch-1.
39. Whilst the potential funding sources shown in section 21 should be considered, by doing so this does not in any way commit NFDC, and that any use of council funds has to consider wider organisational priorities and statutory duties.
40. 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).

Appendices

Appendix A – Christchurch Bay
Harbour FCERM Strategy

Background Papers:

Original report:
Original Strategy report –
Cabinet, 4 September 2024

Link to Strategy website:
[Christchurch Bay and Harbour
FCERM Strategy 2021-2024 -
Poole & Christchurch Bays Flood
and Coastal Erosion Risk
Management \(twobays.net\)](#)

Link to NFDC Plans and projects
for coastal management
webpage:
[Plans and projects for coastal
management - New Forest
District Council](#)

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Strategy Appraisal Report

Authority scheme reference	WXC500E/001A/675A

LDW number	LDW 42765

Promoting authority	

Strategy name	Christchurch Bay & Harbour FCERM Strategy



Aerial photograph of flooding in Christchurch Harbour and the lower River Avon (BCP Council, January 2023)

Date	17/02/2025

Version	V3

StAR for *Christchurch Bay & Harbour FCERM Strategy*

Version	Status	Signed off by:	Date signed	Date issued
1	Version issued to BCP / NFDC for approval			
2	Version issued to Environment Agency LPRG for approval			
3	Version issued with updates following LPRG first review			

Template version – April 2011

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For technical approval of the business case
Environment Agency Region: Wessex

Project name: Christchurch Bay & Harbour FCERM Strategy

Approval Value: £

Sponsoring Director: Director of Operations

(For other promoting authorities replace with appropriate sponsor ie "Chief Executive or Clerk to the Board")

Non-financial scheme of delegation

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Financial Scheme of Delegation (FSoD) approvals

You must complete section 1 of this sheet.

If your project is Environment Agency-led, you must complete section 2. If your project is led by another Risk Management Authority, you must complete section 3.

☐ Note, this is a check box. Click on it to mark it 'checked' ☒.

Section 1: all projects should complete this section

1.1	Project name	Christchurch Bay and Harbour FCERM Strategy
	SOP Project Code	
	Start date (dd/mm/yyyy)	01/12/20
	End date (dd/mm/yyyy)	01/06/25
	For FSoD use only	
	FSoD reference	
	FSoD date (dd/mm/yyyy)	

1.2	Items approved under Section A	Items approved under Section C6/C7/C11	FSoD Ref	Date (dd/mm/yyyy)	Amount Requested (£k)	Approval amount (£k)	Cumulative Approval (£k) (for FSoD use)
	FCERM7 Strategy Study		F/2021/0258	30/07/2020		450	
	FCERM4 variation		F/2223/0689	11/11/2022		75	
	Strategy Appraisal Report (StAR)					0	
	Total project cost (£k)					525	
	Whole Life Cash Cost (£k)					313,000	

1.3	Lead assurer	Post title	Assurance confirmation			Date (dd/mm/yyyy)
			RED ☐	AMBER ☐	GREEN ☐	

1.4	Information to be highlighted to the Approving Officer

1.5	If the business case contains sensitive or commercial information or data that should be restricted (see Government Security Classifications) please tick the box.	☐

1.6	FSoD name(s)	approver Post title	Attach emailed approval (not email address)	Date (dd/mm/yyyy)

1.7	FSoD schedule	Description	Check all that apply
	A1	Projects (including FCRM resource)	☐
	A2	FCRM capital projects	☐

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Name and FSoD ref of approved strategy (A2)	If applicable	
A4	FCRM capital projects led by LA, IDB and other RMAs	☐
T2	Corporate Property Projects / acquisitions	☐

1.8 For FSoD Co-ordinator use only:

Section 2: only Environment Agency-led projects should complete this section

2.1 SOP Project Code	
Programme	
Head Office dept. / team	
Area name	
Function	

2.2 Role	Name	Post Title	% time on project
Project Sponsor			
Project Executive			
Project Manager			

2.3 Required level of Environmental Impact Assessment (EIA)	N/A	Low	Medium	High
	☒	☐	☐	☐

Section 3: only other RMA-led projects should complete this section

3.1 RMA reference number	WXC500E/001A/675A

3.2 Assurance and endorsement from Risk Management Authority	
I confirm that this business base meets our guidelines, quality assurance requirements, environmental obligations and Defra investment appraisal conditions. All internal approvals, including member approval, have been completed. I apply to the Environment Agency for capital grant and local levy in the sum of £__0.00__ (Grant Claim Value).	
Name of RMA Project Executive	Matt Hosey
Date of endorsement (dd/mm/yyyy)	24/02/25
Attach emailed endorsement (not email address)	
Version endorsed	V3

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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.
- 1.1.3 The Strategy frontage extends across two local authority jurisdictions; Bournemouth, Christchurch and Poole Council (BCP) in the west and New Forest District Council (NFDC) in the east. The Strategy has been approved and adopted by both BCP and NFDC. A commitment has been made from both Councils to develop a funding and implementation plan for the Strategy. The Council decision records for the Strategy can be found in Appendix U.

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, BCP Council and/or 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.

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- 1.2.6 There are estimated to be 1,633 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 £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.

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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;
- 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 Mudeford Sandbank) 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.
- 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 (Mudeford 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

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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 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.

1.4.4 Figure 1-1 presents a plan of the Strategy frontage showing the intent of the leading options in each location. This is based on delivering Local Aspirational Option and/or National Option where a Local Aspirational Option does not exist. In some locations, affordability and funding restrictions may result in Backup Options being delivered initially (see section 1.7 for more details). The Backup Options typically have a similar intent, but may result in defence upgrades being delayed until later on in the appraisal period.

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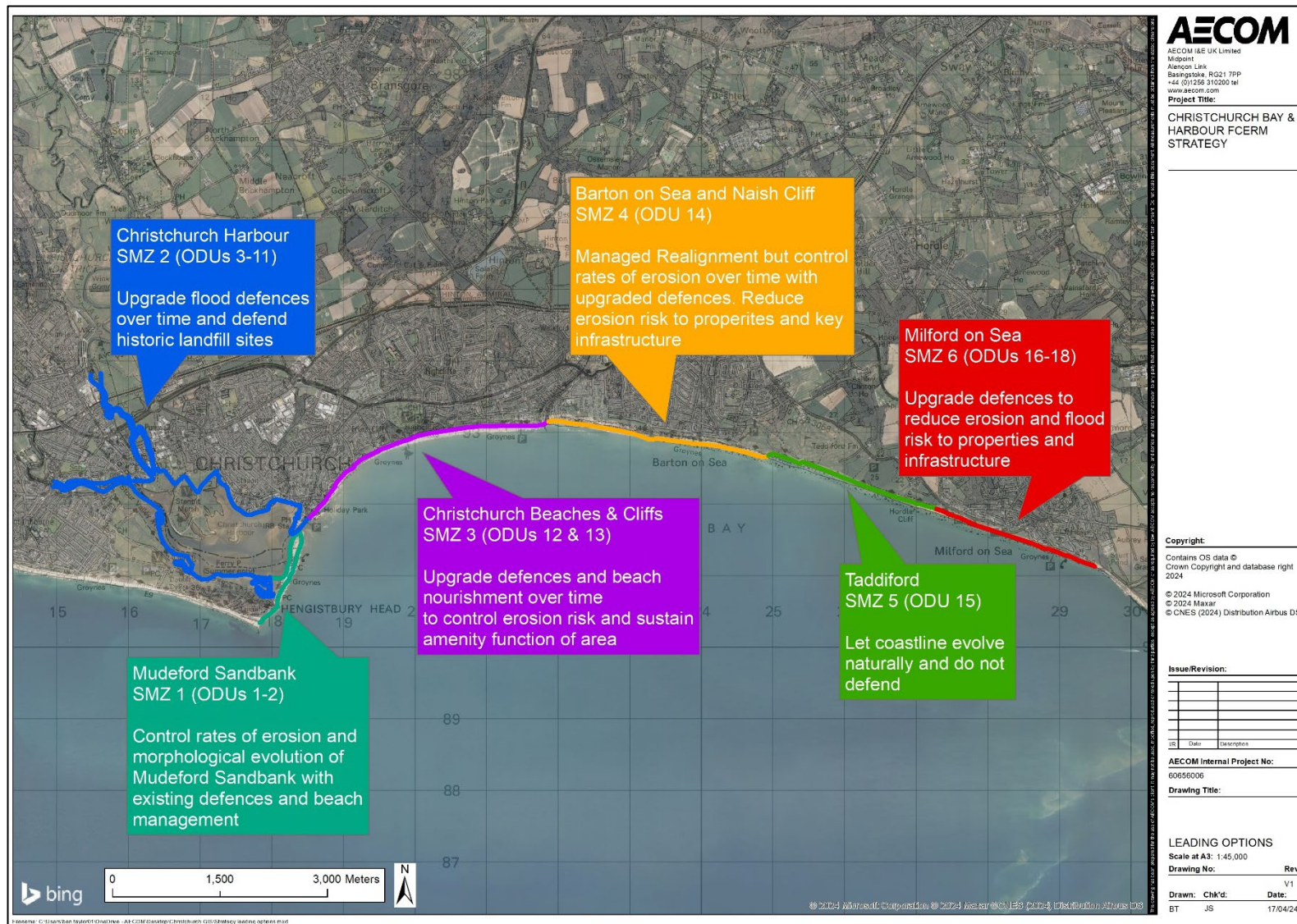


Figure 1-1: Strategy plan showing leading options in each location (based on Local Aspirational / National Options)

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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 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.

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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 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.
- 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 Lymington team and more details of the interaction between the leading options and Hurst Spit are provided in Section 6.7.
- 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

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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 Funding and affordability is recognised as perhaps the most significant uncertainty and limitation on how the Strategy will be delivered and a lack of funding will limit which pathways can be followed. Following approval of the Strategy by the Environment Agency, both councils have agreed to prioritise development of a detailed Funding Strategy that will provide a comprehensive plan for how the non FCERM-GiA funding will be secured.
- 1.7.3 Ahead of undertaking this detailed Funding Strategy, an initial assessment of potential funding and affordability has been undertaken. The assessment was focussed on epoch 1 (the first 20 years) given that funding beyond this time period is more uncertain. The assessment has helped to identify whether the schemes or defence refurbishments that are recommended by the Local Aspirational, National or Backup options during epoch 1 are likely to be affordable. This has in turn guided which of these options to begin with when initially delivering the Strategy and to show as the starting position for the Adaptive Pathways. The starting option has been termed the 'Epoch 1 Leading Option' and these are shown in Table 1-1 below.

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- 1.7.4 Subject to a more detailed assessment of funding after the Strategy is completed, there could be changes to which of the Local Aspirational, National or Backup Options are delivered in epoch 1, and there is flexibility to move between options over time as per the Adaptive Pathways approach. Where the Epoch 1 Leading Option has been identified as a Backup Option, the project team will still aspire to deliver either the National or Local Options if more funding than anticipated is available.
- 1.7.5 Table 1-2 below outlines the indicative programme and key dates for all defence upgrades outlined by the Epoch 1 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.

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Table 1-1: Strategy implementation programme by ODU and time epoch (Epoch 1 Leading Options / Starting Options, 2025-2125)

ODU	Option shown	2025-2045	2045-2075	2075-2125
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	National – Improve D-F	Capital refurbishment of quay wall	Raise height and lengthen defences (subject to option alignment choice)	-
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	National – Improve A	Capital refurbishment of defences and beach management as required	Beach nourishment scheme, replace / upgrade groynes and upgrade seawall	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

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ODU	Option shown	2025-2045	2045-2075	2075-2125
14 – Naish Cliff and Barton on Sea	Backup - Maintain	Capital refurbishment of existing defences	Capital refurbishment of existing defences	Capital refurbishment of existing defences
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	National – Improve C	Capital refurbishment of existing defences	Upgrade rock defences and construct groynes to help retain beach material.	Capital refurbishment of defences
18 – Milford on Sea	Backup – Improve B	Capital refurbishment of existing defences	Beach nourishment scheme, upgrade seawall and upgrade / replace groynes. Construct setback tidal defences adjacent to Sturt Pond and PLR.	Beach nourishment top-ups and PLR

Table 1-2: Indicative key dates for defence upgrades / refurbishments in epoch 1, subject to acquiring suitable funding and adaptive pathways / trigger thresholds. The table shows the activities for the Epoch 1 Leading Options (the starting options)

Activity	Dates (5 year intervals)
ODU 1 – Hengistbury Head East (capital refurbishment of defences) Appraisal Construction period	2030-2034 2035-2039
ODU 2 – Mudeford Sandbank (capital refurbishment of defences) Appraisal Construction period	2030-2034 2035-2039
ODU 3 – Christchurch Harbour South (verge / slope armouring to historic landfill) Historic landfill / contaminated land investigations Appraisal Construction period	2025-2029 2030-2034 2035-2039
ODU 4 - Wick (lengthening / raising defence embankment) Embankment appraisal / phasing / timing decision Embankment construction period Historic landfill / contaminated land investigations Quay wall refurbishment construction period	2025-2029 2030-2034 2035-2039 2040-2044
ODU 5 – Willow Drive and the Quomps (capital refurbishment of quay wall) Appraisal Construction period Historic landfill / contaminated land investigations to inform future scheme Stakeholder engagement to inform alignment for future scheme	2025-2029 2025-2029 2030-2034 2040-2044
ODU 6 – River Avon West Bank (capital refurbishment of quay wall) Appraisal Construction period	2040-2044 2040-2044
ODU 10 – Mudeford (capital refurbishment of quay walls) Appraisal Construction period	2040-2044 2040-2044
ODU 11 – Mudeford Quay (capital refurbishment of quay walls) Appraisal Construction period	2030-2034 2035-2039
ODU 12 – Avon Beach and Friars Cliff (capital refurbishment of defences) Appraisal Construction period	2030-2034 2035-2039
ODU 13 – Highcliffe (outflanking defence) Appraisal Construction period	2030-2034 2035-2039
ODU 14 – Naish Cliff and Barton on Sea (capital refurbishment of defences at toe of cliff) Drainage trial and analysis Appraisal Construction	2025-2029 2035-2039 2040-2045
ODU 16 – Cliff Road (beach nourishment, local strong point) Appraisal Construction	2025-2029 2030-2034
ODU 17 – Rook Cliff (capital refurbishment of defences) Appraisal Construction	2025-2029 2030-2034
ODU 18 – Milford on Sea (capital refurbishment of defences) Appraisal Construction	2025-2029 2030-2034

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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 ODU's are provided in the table.

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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

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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.
- 2.2.14 The Strategy has been approved and adopted by both BCP and NFDC. A commitment has been made from both Councils to develop a funding and implementation plan for the Strategy. The Council decision records for the Strategy can be found in Appendix U.

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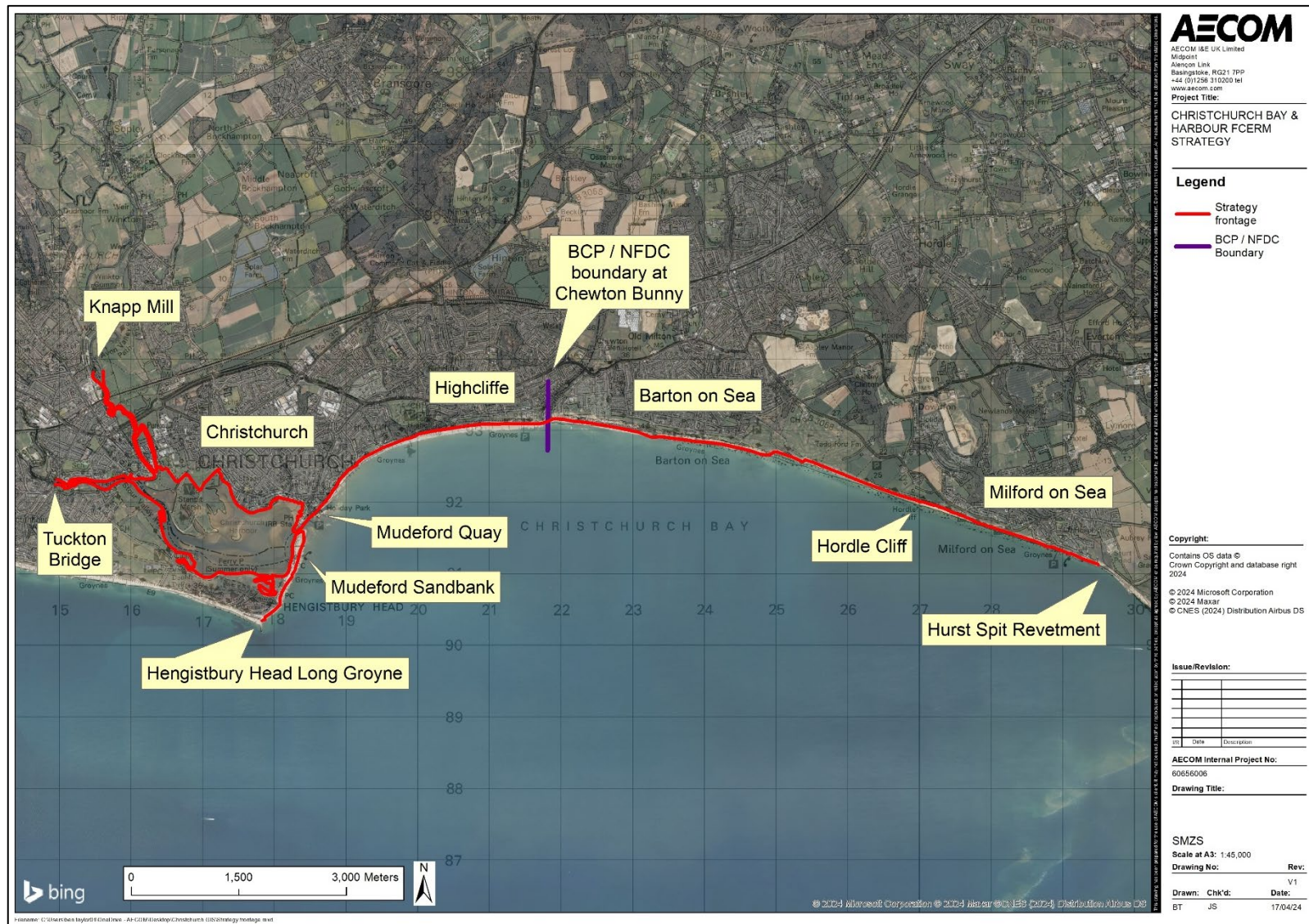


Figure 2-1: Strategy frontage

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Location and designations

Geographical location

- 2.2.15 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.
- 2.2.16 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.
- 2.2.17 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.
- 2.2.18 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

- 2.2.19 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.
- 2.2.20 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.
- 2.2.21 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.
- 2.2.22 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.

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2.2.23 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.

2.2.24 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

2.2.25 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

2.2.26 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

2.2.27 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

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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.

- 2.2.28 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.
- 2.2.29 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
- 2.2.30 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

- 2.2.31 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.
- 2.2.32 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.
- 2.2.33 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.
- 2.2.34 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

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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 2-2 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: Mudeford Sandbank	- Rock revetment, rock groynes, gabions and seawall	- Beach recycling, typically moving 1,000m ³ 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

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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 57,000m³ 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 73,000m³ 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 - Undefined at Naish Cliff	- No beach management in this location	NFDC
SMZ 5: Taddiford	- Undefined	- 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 ³ with an average of 2,500m ³ 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.

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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 70th percentile sea level rise projections.

Table 3-1: Tidal extreme water levels and return period in Christchurch Harbour.

Extreme water level (mODN)	Return period			
	2025	2045	2075	2125
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 1,633 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

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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 was recently completed and the numerical model was assured by the Environment Agency Evidence & Risk (E&R) team. 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 present 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 was completed under the Environment Agency Mapping and Modelling Framework. 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 70th percentile sea level rise projections, as per Environment Agency guidance.

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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 2125. 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 2125.

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 363 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 607 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

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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 661 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).

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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)
		2025	2045	2075	2125	2025-2045	2045-2075	2075-2125	
1 – Mudeford 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	82	574	30,415
Total		120	552	1,179	2,227	25	243	1,365	186,237

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.

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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.

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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

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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;

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- 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.

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4 Options for managing coastal flood and erosion risk

4.1 Framework for option appraisal

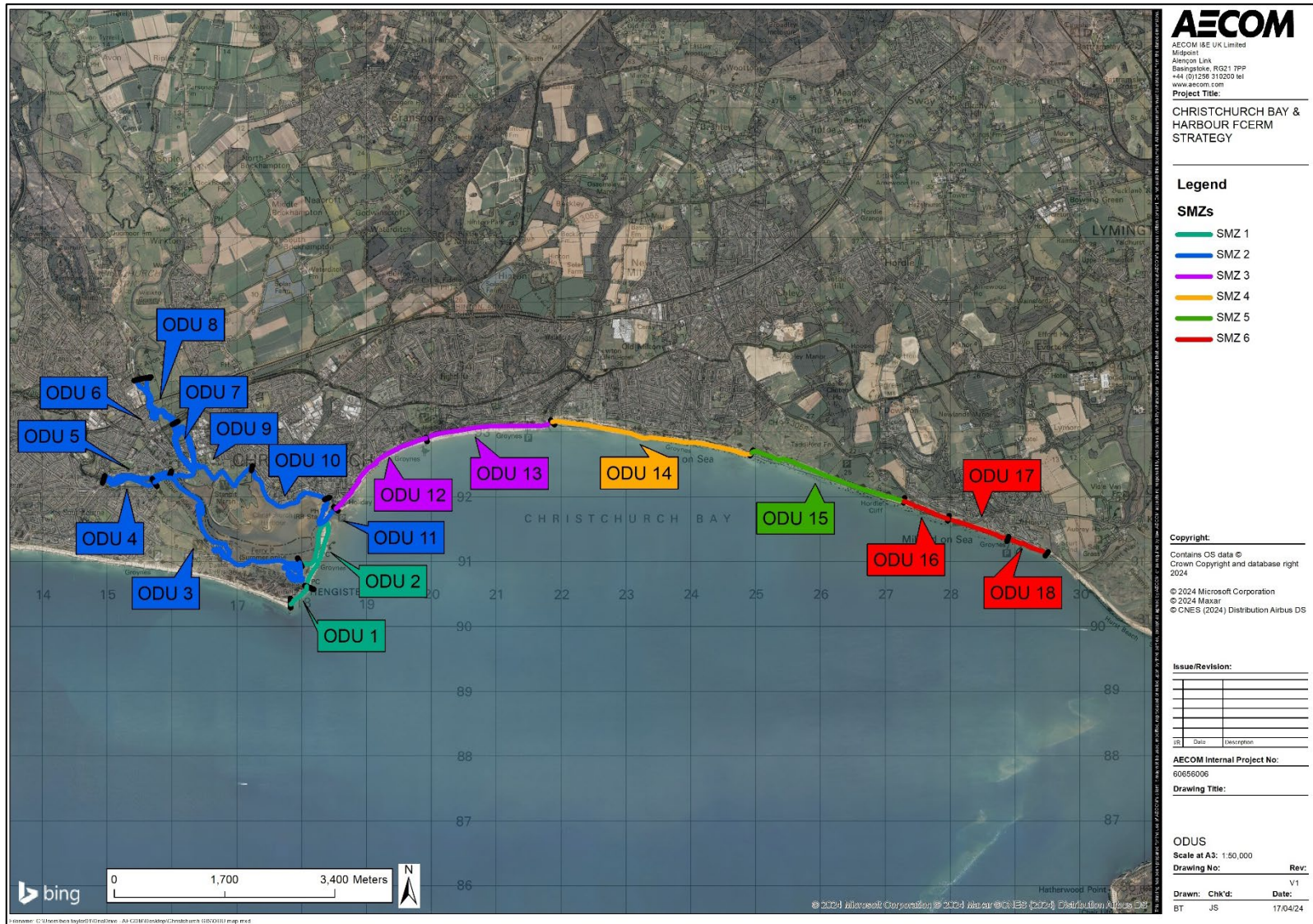
Strategic Options and FCERM Measures

- 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's are small local areas of the frontage with consistent themes and risks. SMZs are larger areas of the Strategy frontage that comprise multiple ODU's 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 2025 to 2125. 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, 2025-2045);
 - Epoch 2 (medium term, 2045-2075); and
 - Epoch 3 (long term, 2075-2125).

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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 funding (including from 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;

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- 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 (2025-2045), the medium term (2045-2075) and the long term (2075-2125). 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

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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).

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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.

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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.

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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																		

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 (Mudford Sandbank)

- 4.5.5 SMZ 1 includes ODUs 1 and 2 (Hengistbury Head and Mudford 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).

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- 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.

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- 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 600 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 over 650 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.

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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	- 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. - 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). - 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). - 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).
2	- Mudford 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 Mudford Sandbank, there is uncertainty as to the morphology changes that would occur if Mudford 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). - 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. - 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.
3	- 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). - 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).

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SMZ	Key technical considerations
4	- 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. - 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). - Uncertainty around the effectiveness of new defences at Marine Drive West due to slump zone from Naish Cliff.
5	Actively eroding cliff with little justification for FCERM intervention.
6	- 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. - Complex flood risk from both open coast (wave overtopping) and from Sturt Pond (still water level). - 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

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.

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- 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	- 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). - 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. - Opportunities for sand dune enhancement on the Sandbank.

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SMZ	Key environmental considerations
2	- 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. - 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). - There are many opportunities for saltmarsh enhancement / creation around the harbour and the short list options have included these where possible. - 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.
3	- Options that defend these areas from erosion are preferable from an environmental perspective (Improve options in ODU 12 and ODU 13). - The SEA identified opportunities for Biodiversity Net Gain (BNG) in this zone which should be explored during scheme development and appraisal.
4	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).
5	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.
6	- 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. - The SEA identified opportunities for BNG in this zone which should be explored during scheme development and appraisal.

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;

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- 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	• 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). • 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). • 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.
2	• Christchurch harbour has a high concentration of businesses and visitor attractions and therefore the impact of flooding is more widespread than direct property damages. • 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). • Stakeholder and public feedback favoured options that included maintenance and new / upgraded raised defences.
3	• Area is a key visitor location and important for tourism within the bay. • Opportunities for public realm enhancements would be favoured from a social perspective. • Stakeholder and public feedback favoured options that included maintenance, groynes and beach management in keeping with the existing defences in this location.
4	• 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. • 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.
5	• 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.

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SMZ	Key social considerations
6	- 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). - 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). - Stakeholder and public feedback favoured options that included maintenance, rock defences, groynes, seawalls and beach nourishment FCERM measures.

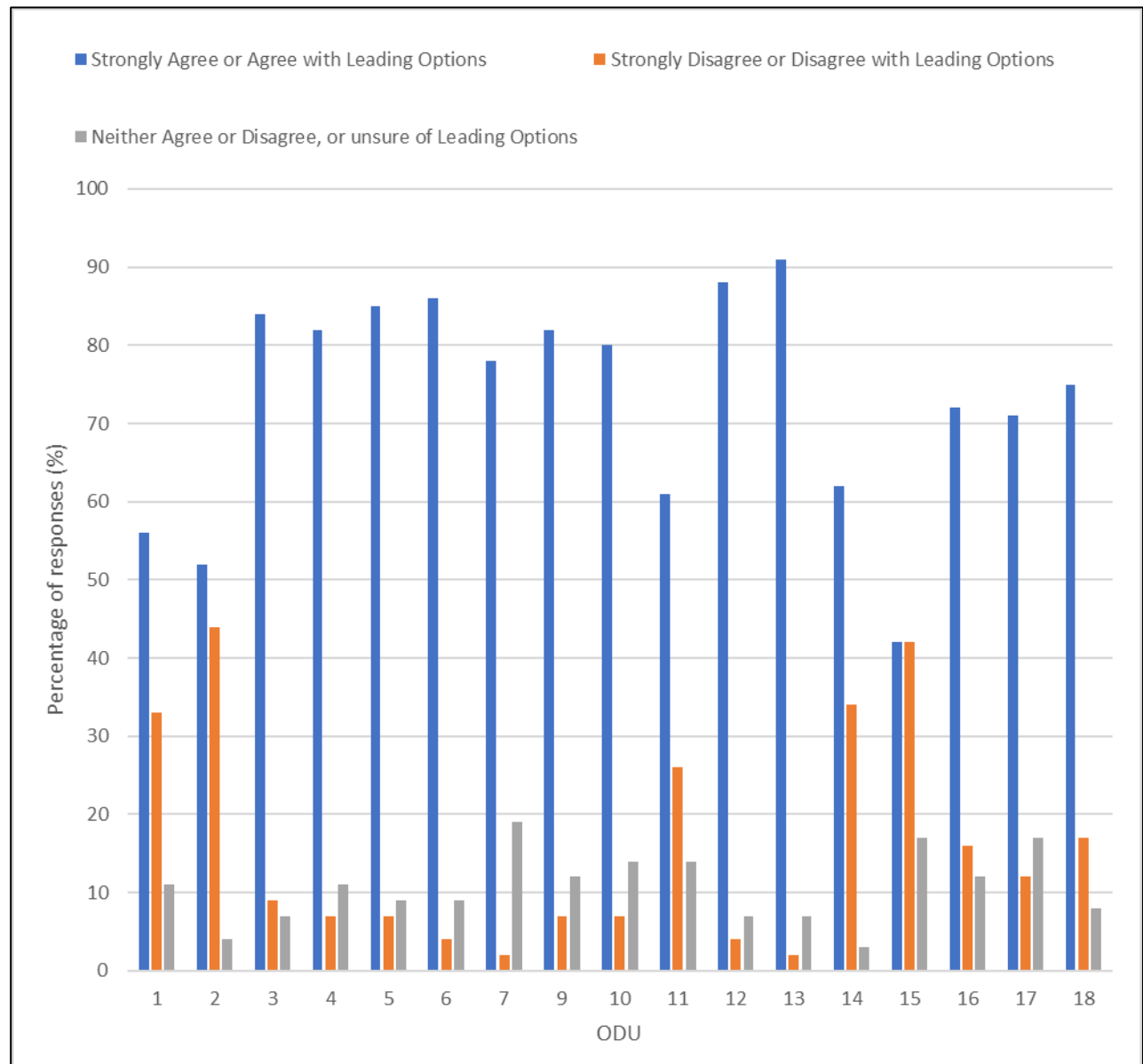


Figure 5-1: Summary of engagement round 5 survey feedback

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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 document¹.
- 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 m³ 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 m³ 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 requirement for tidal working, the potential need for temporary works and the presence of buried services.

¹ 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.

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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).

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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.

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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

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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 no more than the amount of FCERM-GiA available for the National Leading Option. In addition, if the Local Aspirational Option delivers fewer benefits or Outcome Measures than the National Leading Option, the amount of FCERM-GiA available would be expected to be less. Any costs for the Local Aspirational Leading Options that are beyond those covered by FCERM-GiA will need to be secured from other funding sources.

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.

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6.2 SMZ 1 (Muddeford 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.

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Table 6-1: Benefit-cost assessment for SMZ 1

Option	Description	PV Costs (£k)	PV Benefits (£k)	ABCR	NPV (£k)	Leading Option(s)
ODU 1 – Hengistbury Head East						
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	
ODU 2 – Mudeford Sandbank						
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	

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 (Mudford 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

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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.

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- 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.

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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 (2025- 2045) (£K)	Epoch 2 (2045- 2075) (£K)	Epoch 3 (2075- 2125) (£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).

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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)
ODU 3 – Christchurch Harbour South						
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	
ODU 4 - Wick						
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	

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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	
ODU 5 – Willow Drive and the Quomps						
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

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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	
ODU 6 – River Avon West Bank						
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	
ODU 11 – Mudeford Quay						
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	

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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	

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)
ODU 7 – Rossiters Quay						
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
ODU 9 - Stanpit						
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	
ODU 10 - Mudeford						
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	
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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	

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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	

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- 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.

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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.

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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.

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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.

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- 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

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- 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.

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Table 6-10: Summary of HRA Appropriate Assessment for SMZ 2

European site	Recommendations / Mitigation
Dorset Heathlands SPA	ODU 3 – 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	ODU 7 – 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. ODU 6, 7 and 9 – works on frontline defences as part of the National Option that could affect the river bed should be undertaken at low tide
Avon Valley SPA / Ramsar	ODU 7 – 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.

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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 (2025- 2045) (£K)	Epoch 2 (2045- 2075) (£K)	Epoch 3 (2075- 2125) (£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

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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

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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).

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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)
ODU 12 – Avon Beach and Friars Cliff						
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	
ODU 13 - Highcliffe						
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	

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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 m³ 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.

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- 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:

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- 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 (2025-2045) (£K)	Epoch 2 (2045-2075) (£K)	Epoch 3 (2075-2125) (£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.

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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.

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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)
ODU 14 – Naish Cliff and Barton on Sea						
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	

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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. The Maintain option includes a refurbishment of the existing rock revetment at the toe of the cliff in epoch 1. For the costing it has been assumed that this will not be needed until later in the epoch; around 2040. The residual life of the existing rock revetment is approximately 10-15 years (without maintenance), but this option also includes for extensive annual maintenance of the rock structures until a refurbishment is undertaken (estimated around £50k per annum based on existing typical spend). It has therefore been assumed in the option costing that this refurbishment will not be needed until the upper end of the residual life estimate (15 years – around 2040). However, in practice the timing may differ and should be determined based on annual monitoring against the triggers set out in the Strategy Action Plan.

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

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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 Managed 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 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 600 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.

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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:
- 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 (2025- 2045) (£K)	Epoch 2 (2045- 2075) (£K)	Epoch 3 (2075- 2125) (£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.

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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.

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

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- 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.

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)
ODU 15 –Barton on Sea to Hordle Cliff						
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.

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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.

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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)
ODU 16 – Cliff Road						
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	
ODU 17 – Rook Cliff						
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	

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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	
ODU 18 – Milford on Sea						
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	

- 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

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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 m³ 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.

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.

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- 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	ODUs 16, 17 & 18 – 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	ODU 18 – 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:

- 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).

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- 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 (2025- 2045) (£K)	Epoch 2 (2045- 2075) (£K)	Epoch 3 (2075- 2125) (£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.

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

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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.
- 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

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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 time (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. The next section of this report (Section 7; Implementation) considers the funding and affordability of the different leading options over epoch 1, and based on this recommends which of the leading options to begin with when starting to deliver the Strategy.

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

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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 if funding can be secured.
- 6.8.7 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.
- 6.8.8 It is recognised that there are a range of uncertainties that will influence the delivery of the Strategy. For example, funding availability and affordability is a key uncertainty given that the partnership funding scores for the initial schemes are typically less than 50% (National and/or Local Aspirational Options). The Strategy leading options have therefore been identified to provide sufficient flexibility so that a mixture of different types of options can be delivered simultaneously across the Strategy frontage (e.g. Local Aspirational, National, Backup). For example, in some ODUs the Local Aspirational Option could be delivered, whilst in other ODUs the National or Backup Options may be delivered. This type of delivery situation could arise if less funding is available in some ODUs. See Section 7.1 for more details on this approach.
- 6.8.9 With funding being a key uncertainty, one of the priority recommendations following approval and adoption of the Strategy is to develop a detailed Funding Strategy to plan, identify and secure contributions before schemes are required. Ahead of developing this, an initial and high level funding and affordability assessment has been undertaken and is presented in Section 7.2 of this report. This assessment has been used to guide which of the leading options to start with when delivering the Strategy in each ODU. In some ODUs, given the affordability challenges, it is not considered feasible to start with the

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Local Aspirational Option and therefore the National or Backup Options may be delivered in the interim until funding for the more expensive options can be found.

- 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. To provide an upper end estimate of the potential benefits (and costs) of the Strategy, where an ODU has a Local Aspirational Option identified, the table shows the values for this option. Otherwise the values for the National Option are presented. Subject to affordability, for some ODUs with a Local Aspirational Option it may be that the National or Backup Options are actually delivered and in this case the costs / benefits of the Strategy will be less than those presented in the table.
- 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).

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Table 6-24 Summary of strategy

	SMZ 1		SMZ 2								SMZ 3		SMZ 4	SMZ 5	SMZ 6			
	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 shown*	L	L	L	L	L	N	N	N	N	L	L	L	N	N	L	L	L	
PV Costs (£k)																		
Capital	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	11,173	9,779	133,833
Non-capital	278	213	116	204	136	68	103	204	136	68	318	363	1,889	0	784	298	1,280	6,458
Total PV Costs (£k)	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
PV Benefits (£k)**	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
Average Benefit/Cost Ratio	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	1.20
Cash Costs (£k)																		
Capital	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
Non-capital	943	728	434	685	457	228	411	685	457	228	1185	1,199	6,848	0	2,697	1,000	3,503	21,688
Total Cash Costs (£k)	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			
	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	
Total PV Costs (£k)	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
PV Do Nothing local economic damages that could be avoided with Leading Option*	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

7 Implementation

7.1 Adaptive Pathways

- 7.1.1 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.
- 7.1.2 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. This is known as an 'Adaptive Pathways' approach.
- 7.1.3 To support the delivery of the Strategy, an Action and Implementation Plan has been developed and is presented in Appendix G. This includes diagrams that show the different 'pathways' between the leading options as well as the key triggers and thresholds for decision making.
- 7.1.4 Funding and affordability is recognised as perhaps the most significant uncertainty and limitation on how the Strategy will be delivered and a lack of funding will limit which pathways can be followed. This is particularly the case for epoch 1 because there is less time to plan and secure the necessary funding to deliver the schemes, particularly in any ODUs where schemes are needed over the next 5 years. As such, an affordability assessment for all schemes in epoch 1 has been undertaken to determine whether the scheme has a high, medium, or low affordability rating. The outputs of this assessment have then been used to determine the starting point for the adaptive pathways (i.e. whether to start with the Local, National or Backup Option in epoch 1). The affordability assessment is detailed in the following section of this report (Section 7.2).
- 7.1.5 Over time, as the funding availability and other uncertainties become clearer, the EA or FCERM teams at BCP and NFDC 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, if in a given ODU the initial starting option is the Backup Option due to a lack of funding, but in a few years' time unexpected additional funding becomes available, then the pathway can be switched at that point in time to deliver either the National or Local Aspirational Options as desired.
- 7.1.6 Crucially, the Strategy leading options have been developed so that the overall FCERM approach remains cohesive even if alternative options are delivered in adjacent units (e.g. a National Option could be delivered in one unit, and the Local Aspirational Option could be delivered in the adjacent unit). This also means that should the delivery pathway change in a given ODU over time, it will not compromise the delivery of the options in adjacent units.
- 7.1.7 Once the options had been developed, a sensitivity test of option cohesion between ODUs was undertaken in the Leading Options Report (Appendix C). It demonstrated that if either of the National, Local or Backup Options are delivered in an ODU then this would not be expected to impact the deliverability of options in adjacent units. However, there are two main exceptions to this, described below:

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- 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 (i.e. delivering either one of the National, Local or Backup Options; doing Nothing in one unit could compromise the adjacent units). 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.

7.1.8 Figure 7-1 presents an example of the adaptive pathway approach. It shows the leading options in ODU 5.

7.1.9 The Adaptive Pathway illustrations for each ODU (similar to Figure 7-1) are presented in the Action and Implementation Plan (Appendix G).

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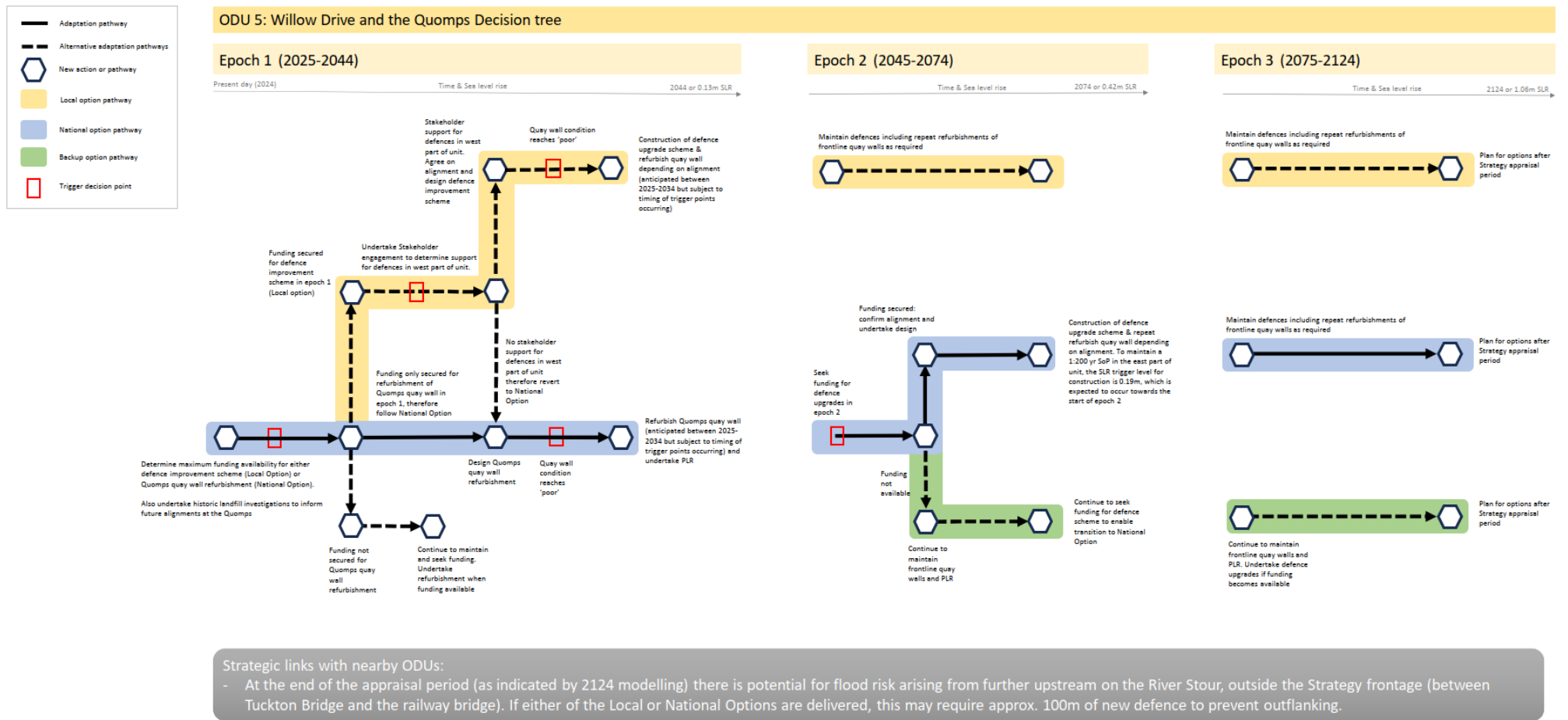


Figure 7-1: Adaptive Pathway illustration

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7.2 Affordability and Funding Assessment

- 7.2.1 For many of the ODUs the Partnership Funding calculations indicate that significant amounts of non FCERM-GiA funding will be required to deliver the leading options. This introduces uncertainty into the delivery of the Strategy because if non FCERM-GiA funding cannot be secured, this could impact the affordability of the National / Local Aspirational Options and the Backup Options would need to be delivered instead (generally the delivery of Backup Options would still provide a cohesive approach to FCERM along the frontage, albeit with less benefits).
- 7.2.2 Recognising the uncertainty around funding, both BCP and NFDC have already commenced discussions internally with councillors, senior management, finance and planning teams to identify potential non FCERM-GiA funding sources and opportunities. This includes ensuring that future funding contribution needs are captured on infrastructure delivery plans to link to future Community Infrastructure Levy (CIL) contributions, and seeking to secure allocations from revenue generated by council assets that benefit from the defences recommended in the Strategy.
- 7.2.3 Furthermore, following approval of the Strategy by the Environment Agency, both councils have agreed to prioritise development of a detailed Funding Strategy that will provide a comprehensive plan for how the non FCERM-GiA funding will be secured.
- 7.2.4 Ahead of undertaking this detailed Funding Strategy, an initial assessment of potential funding and affordability has been undertaken and is presented in the sections below. The assessment is focussed on epoch 1 (the first 20 years) given that funding beyond this time period is more uncertain. The assessment has helped to identify whether the schemes or defence refurbishments that are recommended by the leading options during epoch 1 are likely to be affordable. This has in turn guided which option to begin with when delivering the Strategy and to show as the starting position for the Adaptive Pathways. This starting option can be considered the 'Epoch 1 Leading Option' to be delivered in epoch 1, assuming the funding availability is as expected and there are no significant changes.
- 7.2.5 This assessment has been split into five stages:
- 1) identify potential funding sources that could be used to fund the leading options along the Strategy frontage as a whole;
 - 2) identify which ODUs have a scheme or defence refurbishment recommended during epoch 1 as part of the leading options;
 - 3) identify the key beneficiaries of these schemes / refurbishments in each ODU;
 - 4) considering steps 1 to 3 above, for each ODU identify the relevant funding sources for the schemes / refurbishments. At a high level estimate the potential scale of funding that could be available;
 - 5) compare the estimated scale of funding that could be available with the cost of the scheme / refurbishment to identify the affordability.
- 7.2.6 More details of each stage are provided in the corresponding sections below.

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Stage 1) Potential funding sources

- 7.2.7 Sources of funding have been identified and are outlined below. Note that these are potential sources of funding and decisions have not yet been made on which sources to pursue.

Central Government Funding

- 7.2.8 FCERM-GiA: this is likely to be the primary funding source from Defra / the Environment Agency and will be assigned based on the Outcome Measures delivered by the schemes. As outlined above, FCERM-GiA will only form a proportion of the overall funding and other non FCERM-GiA sources will be required.
- 7.2.9 Property Level Flood Resilience grant: a one-off £5,000 grant available from the Defra / the Environment Agency for homes and businesses at risk of flooding. The grant can be used by building owners to undertake a survey and improvements to improve resilience and resistance to flooding. Eligibility criteria apply and the grant is typically only available in exceptional circumstances, such as after a major flood.
- 7.2.10 Potentially contaminated land funding: ongoing national research is currently being undertaken into the issue of historic landfill and contaminated land around the coastline, with a particularly focus on how to manage the flooding and erosion risks to these areas. A potential outcome of the research could include a new funding stream for the management of historic landfill at the coast. It is recognised that this is speculative at this stage but if this funding source were to be made available, then there are many sites around the Strategy frontage which could be eligible.
- 7.2.11 Funding from other Government Departments could potential be available for some locations, subject to the beneficiaries of the schemes. For example, if public assets like schools or highways are beneficiaries then funding from other sources could be explored.

BCP / NFDC

- 7.2.12 Council maintenance budgets: both councils have an annual maintenance budget for coastal defences / assets. The size of this budget varies annually and is unlikely to be sufficient to fund larger scale defence improvements or refurbishments on its own in a given year. However, in areas where defences can be gradually refurbished or improved over time, parts of the budget can be used annually to undertake these works over a period of years. The use of rock armour lends itself well to this type of approach as once delivered, the rock can be moved around and placed as required over time. For example, NFDC have started following this process at Milford on Sea, where the 2024/25 maintenance budget was used to place rock armour in-front of part of the seawall to stabilise the structure. Over time more rock armour can be added when maintenance budgets allow, gradually refurbishing the structure to provide a longer design life.
- 7.2.13 Capital reserves / loans: the councils may have capital reserves that could be used to fund coastal defence schemes. Alternatively the councils could have access to local government bonds which provide a means for borrowing from capital markets.
- 7.2.14 Community Infrastructure Levy (CIL): CILs are collected through a charge on development and can be used to fund a wide range of infrastructure, including transport, flood and coastal defences, schools, hospitals and other health and social care facilities. Both BCP Council and NFDC have a CIL that can be used to help fund the Strategy leading options. It is anticipated that CIL funding will form a significant portion of the overall funding for the schemes and both councils have already started the process to

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secure this funding by ensuring that future funding contribution needs are captured on infrastructure development plans.

- 7.2.15 Local Enterprise Partnership (LEP): LEPs are non-statutory bodies responsible for economic development in England. BCP Council is a member of the Dorset LEP and NFDC is a member of the Solent LEP and funding applications can be made to the LEPs for coastal defence works.
- 7.2.16 Local Levy: Local Levy is raised via precepts on local residents in Regional Flood & Coastal Committee (RFCC) areas. The RFCCs then allocate this to help unlock and maximise the use of central Government funds and can provide financial support where no alternative funding is available. In many cases the use of Local Levy has enabled schemes to progress sooner, and attract additional national funding. It provides a powerful tool for the Committee to shape both large and small investment priorities in local communities. Risk Management Authorities are able to bid for Local Levy funding from RFCCs to support delivery of FCERM studies and schemes and both BCP and NFDC have a track record of successful funding bids to their respective RFCCs to support delivery of projects in their areas.
- 7.2.17 Asset income: both councils own and operate a number of revenue generating assets including car parks, beach huts and businesses along the Strategy frontage (e.g. the Hengistbury Head Visitor Centre) that would directly benefit from implementing the leading options. The councils could explore ways in which revenue (or part of the revenue) generated from these assets could be ringfenced for the purposes of funding FCERM coastal defence schemes. There may also be opportunities to increase prices (e.g. car parking prices) or to ask customers for voluntary donations with the additional revenue generated being used solely for the purposes of FCERM in the area.
- 7.2.18 Business rates: business rates are charged on most non-residential properties. Historically business rates were paid to central government but since 2013 local authorities / councils keep a proportion of the business rate revenue which can then be used to fund local services. There needs to be a clear positive benefit cost ratio to local businesses in order to access this funding. The evidence base developed in the Strategy GVA and wider benefit assessment demonstrates the strong case for the local economy in investing in the Strategy leading options and therefore this can be used to help secure business rate funding.
- 7.2.19 Council tax: council tax is charged on residential properties and collected by local councils to fund local services. BCP and NFDC could explore ways in which additional revenue for FCERM in Strategy area could be collected through the council tax system. For example, a specific FCERM precept could be added, either by BCP / NFDC or by a new precepting body with specific remit to raise funds for FCERM (for example, as has been done with the Somerset Rivers Authority). Any approach such as this would likely require approval from central government and political support from all affected authorities in the wider region.
- 7.2.20 Lottery funding: funding from national lottery pots (e.g. Big Lottery Fund, National Lottery Heritage Fund) is intended for community projects that improve health, education, the environment and heritage. Many of the FCERM schemes as part of the Strategy leading options will provide these types of benefits and therefore could be suitable applicants for this funding, either by direct bids from BCP / NFDC or by working in partnership with eligible organisations to support delivery of multiple benefits as part of investment in new FCERM infrastructure.

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Local Businesses

- 7.2.21 Local business donations: a key ethos of the FCERM partnership funding approach is that those benefiting from FCERM interventions contribute to the cost where possible. There are many businesses along the Strategy frontage that would benefit from the improved defences that are recommended by the Strategy leading options. BCP / NFDC could therefore work with these businesses to secure funding contributions or contributions in kind (e.g. such as using land to assist with construction access or site compounds etc. where this would be beneficial). In total there are 411 non-residential properties at risk of flooding (2125 1 in 200 year event - 0.5% AEP) and 221 at risk from coastal erosion in the Strategy area, a large proportion of which are businesses. If a proportion of these businesses are able to provide a contribution then there is potential for a significant amount of funding to be raised.

Service / utility providers

- 7.2.22 Service / utility provider grants and contributions: in some ODUs there are buried services / utilities along the coastal frontage that would be at risk of damage from the Do Nothing scenario, potentially leading to costly diversions or repairs. The service providers who own and maintain these assets would therefore be beneficiaries of the Strategy leading options. Both BCP and NFDC could work with the providers to secure contributions to the FCERM schemes. An example of this is in ODUs 2 and 11 where service cables run beneath Mudeford Sandbank, across the Run and connect to Mudeford Quay. The leading options in these areas will help to prevent damage to the buried cables by stabilising the Sandbank and walls around Mudeford Quay.

Natural England

- 7.2.23 Grants / contributions: although not likely to be a major source of funding, there is potential to acquire funding or contributions in kind from Natural England where the leading options provide a positive benefit to ecosystems and habitat designations. A good example of this is the leading options in some areas of SMZ 1 and 2 (Christchurch Harbour) which include the provision for environmental enhancements and habitat creation (e.g. saltmarsh); BCP could engage with Natural England to determine if any contributions could be made towards these schemes.
- 7.2.24 Environmental Land Management (ELM) incentives: although not likely to be a major source of funding, in some units where environmental enhancements are being undertaken (e.g. around Christchurch Harbour) there may be an opportunity to access funding from the various ELM incentives, such as the Countryside Stewardship scheme and Landscape Recovery scheme.

Historic England

- 7.2.25 Grants / contributions: there are many listed buildings and areas of cultural heritage significance along the Strategy frontage, particularly around Christchurch Harbour, including scheduled monuments. Based on discussions with Historic England in the development of the Strategy there is a desire from the organisation to be involved in future scheme design and development, particularly with regards to resilience measures being utilised on historic buildings and structures. By working collaboratively with Historic England, there may be opportunities to secure funding and contributions from sources such as grants and heritage lottery funding.

General Public / Residents

- 7.2.26 Contributions: local residents would be major beneficiaries of the FCERM interventions recommended by the Strategy leading options and therefore there may be opportunities to secure financial contributions or contributions in kind from residents. The Strategy frontage is used for a wide variety of recreational and amenity purposes and therefore there could also be opportunities to secure funding from the general public and interest

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groups. A range of activities could be undertaken to help facilitate this, such as working collaboratively with local resident groups and interest groups during scheme development, awareness raising, and asking for voluntary contributions when paying for services at popular coastal locations (e.g. car parking).

Stage 2) Schemes / refurbishments in epoch 1

7.2.27 With the exception of ODU 15, each of the ODUs includes either a scheme to improve the existing defences / standard of protection or a refurbishment to maintain existing defences during epoch 1. As a result all ODUs, with the exception of ODU 15, have been included in the affordability assessment.

Stage 3) Key beneficiaries (by ODU)

7.2.28 Table 7-1 provides a summary of the key beneficiaries of the schemes / defence refurbishments in epoch 1.

7.2.29 For the purposes of presenting the information in the table, the beneficiaries have been grouped into categories. However in practice there may be sub-groups within each category. For example recreation users of the Strategy frontage could include bird watchers, beach users, dog walkers etc. These sub-groups will be explored in more detail during the development of the detailed Funding Strategy so that engagement with potential funding partners can be optimised.

7.2.30 As can be seen, most of the ODUs have a wide range of beneficiaries which increases the potential to attract funding from a broad range of sources.

Table 7-1: Key beneficiaries by ODU (ODUs only shown if a scheme or defence refurbishments are planned in epoch 1 as part of one or more of the Leading Options (Local, National or Backup Options))

Key beneficiaries	ODU															
	1	2	3	4	5	6	7	9	10	11	12	13	14	16	17	18
BCP Council																
NFDC Council																
Local businesses																
Local homeowners / residents																
Service / utility providers																
Land owners																
Developers																
Natural England																
Historic England																
Beach hut owners / renters																
General public – recreation																
General public – tourism																



Beneficiary marked by green highlighting

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Stage 4) Potential funding sources and scale (by ODU)

- 7.2.31 This stage of the assessment has considered the potential funding sources that may be available in each ODU, as well as the potential scale of funding from each source. To clarify, no funding sources have been secured at this stage and this assessment is intended to provide an indication to help steer the delivery pathway for the Strategy over epoch 1. This is based on the best estimates of what funding could potentially be available.
- 7.2.32 The confidence in securing funding from a given source has been identified as either higher confidence, lower confidence or funding unlikely:
- ‘Higher confidence’ has typically been assigned to council based sources such as the Community Infrastructure Levy, maintenance budgets and capital reserves. These are very common sources of funding for FCERM and the BCP and NFDC FCERM teams have greater influence over how these sources are distributed.
 - ‘Lower confidence’ has been assigned to sources where there is significant uncertainty as to whether funding could be available, typically associated with national based sources of funding (such as the Environment Agency/Defra PLR grants) or from beneficiaries where historically funding can be challenging to secure. Other more innovative sources of funding from the council (such as council tax adjustments) have also been assigned to the lower confidence.
 - ‘Funding unlikely’ has been assigned where the source of funding is not a key beneficiary of the scheme / refurbishment.
- 7.2.33 The scale of potential funding has been estimated by the project team based on an understanding of historic levels of funding for similar FCERM projects, an understanding of existing council budgets and early engagement with councillors, senior management, finance and planning teams. Typically, if a scheme or refurbishment is to deliver greater benefits, it has been assumed that a larger amount of funding from sources may be available. It should be noted that the scale of funding estimates are indicative and further work engaging with the funding partners during the development of the detailed Funding Strategy will be required.
- 7.2.34 Table 7-2 and Table 7-4 summarise stage 4 of the assessment. The assessment has been undertaken for the intended FCERM interventions in epoch 1 for all of the Local, National and Backup Options or each ODU (except ODU 15).

Stage 5) Affordability check

- 7.2.35 The final step in the assessment was to compare the estimated cost of the scheme / refurbishment (cash terms) to the estimated scale of funding identified. From this comparison the affordability of the scheme / refurbishment has been inferred.
- 7.2.36 One of three affordability ratings have been assigned; high, medium and low:
- High affordability rating: estimated scale of funding from eligible sources significantly exceeds the cost of the scheme / refurbishment
 - Medium affordability rating: estimated scale of funding from eligible sources is between 50-100% of the cost of the scheme / refurbishment, with potential to obtain

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more funding from these sources if required (i.e. the estimated scale of funding substantially covers the cost of the scheme).

- Low affordability rating: estimated scale of funding is less than 50% of the scheme cost.

7.2.37 The affordability ratings for each of the schemes / refurbishments is shown in the bottom row in Table 7-2 and Table 7-4.

7.2.38 For visibility, the tables also include options where there is no scheme / refurbishment planned during epoch 1. Typically these options would involve small-scale maintenance (such as patch-repairs or beach recycling) and funding for these works will come from the council annual maintenance budgets or from private funding (where privately owned).

7.2.39 In summary, the affordability assessment indicates that generally the schemes / refurbishments planned in epoch 1 have either a high or medium affordability rating. However, some schemes in epoch 1 may not be affordable unless more funding from existing or new sources can be secured in the interim period. These include the schemes at:

- ODU 5 (Willow Drive and the Quomps) - Local option that would look to build new flood defences in the west part of the unit.
- ODU 12 (Avon Beach and Friars Cliff) - Local option that would look to incorporate wider public realm enhancements into defence upgrades.
- ODU 14 (Naish Cliff and Barton on Sea) - National option to help stabilise the cliff as soon as possible.
- ODU 17 (Rook Cliff) - Local option to improve the existing rock armour defence to make it more resilient to sea level rise.
- ODU 18 (Milford on Sea) - National Option to raise the crest level and improve the seawall.

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Table 7-3: Affordability assessment, ODUs 7-13

Potential funding partner	Potential source of funding	ODU (with estimated epoch 1 scheme cash cost and timing shown)												
		7	7	9	9	10	10	11	11	12	12	12	13	13
		National	Backup	National	Backup	National	Backup	Local	National	Local	National	Backup	Local	National
		Small scale maintenance	Refurb & PLR	Small scale maintenance	Refurb & PLR	Refurb & PLR	Refurb & PLR	Refurb & PLR	Small scale maintenance	Scheme	Refurb	Refurb	Scheme	Scheme
		NA	£1.8m (2040-45)	NA	£1.8m (2040-45)	£3.7m (2040-45)	£3.7m (2040-45)	£7.6m (2035-39)	NA	£18.2m (2035-39)	£3.5m (2035-39)	£3.5m (2035-39)	£0.7m (2035-39)	£0.7m (2035-39)
Central Government	FCERM-GiA		Assumed minimal		Assumed minimal	Assumed minimal	Assumed minimal			£1.4m	Assumed minimal	Assumed minimal	Assumed minimal	Assumed minimal
	PLR grants													
	Contaminated land / other sources													
Councils (BCP / NFDC)	Annual maintenance budgets	£0.1 - 0.5m	£0.1 - 0.5m	£0.1 - 0.5m	£0.1 - 0.5m	£0.1 - 0.5m	£0.1 - 0.5m	£0.1 - 0.5m	£0.1 - 0.5m	£0.1 - 0.5m	£0.1 - 0.5m	£0.1 - 0.5m	£0.1 - 0.5m	£0.1 - 0.5m
	General funding (e.g. capital reserves, loans, asset income etc.)		£0.5 - 1m		£0.5 - 1m			£1.5 - 2m		£1 - 2m	£1 - 2m	£1 - 2m	£0.1 - 0.5m	£0.1 - 0.5m
	CIL		£0.5 - 1m		£0.5 - 1m	£0.5 - 1m	£0.5 - 1m	£2 - 3m		£2 - 3m	£1 - 2m	£1 - 2m	£0.5 - 1m	£0.5 - 1m
	LEP													
	Local Levy		<£0.1m		£0.1 - 0.5m	£0.1 - 0.5m	£0.1 - 0.5m	£0.1 - 0.5m		£0.1 - 0.5m	£0.1 - 0.5m	£0.1 - 0.5m	£0.1 - 0.5m	£0.1 - 0.5m
	Lottery funding													
Local businesses	Contributions		<£0.1m		<£0.1m			<£0.1m		<£0.1m	<£0.1m	<£0.1m	<£0.1m	<£0.1m
Service Providers	Contributions							£0.5 - 1m						
Natural England	Grants / other sources													
Historic England	Grants													
	Lottery funding													
Public	Contributions		<£0.1m		<£0.1m	£1.5 - 2m	£1.5 - 2m			<£0.1m	<£0.1m	<£0.1m		
Potential scale of funding		Annual maintenance	£1.1 - 2.5m	Annual maintenance	£1.2 - 3m	£2.2 - 4m	£2.2 - 4m	£4.2 - 7m	Annual maintenance	£4.6 - 7.4m	£2.2 - 5m	£2.2 - 5m	£0.8 - 2.5m	£0.8 - 2.5m
Affordability		High	Medium	High	Medium	Medium	Medium	Medium	High	Low	Medium	Medium	High	High

 Higher confidence of securing funding

 Lower confidence of securing funding

 No funding likely

Note: the table provides an indication of potential funding sources, scale and confidence. However, funding has not yet been secured and further work following the Strategy will be required to secure funding ahead of scheme delivery.

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Table 7-4: Affordability assessment, ODUs 14-18

Potential funding partner	Potential source of funding	ODU (with estimated epoch 1 scheme cash cost and timing shown)											
		14	14	14	14	16	16	16	17	17	17	18	18
		National	Backup 1	Backup 2	Backup 3	Local	National	Backup	Local	National	Backup	National	Backup
		Scheme	Small scale maintenance	Small scale maintenance	Refurb	Scheme	Small scale maintenance	Refurb	Scheme	Refurb	Refurb	Scheme	Refurb
		£26.4m (2030-39)	NA	NA	£5.2m (2040-45)	£4.5m (2030-34)	NA	£0.4m (2030-34)	£13.6m (2030-34)	£3.8m (2030-34)	£2.7m (2030-34)	£10.9m (2030-34)	£4.2m (2030-34)
Central Government	FCERM-GIA	£3.2m			Assumed minimal	£1.3m			£2.4m	Assumed minimal	Assumed minimal	£1.3million	Assumed minimal
	PLR grants												
	Contaminated land / other sources												
Councils (BCP / NFDC)	Annual maintenance budgets	£0.1 - 0.5m	£0.1 - 0.5m	£0.1 - 0.5m	£0.1 - 0.5m	£0.1 - 0.5m	£0.1 - 0.5m	£0.1 - 0.5m	£0.1 - 0.5m	£0.1 - 0.5m	£0.1 - 0.5m	£0.1 - 0.5m	£0.1 - 0.5m
	General funding (e.g. capital reserves, loans, asset income etc.)	£1 - 2m			£0.5 - 1m	£0.5 - 1m			£0.5 - 1m	£0.5 - 1m	£0.5 - 1m	£0.5 - 1m	£0.5 - 1m
	CIL	£3 - 5m			£1 - 2m	£1 - 2m			£2 - 3m	£1 - 2m	£1 - 2m	£2 - 3m	£1 - 2m
	LEP												
	Local Levy	£0.5 - 1m			£0.5 - 1m	£0.1 - 0.5m			£0.1 - 0.5m	£0.1 - 0.5m	£0.1 - 0.5m	£0.1 - 0.5m	£0.1 - 0.5m
	Lottery funding												
Local businesses	Contributions	£0.5 - 1m			£0.5 - 1m				<£0.1m	<£0.1m	<£0.1m	<£0.1m	<£0.1m
Service Providers	Contributions												
Natural England	Grants / other sources												
Historic England	Grants												
	Lottery funding												
Public	Contributions	£0.5 - 1m			£0.5 - 1m	<£0.1m			£0.5 - 1m	£0.5 - 1m	£0.5 - 1m	£0.5 - 1m	£0.5 - 1m
Potential scale of funding		£8.8 – 13.7m	Annual maintenance	Annual maintenance	£3.1 – 6.5m	£3 – 5.3m	Annual maintenance	Annual maintenance	£5.6 – 8.4m	£2.2 - 5m	£2.2 - 5m	£4.5 – 7.3m	£2.2 - 5m
Affordability		Low	High	High	Medium	Medium	High	High	Low	Medium	Medium	Low	Medium
			Higher confidence of securing funding					Lower confidence of securing funding				No funding likely	

Note: the table provides an indication of potential funding sources, scale and confidence. However, funding has not yet been secured and further work following the Strategy will be required to secure funding ahead of scheme delivery.

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7.3 Option Implementation

Epoch 1 leading option

- 7.3.1 The affordability assessment undertaken in Section 7.2 outlines the affordability rating of each of the schemes / refurbishments recommended by the Local, National and Backup options in epoch 1. Based on this assessment, the starting option for delivering the Strategy and the Adaptive Pathways in each ODU has been determined.
- 7.3.2 This starting option is considered the 'Epoch 1 Leading Option'. However, as per the Adaptive Pathways, should more funding become available or other risks significantly change, then there remains flexibility to shift pathways to deliver another of the leading options in a given ODU as appropriate. The timing of the shift in pathway could occur at any point in the future as risks develop / funding uncertainties resolve (the shift could occur later in epoch 1, or in epochs 2 or 3).
- 7.3.3 To determine the Epoch 1 Leading Option, the affordability, as well as the date of intervention has been considered:
- If a scheme or refurbishment is needed over the first five years of the Strategy delivery, in order for this option to be taken forward as the Epoch 1 Leading Option (the starting option), then there should be a 'high' affordability rating for the scheme (i.e. a high confidence in the scheme being affordable). This will help to ensure that any schemes / refurbishments needed over the first five years are deliverable and that the Strategy will not fail at the initial action.
 - If a scheme or refurbishment is needed after the first five years (e.g. years 5-20) of the Strategy delivery, in order for this option to be taken forward as the Epoch 1 Leading Option (the starting option), then there should be a 'medium' or 'high' affordability rating for the scheme (i.e. at least medium confidence in the scheme being affordable).
- 7.3.4 This approach ensures that options that have a scheme / refurbishment with a 'low' affordability rating, or a scheme with a 'medium' or 'low' affordability rating if the intervention is over the first five years, are not taken forward as the starting point for the Strategy delivery in epoch 1.
- 7.3.5 The priority order for selecting the Epoch 1 Leading Option (the starting option) is the Local Aspirational Option, National Option and then the Backup Option. For example, if the scheme as part of the Local Aspirational Option is affordable based on the criteria above, then this will be identified as the Epoch 1 Leading Option as it provides the greatest benefits. However, if the scheme in the Local Aspirational Option is not affordable, then the National Option would be selected as the Epoch 1 Leading Option, and so forth.
- 7.3.6 Table 7-5 below outlines the Epoch 1 Leading Option (the starting option) for each ODU, including justification for why the option was identified. The Epoch 1 Leading Options are also shown as the starting option on the Adaptive Pathway diagrams developed for the Action and Implementation Plan (Appendix G). Note that all timings specified in the table are a best estimate and subject to change in response to other triggers such as defence condition.

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Table 7-5: Epoch 1 Leading Options (the starting options)

ODU		Epoch 1 Leading Options (starting options)		Justification		
1 – Hengistbury Head East		Local Aspirational – Managed Realignment		The option includes a refurbishment of the existing defences from 2035, with a medium affordability rating.		
2 – Mudeford Sandbank		Local Aspirational – Maintain with Adaptation		The option includes a refurbishment of the existing defences from 2035, with a medium affordability rating. Option also includes provision for beach management and PLR as required.		
3 – Christchurch Harbour South		Local Aspirational – Adaptation / Resilience C		The option includes a comparatively lower cost scheme to construct erosion defences to preserve access and around historic landfill from 2035, with a medium affordability rating. Option also includes provision for PLR as required.		
4 – Wick		Local Aspirational – Sustain B		This option includes a scheme to extent / raise the setback embankment defence to raise the SoP, as well as undertaking refurbishment of the frontline quay wall between 2030-45. The combined cost of the works is considered to have a medium affordability rating.		
5 – Willow Drive and the Quomps		National – Improve D-F		These options include a refurbishment of the quay wall between 2025-35, with a high affordability rating. The alternative Local Aspirational options include a more extensive scheme in epoch 1 to improve the SoP of the flood defences in this unit. However the affordability rating for these schemes are low.		
6 – River Avon West Bank		National – Adaptation / Resilience		This option includes a refurbishment of the quay wall from 2040, with PLR before this as required on a property by property basis. The combined cost of these measures has a medium affordability rating. A Local Aspirational Option was not identified for this ODU.		
7 – Rossiters Quay		National – Improve A		This option does not include any schemes or refurbishments during epoch 1. Only small scale maintenance activities of existing defences are anticipated during this period which has a high affordability rating. A Local Aspirational Option was not identified for this ODU.		
9 – Stanpit		National – Sustain A		This option does not include any schemes or refurbishments during epoch 1. Only small scale maintenance activities of existing defences are anticipated during this period which has a high affordability rating. A Local Aspirational Option was not identified for this ODU.		
10 – Mudeford		National – Improve A		This option includes a refurbishment of the quay wall from 2040, with PLR before this as required on a property by property basis. The combined cost of these measures has a medium affordability rating. A Local Aspirational Option was not identified for this ODU.		
11 – Mudeford Quay		Local Aspirational – Adaption / Resilience		This option includes a refurbishment of the quay wall from 2035, with PLR before this as required on a property by property basis. The combined cost of these measures has a medium affordability rating.		
12 – Avon Beach and Friars Cliff		National – Improve A		This option includes refurbishing the existing coastal defences from 2035, with a medium affordability rating. Option also includes provision for beach management as required. The alternative Local Aspirational option for this ODU includes a scheme to improve the defences to provide a higher SoP, as well as undertaking beach nourishment and broader public realm enhancements. This scheme has a low affordability rating.		
13 – Highcliffe		Local – Improve A		This option includes a scheme to construct an outflanking defence at the eastern end of the ODU from 2035, with a high affordability rating.		
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ODU	Epoch 1 Leading Options (starting options)	Justification
14 – Naish Cliff and Barton on Sea	Backup – Maintain	This option involves undertaking annual maintenance and then a refurbishment of the existing rock defences at the toe of the cliff later in epoch 1. This refurbishment intervention has a medium affordability rating. There are a number of alternative leading options in this unit that have not been identified as the Epoch 1 Leading Option: - The National Option (Managed Realignment A) would involve undertaking a scheme to improve the cliff stability from as soon as possible. However, this scheme currently has a low affordability rating. - The alternative Backup options (Managed Realignment B and D) aim to undertake a cliff stability scheme in epoch 2 and they therefore only include small scale maintenance during epoch 1 (such as patch repairs). It is likely that in the future the adaptive pathway would transition from the Maintain option to either of these options when funding can be secured for the stabilisation scheme. However, with no guarantees of funding for a stabilisation scheme at this stage, it is prudent to start the adaptive pathways with the Maintain Option so that defence refurbishments are planned for and undertaken in case funding for a stabilisation scheme is never secured. (Note that for the Maintain Option the refurbishment of the existing rock revetment at the toe of the cliff has been assumed to be needed around 2040 but this may differ subject to triggers in the Action Plan – see section 6.5 for more details).
15	National – Do Nothing	No defence scheme, refurbishments or maintenance included.
16	Local – Managed Realignment A / B	This option involves a scheme to undertake beach nourishment and construct a local strong point from 2030. This intervention has a medium affordability rating.
17	National – Improve C	This option includes a refurbishment of the existing cliff toe defences from 2030. This intervention has a medium affordability rating. In epoch 2 the defences would then be upgraded to improve resilience against sea level rise. The alternative Local Aspirational option aims to bring forward the defence upgrade scheme into epoch 1 (from epoch 2). However, the affordability of this scheme is low.
18	Backup – Improve B	This option includes a refurbishment of the existing defences from 2030, with ongoing beach management as required. The refurbishment is a medium affordability rating. In epoch 2 the defences would then be upgraded and large scale beach nourishment undertaken to improve resilience against sea level rise. The alternative National Option in this ODU includes undertaking the defence upgrades and beach nourishment during epoch 1. However, the affordability of doing this sooner is reduced and the scheme has an affordability rating of low. There is no Local Aspirational option for this ODU. There is a second Backup option for this unit (Maintain), which involves a series of defence refurbishments over time, rather than upgrading the defences. This option is very similar to the Improve B option during epoch 1, and therefore starting with the Improve B option would enable the adaptive pathway to follow the Maintain Option in the future should funding for defence improvements in the future not be secured.

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Option delivery in epochs 2 and 3

- 7.3.7 Option delivery in epochs 2 and 3 is more uncertain at this stage and will be guided by the Adaptive Pathways for each ODU. Where the Adaptive Pathways have started with the Backup option during epoch 1, it will be the objective to secure funding to enable either the National or Local Aspirational Option to be delivered in the medium / long term.
- 7.3.8 The exact timing of schemes and other interventions in the future will be guided by the trigger events outlined in the Action and Implementation Plan (Appendix G).

7.4 Project Planning

Phasing and Approach

- 7.4.1 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.

Programme

- 7.4.2 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. The programme and spend profile for the Strategy will vary depending on which adaptive pathways are implemented.
- 7.4.3 Table 7-6 and Table 7-7 show the programme of works by ODU and time epoch for different option choices. The programmes 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 tables but would be required and have been included for each do something options in the option costing. Full details can be found in the Leading Options Report (Appendix C).
- 7.4.4 Table 7-6 shows the programme of works based on the Epoch 1 Leading Options (the starting option), as outlined in Section 7.3 and shown in Table 7-5. For illustrative purposes it assumes that the Epoch 1 Leading Option will continue to be delivered in epochs 2 and 3, although in practice there will likely be shifts to other leading options as part of the Adaptive Pathways approach.
- 7.4.5 In contrast, Table 7-7 shows the programme of works assuming 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 from epoch 1.
- 7.4.6 Table 7-8 shows the indicative key dates for schemes / defence refurbishments in epoch 1, based on delivering the Epoch 1 Leading Option. The timings are also subject to acquiring the necessary funding as well as the trigger events being reached that are specified in the Action and Implementation Plan (Appendix G), such as the condition of

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the defences. Given the uncertainty in the exact timings, indicative 5-year periods have been shown in the table.

- 7.4.7 As can be seen in Table 7-8, by delivering the Epoch 1 Leading Option, during epoch 1 defence refurbishments will be required in ten different ODUs and defence upgrades in four ODUs. The majority of these works are not expected to be required until 2035 onwards (subject to trigger events), with only four interventions specified for the period between 2025-2035; a defence refurbishment in ODU 5, construction of a local strong point / beach nourishment in ODU 16, and defence refurbishments in ODUs 17 and 18.
- 7.4.8 The interventions outlined in epoch 1 as part of the Epoch 1 Leading Options are generally 'low regret' and are needed to manage existing risks that are happening now (such as the outflanking risk at Highcliffe etc.). Once implemented the interventions will still enable other adaptive pathways to be followed in the future.
- 7.4.9 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.

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Table 7-6: Strategy implementation programme by ODU and time epoch (Epoch 1 Leading Options / Starting Options, 2025-2125)

ODU	Option shown	2025-2045	2045-2075	2075-2125
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	National – Improve D-F	Capital refurbishment of quay wall	Raise height and lengthen defences (subject to option alignment choice)	-
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	National – Improve A	Capital refurbishment of defences and beach management as required	Beach nourishment scheme, replace / upgrade groynes and upgrade seawall	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

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ODU	Option shown	2025-2045	2045-2075	2075-2125
14 – Naish Cliff and Barton on Sea	Backup - Maintain	Capital refurbishment of existing defences	Capital refurbishment of existing defences	Capital refurbishment of existing defences
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	National – Improve C	Capital refurbishment of existing defences	Upgrade rock defences and construct groynes to help retain beach material.	Capital refurbishment of defences
18 – Milford on Sea	Backup – Improve B	Capital refurbishment of existing defences	Beach nourishment scheme, upgrade seawall and upgrade / replace groynes. Construct setback tidal defences adjacent to Sturt Pond and PLR.	Beach nourishment top-ups and PLR

Table 7-7: Strategy implementation programme by ODU and time epoch (Local Aspirational or National Options, 2025-2125)

ODU	Option shown	2025-2045	2045-2075	2075-2125
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 A-C	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

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ODU	Option shown	2025-2045	2045-2075	2075-2125
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

Table 7-8 Indicative key dates for defence upgrades / refurbishments in epoch 1, subject to acquiring suitable funding and adaptive pathways / trigger thresholds. The table shows the activities for the Epoch 1 Leading Options (the starting options).

Activity	Dates (5 year intervals)
ODU 1 – Hengistbury Head East (capital refurbishment of defences) Appraisal Construction period	2030-2034 2035-2039
ODU 2 – Mudeford Sandbank (capital refurbishment of defences) Appraisal Construction period	2030-2034 2035-2039
ODU 3 – Christchurch Harbour South (verge / slope armouring to historic landfill) Historic landfill / contaminated land investigations Appraisal Construction period	2025-2029 2030-2034 2035-2039
ODU 4 - Wick (lengthening / raising defence embankment) Embankment appraisal / phasing / timing decision Embankment construction period Historic landfill / contaminated land investigations Quay wall refurbishment construction period	2025-2029 2030-2034 2035-2039 2040-2044
ODU 5 – Willow Drive and the Quomps (capital refurbishment of quay wall) Appraisal Construction period Historic landfill / contaminated land investigations to inform future scheme Stakeholder engagement to inform alignment for future scheme	2025-2029 2025-2029 2030-2034 2040-2044
ODU 6 – River Avon West Bank (capital refurbishment of quay wall) Appraisal Construction period	2040-2044 2040-2044
ODU 10 – Mudeford (capital refurbishment of quay walls) Appraisal Construction period	2040-2044 2040-2044
ODU 11 – Mudeford Quay (capital refurbishment of quay walls) Appraisal Construction period	2030-2034 2035-2039
ODU 12 – Avon Beach and Friars Cliff (capital refurbishment of defences) Appraisal Construction period	2030-2034 2035-2039
ODU 13 – Highcliffe (outflanking defence) Appraisal Construction period	2030-2034 2035-2039
ODU 14 – Naish Cliff and Barton on Sea (capital refurbishment of defences at toe of cliff) Drainage trial and analysis Appraisal Construction	2025-2029 2035-2039 2040-2045
ODU 16 – Cliff Road (beach nourishment, local strong point) Appraisal Construction	2025-2029 2030-2034
ODU 17 – Rook Cliff (capital refurbishment of defences) Appraisal Construction	2025-2029 2030-2034
ODU 18 – Milford on Sea (capital refurbishment of defences) Appraisal Construction	2025-2029 2030-2034

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Outcome measures contributions

- 7.4.10 Table 7-9 and Table 7-10 summarises the Outcome Measure (OM) contributions of the leading options in each SMZ for different option choices.
- 7.4.11 Table 7-9 shows the OM contributions should the Epoch 1 Leading Options be delivered for the duration of the Strategy (2025-2125). For this table the OM contributions for the full option are included (e.g. if an option starts with a refurbishment with a scheme planned for epoch 2, the OMs for the scheme in epoch 2 are included).
- 7.4.12 Table 7-10 shows the OM contributions should the Local Aspirational Option 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.
- 7.4.13 Note that the same assumptions as outlined in the Partnership Funding scores presented in Section 6 apply to these tables (i.e. assuming a jump forward in time for OM2 and OM3s delivered by schemes).
- 7.4.14 In total, the Epoch 1 Leading Options would be expected to deliver over £148million in OM1 PV benefits if they were continued for the strategy duration. The Local Aspirational / National Options would be expected to deliver over £168million in OM1 PV benefits. In practice the total OM1s delivered by the Strategy will fall between these values, subject to the different adaptive pathways that are followed in each ODU.
- 7.4.15 Between 704-827 OM2s would be expected to be delivered by the Strategy, subject to whether the Epoch 1 Leading Option or the Local Aspirational / National Options are implemented. The OM2a values presented in Table 7-9 and Table 7-10 only include the residential properties initially at risk from flooding at the time of the scheme construction and the OM2b properties are the residential properties that would otherwise have been at risk a short time period after scheme construction (approx. 20 years after the scheme). 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. If 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 the Local Aspirational / National options through an improved standard of protection from flooding.
- 7.4.16 Between 875-1,178 OM3s would be expected to be delivered by the Strategy across SMZ 3, SMZ 4 and SMZ 6, subject to whether the Epoch 1 Leading Options or the Local Aspirational / National options are implemented. These are the residential properties that would be better protected against erosion risk.

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Table 7-9 Outcome measures contributions (Epoch 1 Leading Options, 2025-2125)

Outcome Measure	SMZ 1	SMZ 2	SMZ 3	SMZ 4	SMZ 5	SMZ 6	Total
OM1 Economic Benefit							
PV Benefits (£k)	89	96,692	15,924	5,959	0	30,071	148,735
OM2 Households at risk improving risk bands (nr)		413					413
OM2b Households at risk improving risk Bands (Nr)		414					414
OM3 Households at risk better protected (Nr)			297	0	0	578	875

Table 7-10 Outcome measures contributions (Local Aspirational or National Options, 2025-2125)

Outcome Measure	SMZ 1	SMZ 2	SMZ 3	SMZ 4	SMZ 5	SMZ 6	Total
OM1 Economic Benefit							
PV Benefits (£k)	89	98,800	15,924	23,489	0	30,071	168,373
OM2 Households at risk improving risk bands (nr)		258					258
OM2b Households at risk improving risk Bands (Nr)		446					446
OM3 Households at risk better protected (Nr)			297	303	0	578	1,178

7.5 Procurement strategy

- 7.5.1 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.
- 7.5.2 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.
- 7.5.3 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.

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7.6 Delivery risks

High level risk register

- 7.6.1 A high level risk register for the delivery of the Strategy has been developed collaboratively as a project team and is outlined in Table 7-11. 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 7-11 High level risk schedule and mitigation

Key project risk	Adopted mitigation measure
Political	
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.
Economic	
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 and a high level assessment of affordability has been undertaken to guide the starting options for the strategy delivery.
Reduced GiA contribution due to change in guidance of PF score thresholds	BCP / NFDC will develop a detailed 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.
Technical	
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.
Social	
Implementation difficulties – e.g. on agreeing preferred defence route	Early and ongoing engagement with key landowners and stakeholders along the frontage will be carried out to agree and confirm suitable

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Key project risk	Adopted mitigation measure
alignment, planning objections etc.	alignments for the schemes required during epoch 1. Any special access requirements or provisions will also be ascertained to ensure the option is feasible.
Environment	
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

- 7.6.2 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.
- 7.6.3 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.
- 7.6.4 Risk assessments will be carried out prior to any work starting on site to ensure the safety of the public during and after construction.

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8 Appendices

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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. Note – details in this table based on Local Aspirational / National Options as shown in Table 6-24.

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 6.24

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):

District Council Area of project (all projects):

Bournemouth, Christchurch and Poole
Council. New Forest District Council

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 ³ /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
¹ 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

¹ 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	
¹ 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		
Net gain of BAP habitat:	Wetland	Saltmarsh/ Mudflat	Ha	
	N/A	N/A		
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
OM1	Present value of Whole Life Benefits (£000s)	227,266 o1	Divided by	3,700,000 t1	Gives OM1 individual score 0.061 s1
OM2	Number of households moved from any flood / coastal erosion probability category to a lower one (households)	1,434 o2	Minus o2b	164 o2b	Divided by
				100,000 t2	Gives OM2 individual score 0.013 s2
OM2b	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 o2b	Minus o3	0 o3	Divided by
				36,000 t2b	Gives OM2b individual score 0.005 s2b
OM3	Number of households in deprived communities at reduced flood risk (households)	0 o3	Divided by	9,000 t3	Gives OM3 individual score 0 s3
OM5	The number of hectares Biodiversity Action Plan habitat created, net of compensatory habitat (Hectares)	0 o5	Divided by	800 t5	Gives OM5 individual score 0 s5

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 = 0.079	Divided by	140,319
		(s1 + s2 + s2b + s3 + s5)	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	Option 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
Appendix U	Council Decision Records

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Cabinet – 1 October 2025

Draft Air Quality Strategy – Public Consultation Report

Purpose	To review the outcomes of the public consultation on the draft Air Quality Strategy and the amended Air Quality Strategy prior to consideration by Full Council.
Classification	Public
Executive Summary	New Forest District Council has no declared Air Quality Management Areas and as directed by The Environment Act 2021; the council must proceed to publish an Air Quality Strategy to ensure air quality remains a high priority. A public consultation on the draft Air Quality Strategy was undertaken between 3 March – 5 May 2025 with 96 responses received. The responses have been considered, resulting in some minor amendments to the draft Air Quality Strategy and some additional points collated to help steer the development and implementation of the Strategy. Following the consultation process the amended Air Quality Strategy is recommended for adoption.
Recommendation	That Cabinet supports the process for Council to consider the Air Quality Strategy for the New Forest District Council, with the recommendation of adoption.
Reasons for recommendation(s)	It is a legal requirement to develop an Air Quality Strategy by Local Authorities with no declared Air Quality Management Areas.
Ward(s)	All
Portfolio Holder(s)	Councillor Dan Poole – Portfolio Holder for Community, Safety and Wellbeing

Strategic Director(s)	Richard Knott – Strategic Director of Housing & Communities
Officer Contact	Rachel Higgins Environmental Protection Team Manager 02380 285339 rachel.higgins@nfdc.gov.uk Joanne McClay Service Manager – Environmental and Regulation 02380 285325 joanne.mcclay@nfdc.gov.uk

Introduction

1. This report advises on the outcome of an 8-week public consultation (from 3 March to 5 May 2025) concerning the draft Air Quality Strategy (AQS) for New Forest District Council (NFDC). The report also provides detail on the resulting amendments made to the draft AQS.
2. The consultation report and amended AQS was presented to the Housing and Communities Overview and Scrutiny Panel on 17 September 2025, who were supportive of the report, and will be presented to Council, with the recommendation to approve and adopt the AQS for NFDC.

Background

3. Local Authorities have a statutory duty through the Local Air Quality Management (LAQM) regime to review and assess local air quality in their district in accordance with legislation, Government policy and guidance. Where an air quality objective is being, or likely to be, exceeded, an Air Quality Management Area (AQMA) must be declared.
4. The Environment Act 2021 updated the LAQM regime to require local authorities from 2023 with no declared AQMAs to produce an AQS for their district. In August 2023 NFDC revoked its remaining AQMA (Lyndhurst) and officers have progressed work to develop a draft AQS.
5. The LAQM regime of review and assessment of local air quality against the air quality objectives remains and will be maintained alongside the implementation of the AQS.

6. The draft AQS was developed with the assistance of air quality consultants Ricardo-AEA Ltd and relevant stakeholders who proactively contributed to the text of the draft AQS. The draft AQS was presented to Cabinet on 5 February 2025 who approved the draft AQS for public consultation.

Overview of public consultation on the draft Air Quality Strategy

7. The public consultation on the draft AQS was undertaken between 3 March and 5 May 2025 via an online questionnaire. The consultation sought respondents' views on:
 - air quality within the New Forest area,
 - general concerns about air quality,
 - a district wide Air Quality Strategy,
 - the priorities identified in the Strategy,
 - the representatives proposed to sit on the steering group and
 - understanding what actions, if any, they would be willing to take to themselves to improve local air quality
8. A link to the questionnaire was posted on the New Forest District Council website and publicised via the Council's Facebook page and on the resident email updates. Respondents could request a paper copy of the questionnaire if required.
9. Some questions required a yes or no answer, some asked for activities to be ranked in order of perceived importance and others allowed free text in which the respondent could expand upon their views or concerns.
10. The responses were collated and presented in a consultation report and attached in **Appendix 1**.

Outcome of public consultation on the draft Air Quality Strategy

11. In response to the consultation NFDC received:
 - Online responses: 93
 - Email response from a member of the public: 1
 - Email responses from professional bodies: 2 (New Forest NPA and UKHSA)
12. The majority of respondents agreed with the Council's priority areas within the draft AQS and the stakeholders we intend to work with. Respondents did state they would like to see more involvement from members of the public in the development and implementation of actions to improve local air quality.

13. The consultation highlighted public transport, improving traffic flow and planned development were a concern to the majority of respondents in terms of impacts on local air quality.
14. In response to the public consultation there were 6 minor amendments to the text of the draft AQS. These are noted in Appendix C of the consultation report (attached as **Appendix 1**) and have been completed for the finalised AQS document (attached as **Appendix 2**).
15. The responses to the public consultation will also assist with prioritising, developing and implementing each of the 6 priority areas identified within the draft Air Quality Strategy. The steering group will consider comments such as; ensuring public involvement throughout the process possibly through focus groups, having stronger links with public transport and cleaner transport modes and providing clearer messages on local air quality information and monitoring, when developing an action plan.

Corporate plan priorities

16. The adoption of the AQS for New Forest District Council is a statutory requirement and relates to the following corporate priorities:
17. **Theme:**
Empowering our residents to live healthy, connected and fulfilling lives and protecting our climate.
18. **Corporate Plan Objective:**
Protect and improve the health and wellbeing of our communities.
19. **Service Objective:**
Adoption and implementation of the AQS for New Forest District Council.

Options appraisal

20. **Option 1:**
That Cabinet reviews the AQS prior to Council, considers the proposed amendments to the AQS (following the consultation process) and recommend the revised AQS for adoption by Full Council.
21. **Option 2:**
That the adoption and publication of the AQS is not considered a priority for the Council. However, the Council is legally required to

adopt an AQS and failure to approve and adopt may leave the Council open to legal challenge, including by Defra. This option is not recommended given the Council's corporate plan commitments to the health of its residents.

Consultation undertaken

22. Consultation has taken place with the Portfolio Holder, stakeholders and the public through a public consultation process.

Financial and resource implications

23. The cost to develop the AQS has been funded from existing budgets, however there is likely to be an annual cost to implement the actions arising from the Strategy. The cost for implementation of the Strategy will be determined through work plans and stakeholder involvement. Future work may include additional monitoring of pollutants within the district and potential consultancy costs to assess and model pollutants, when necessary, to further develop the Strategy priorities and assess the impact of any measures implemented.
24. Existing budgets will fund part of the costs to implement the AQS. However, further funding opportunities will need to be explored such as securing additional funding from Government grant funding schemes either individually or by working collaboratively with neighbouring authorities to reduce costs and the possibility of funding from planning contributions.
25. There is also resource implication for officer engagement to implement the AQS. This work would be completed by current positions within the Service and across the Council. However, there may be some opportunity for collaborative working with other local authorities to develop and implement specific schemes. There is also an option to continue work with Southampton University using their expertise in air quality data analysis.

Legal implications

26. In accordance with The Environment Act 2021 the Council is required to develop and adopt an AQS where there are no AQMAs within their district. Legal implications of failing to adopt an Air Quality Strategy may result in challenge from Defra.

Risk assessment

27. There is no requirement for a formal risk assessment. Any risks in delivering the Strategy will be reviewed in terms of task-based

actions and staffing and financial resources required to deliver the actions which will continue to improve local air quality.

Environmental / Climate and nature implications

28. The development and implementation of an AQS for New Forest should align with policies concerning health, climate and nature, reducing emissions from vehicles and by working with local industry. Actions forwarded within the Strategy will be developed by the steering group and address impacts on the environment, climate and nature.

Equalities implications

29. The Environment Act 2021 has been assessed by Government as being compliant with United Kingdom equalities and human rights legislation. Furthermore, the action areas identified within the draft AQS aim to link areas of health inequalities with air quality to enable suitable targeting of action to reduce the impacts of airborne pollution on those most vulnerable in the New Forest district.

Crime and disorder implications

30. No specific implications.

Data protection / Information governance / ICT implications

31. No specific implications.

New Forest National Park implications

32. The AQS for New Forest covers both the New Forest District Council and New Forest National Park areas. The aim of the Strategy is to improve air quality and therefore benefit these areas, however the development of specific actions needs to ensure any potential negative impacts are identified and appropriately considered.
33. The inclusion of the New Forest National Park in the development of the Strategy, and on the strategy steering group should ensure all partner agencies are included in the development of actions, decision making and delivery. Therefore, avoiding duplications, conflicts of policy or unreasonable impacts.

Conclusion

34. The Council is legally required to develop an AQS for New Forest following the revocation of its remaining Air Quality Management Area in 2023. The draft Strategy has been consulted on with stakeholders and the public and is now seeking final approval for adoption.

Appendices:

Appendix 1

Air Quality Strategy Consultation Report

Appendix 2

Finalised Air Quality Strategy

Background Papers:

Defra LAQM Policy:

[England \(exc. London\) Policy Guidance | LAQM](#)

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AIR QUALITY STRATEGY CONSULTATION REPORT

NEW FOREST DISTRICT COUNCIL

July 2025

Contents

Executive Summary	1
Background	2
Methodology	3
Interpretation of results	4
Additional comments received	14
Officer recommendations	15
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Appendices

Appendix A - NFDC Summary responses to comments received

Appendix B - Comments received from New Forest National Park Authority and UKHSA

Appendix C - Table of amendments to the draft Air Quality Strategy

Executive Summary

Due to improvements in local air quality, there are currently no declared Air Quality Management Areas in the New Forest district. In such circumstances and as directed by The Environment Act 2021, New Forest District Council is required to publish an Air Quality Strategy to ensure local air quality remains a high priority.

In order to develop a draft Air Quality Strategy for New Forest District Council, workshops were held with relevant partners and stakeholders from across the district. Through these workshops, 6 priority areas were identified, aimed at improving air quality for people living and working in and visiting the New Forest. Following this, a public consultation sought views on the draft Air Quality Strategy including the respondents' general views on local air quality.

Most respondents agreed with the Council's priority areas within the draft Air Quality Strategy and the stakeholders we intend to work with, however respondents would like to see more involvement from members of the public in the development and implementation of actions to improve local air quality. The findings also showed public transport, improving traffic flow and planned development were a concern to the majority of respondents in terms of impacts on local air quality.

The results of the consultation have been used to:

- update the draft Air Quality Strategy where necessary before final Council adoption and publication, and,
- assist with prioritising, developing, and implementing each of the 6 priority areas identified within the draft Air Quality Strategy.

Officer recommendations based on the outcome of the public consultation:

- There is no requirement to amend the draft Air Quality Strategy in terms of the 6 priority areas and how the Strategy will be delivered via a steering group with agreed action plans.
- The draft Air Quality Strategy should be finalised and progressed for adoption by New Forest District Council.

Background

The 2023 Defra document 'Air Quality Strategy – Framework for local authority delivery' required all local authorities without an Air Quality Management Area (an area where air quality fails to comply with government set air quality objective levels) to develop and publish an Air Quality Strategy. The Strategy should set out the steps the local authority intends to take to improve local air quality.

New Forest District Council does not currently have any Air Quality Management Areas therefore a draft Air Quality Strategy was developed with the support of air quality consultants, AEA-Ricardo, and a steering group. The steering group included representatives from New Forest District Council (Environmental Health, Planning and Climate), Hampshire County Council (Public Health and Transport), New Forest National Park Authority, UK Health Security Agency (UKHSA), Environment Agency, the Environment Centre and local industry.

Local Authorities are encouraged to consult with members of the public on the production of an Air Quality Strategy to enable the views of local residents, businesses and employees to be taken into account during the development and implementation of the document. The comments provided could also be used to inform and direct the priorities of the Strategy.

Methodology

Public consultation on the draft New Forest District Council Air Quality Strategy was undertaken between 3 March and 5 May 2025 via an online questionnaire.

The consultation sought respondent's views on:

- air quality within the New Forest area,
- general concerns about air quality,
- a district wide Air Quality Strategy,
- the priorities identified in the Strategy,
- the representatives proposed to sit on the steering group and.
- understanding what actions, if any, they would be willing to take to themselves to improve local air quality.

A link to the questionnaire was posted on the New Forest District Council website and publicised via the Councils Facebook page and on the resident email updates. Respondents could request a paper copy of the questionnaire if required.

Some questions required a yes or no answer, some asked for activities to be ranked in order of perceived importance and others allowed free text in which the respondent could expand upon their views or concerns.

The responses were collated and analysed in this report. With regards to the free text questions, common themes were grouped for ease of understanding.

Interpretation of results

The public consultation is not representative of the overall population but provides information on the opinion of those respondents who engaged.

Results

The questionnaire received:

- Online responses: 93
- Email response from a member of the public: 1
- Email responses from professional bodies: 2

The results of the online consultation are shown below, with other comments received discussed further in Appendix A.

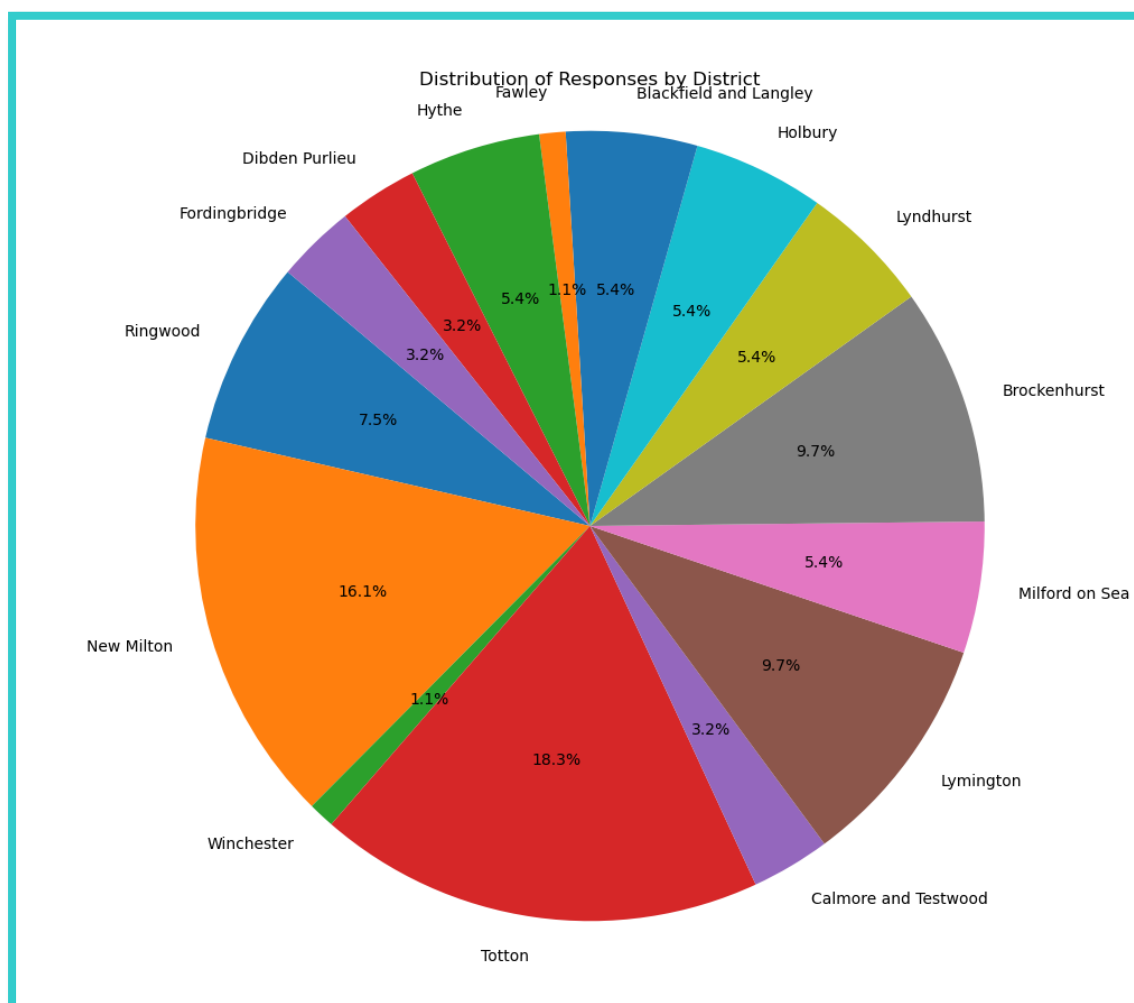
Questions 1-3 collected statistical data to enable analysis of the scope of responses and representation from different demographic groups.

Q1 Name

It was not mandatory to provide a name.

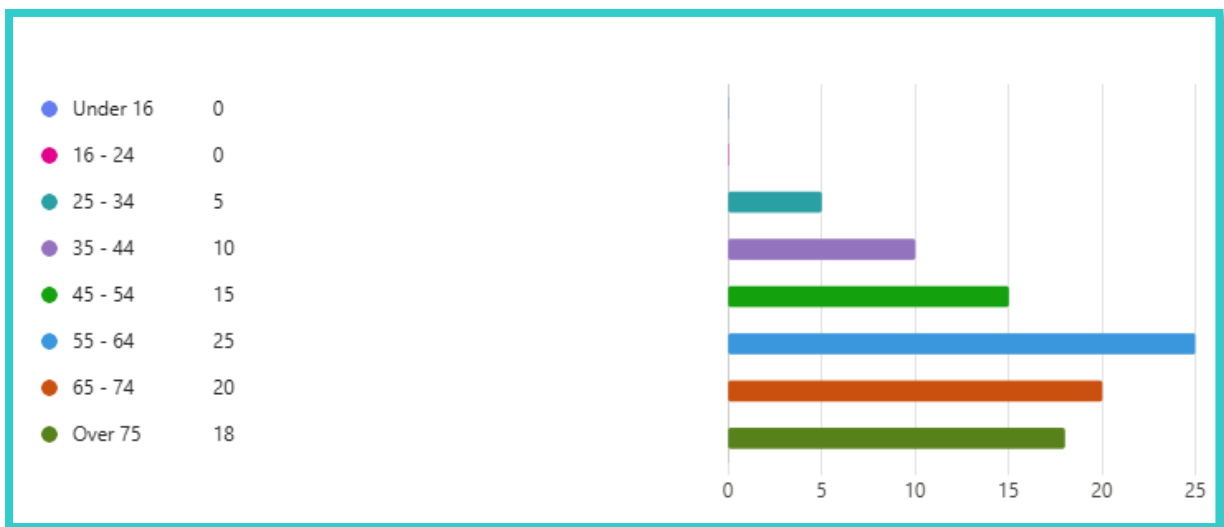
Q2 Postcode

The breakdown of postcode is as follows:



Q3 Age

The largest group of respondents 27% (or 25 respondents) were the 55-64 age group.

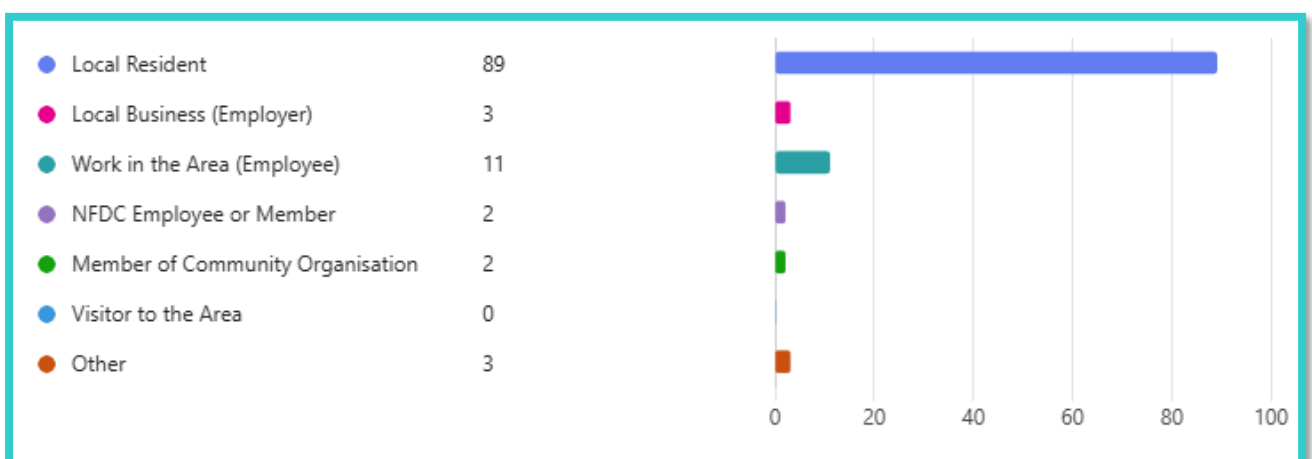


Q4 Commenting as . . .

The majority, 81%, of respondents (89 people) were commenting as a local resident.

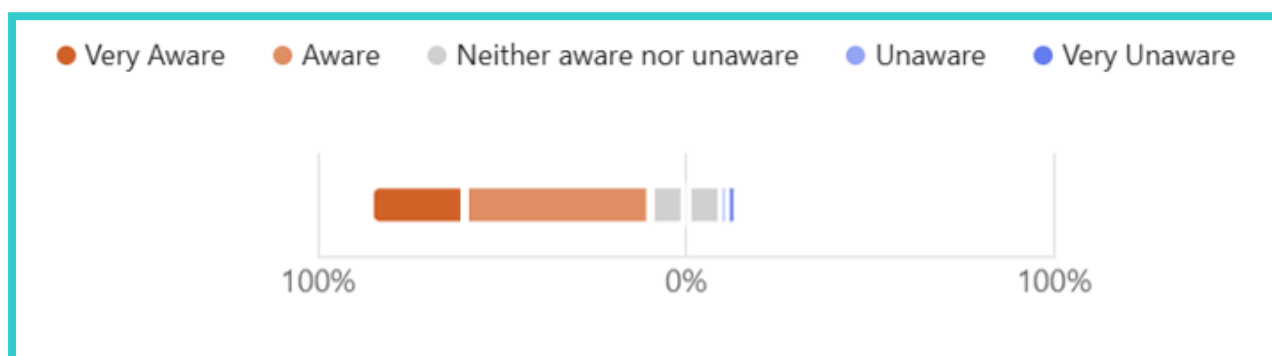
Respondents commenting as an employee within the area were the second highest group -10% of respondents or 11 people.

Note: some responders answered as a member of more than one group and so the graph displays more than 93 results.



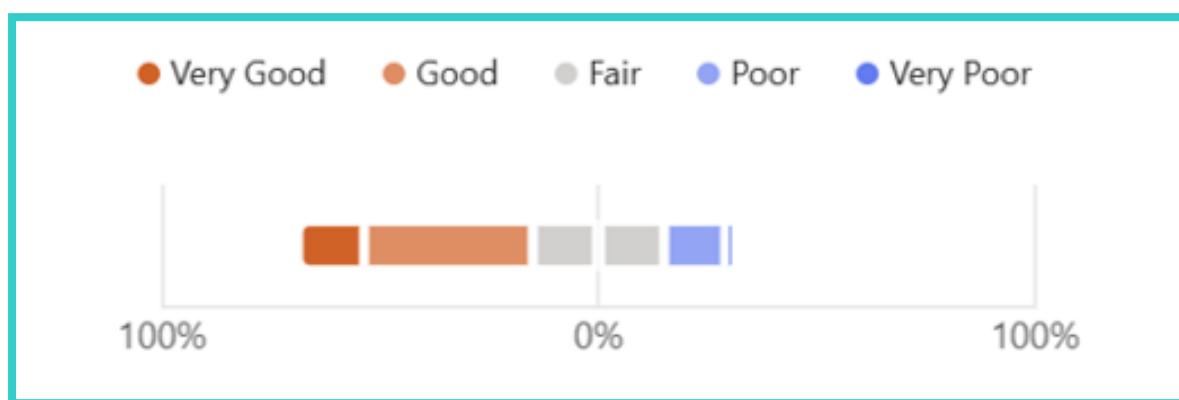
Q5 What is your awareness of air quality within the New Forest area?

The majority of respondents (76%) were aware or very aware of air quality within the New Forest



Q6 How do you perceive air quality in the New Forest?

The majority of respondents (54%) perceived air quality as being good or very good in the New Forest.

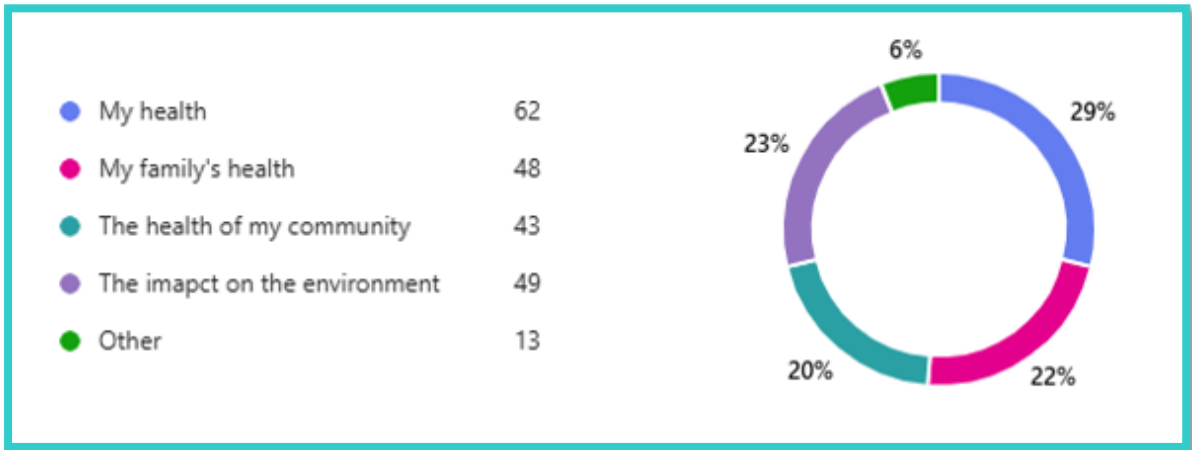


Q7 What concerns you most about air quality.

Respondents were asked to choose up to three categories which were of most concern to them.

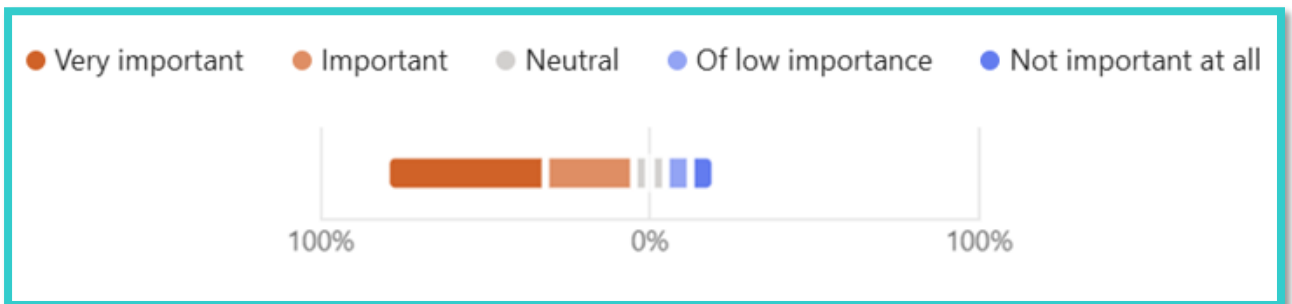
The 'my health' category was cumulatively the most common response receiving 29% of votes.

Note: The pie chart shows the percentage of votes given to each category whilst the numbers refer to the number of votes per category.



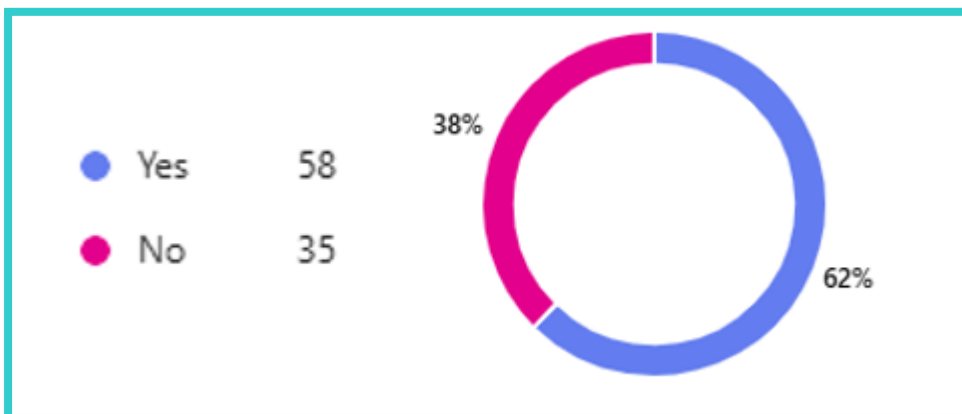
Q8 How important do you think it is to have an Air Quality Strategy to look at improving air quality for the New Forest?

78% of respondents stated this was very important or important.



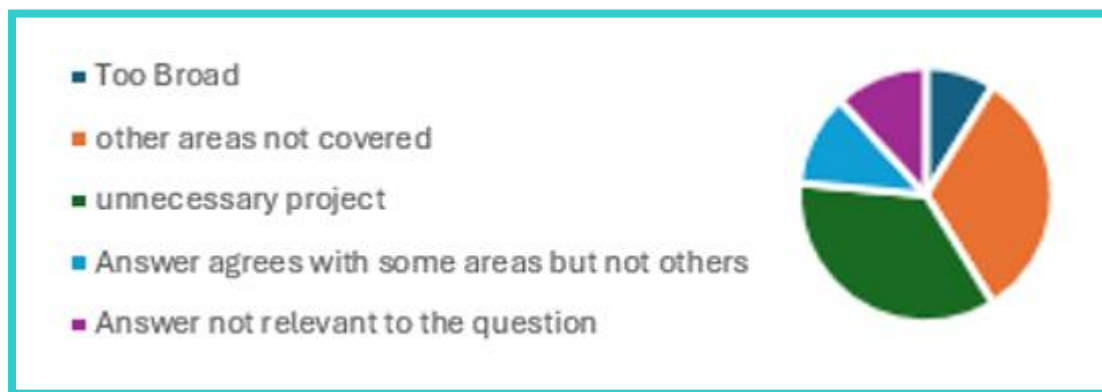
Q9 Do you agree with the summary of priority areas identified in the Air Quality Strategy?

62% of respondents (58 people) agreed this was important, 38%, (35 people) did not.



Q10 If not, why not

This was a free text question to which 34 people responded. The responses were collated into themes:



Other priority areas listed by respondents included:

- Shipping
- Industry
- Public transport (although this would come under the road transport priority area)

Other general comments or concerns included:

- A concern over charging to enter the area (this is not stated in the Air Quality Strategy)
- Concerns over the targeting of woodburning and rural ways of life.

Q11 The 6 priority areas within the Air Quality Strategy are listed. Please rank them in order of importance to you.

This question requested respondents to rank the 6 priorities.

Public awareness and behaviour change was the highest overall priority with 42% of respondents placing this as their 1st or 2nd choice.

However, whilst this priority was the most populous in terms of cumulative ranking, reducing road traffic emissions and reducing the impact of new developments had the joint highest 1st choice responses. It is also noted that reducing the impact of new development also received an equal proportion of 6th choice votes.

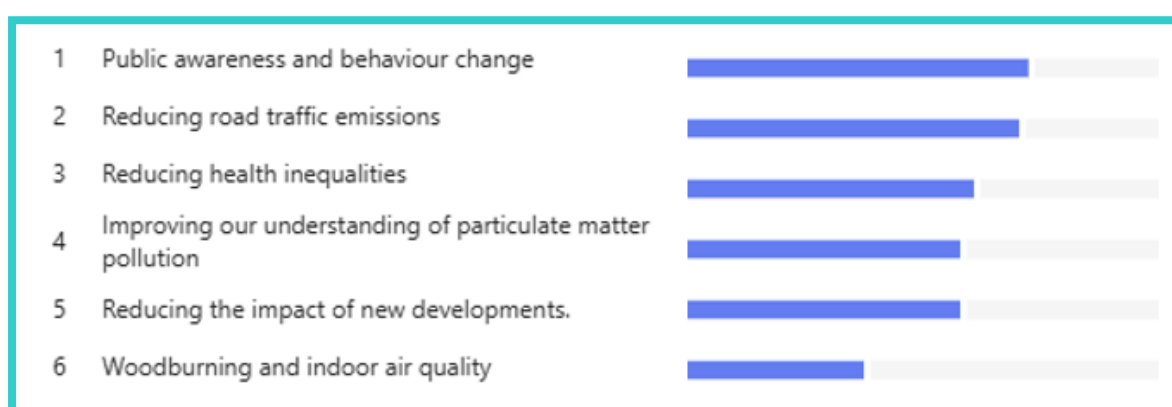
Woodburning and indoor air quality was placed 6th overall but was the highest priority for 11% of respondents.

Percentage of 1st choice votes

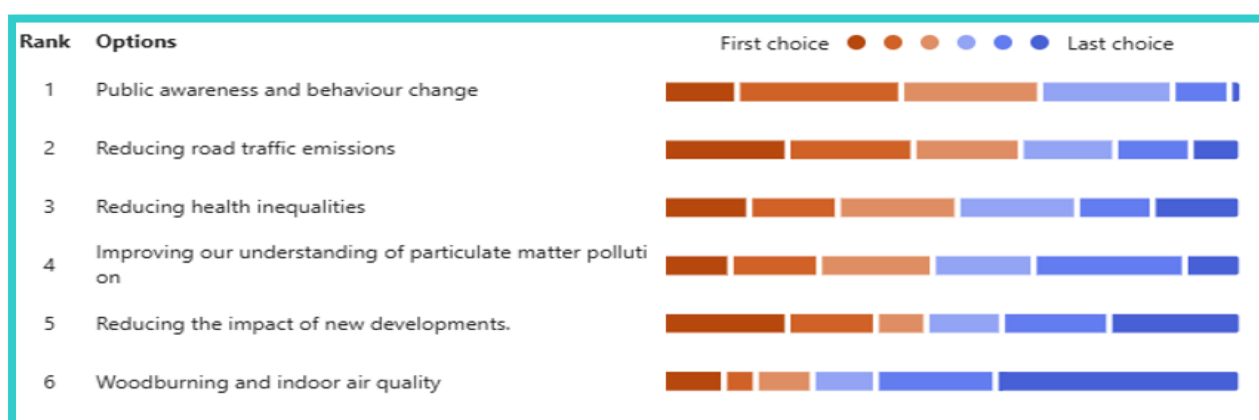
Priority Area	% of 1 st Choice
Reducing Road traffic emissions	23
Reducing the impact of new development	23
Reducing health inequalities	16
Public awareness and behavioural change	14
Understanding particulate matter	13
Woodburning and indoor air pollution	11

Percentage of 6th choice votes

Priority Area	% of 6 th Choice
Woodburning and indoor air pollution	42
Reducing the impact of new development	22
Reducing health inequalities	15
Understanding particulate matter	10
Reducing Road traffic emissions	9
Public awareness and behavioural change	2



The bar chart below shows the distribution of these concerns as first and last choices. Public awareness and behaviour change and reducing road traffic emissions are frequently chosen as top priorities, while woodburning and indoor air quality are often seen as less important.



Q12 Why have you ranked them in this order?

This was a free text question resulting in a varied response.

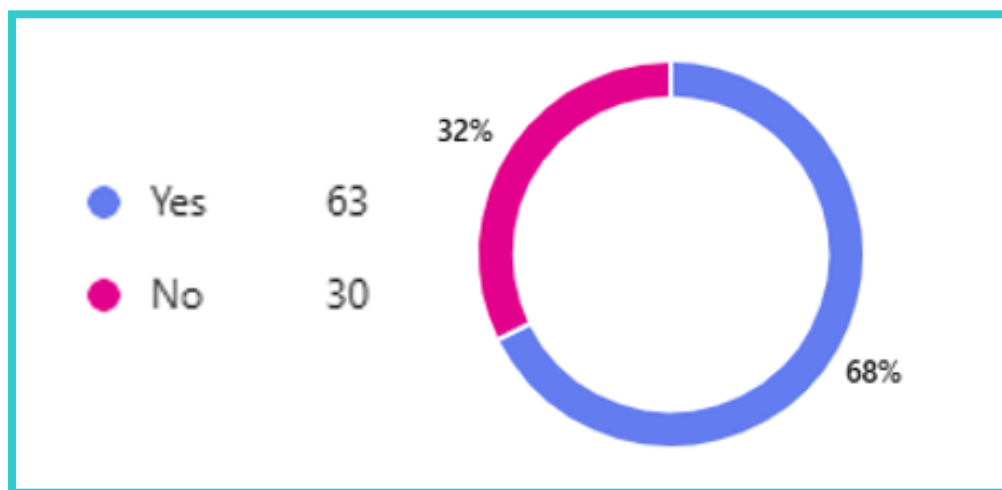
Opinions were too broad to elicit a common response, however common themes in respondent reasonings included:

- Objections to targeting woodburners
- Appeals to ban woodburners
- Concerns relating to traffic / public transport / infrastructure
- Concerns regarding development in the area
- Emissions relating to local industry, particularly the refinery
- Reasoning relating to very localised issues
- Political views on the Air Quality Strategy and other policies
- The Air Quality Strategy is viewed as a waste of money

Q13 Chapter 4 advises how we intend to implement the Air Quality Strategy. Our plan is to oversee the strategy by forming a steering group of relevant officers and local stakeholders who will develop annual work plans to forward agreed actions in a timely manner.

Do you agree with the approach to developing and forwarding local air quality actions?

68% or 63 respondents agreed with the approach. 32% or 30 respondents did not.



Q14 If not, why not?

This was a free text question with 28 responses.

In summary, the main responses were:

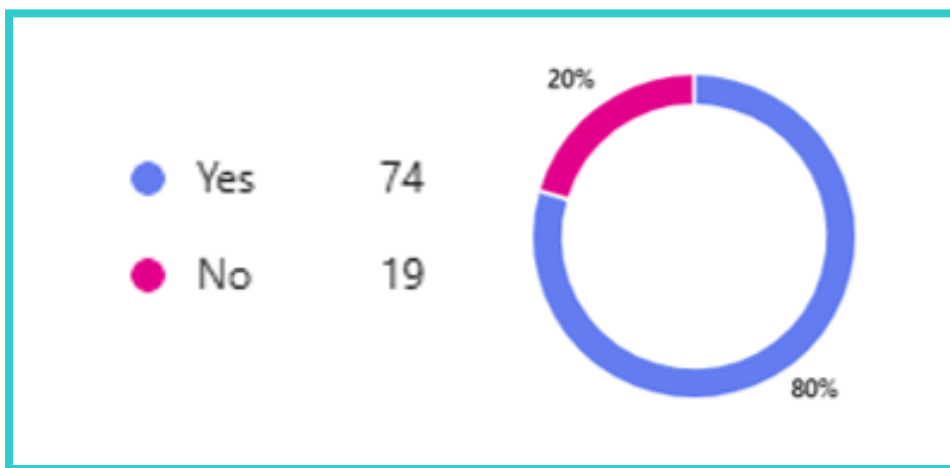
- It will increase the length of the process to take decisions and actions/It adds more meetings to the process/adds to bureaucracy (10)
- Having a stakeholder group would add cost which is taxpayers' money (9)

- The stakeholders are all the same type of officer and therefore would be biased/Trust is eroded/The group should involve the public (4)

Q15 Chapter 4 advises of the partners we intend to work with in the implementation of the Air Quality Strategy.

Partners include (but not limited to) Environmental Health, Public Health, Planning, Transportation, Climate Change, local industry, and the New Forest National Park Authority do you agree we are working with the correct partners?

80% or 74 respondents were in agreement. 20% or 19 respondents were not.



Q16 Are there any other partners we should be working with?

This question gathered 66 responses.

Other suggested partners included:

- Local community members (public, local business, farmers): (19)
- Industry: (7)
- Local schools: (5)
- Associated British Ports (ABP): (5)
- Woodburner suppliers: (4)
- Sustains / cycling advocates: (3)
- Town and Parish Councils: (3)
- Shipping companies: (3)
- Transport suppliers: (2)
- Conservation groups: (1)
- Forestry England: (1)
- Politicians: (1)
- Historic England: (1)
- Other Local Authorities: (1)
- Tourism: (1)
- Chem trail experts: (1)
- Other (8)

Q17 The annual work plans and Air Quality Strategy updates will be published on the Council's website. Are there any other ways you would like to receive this information?

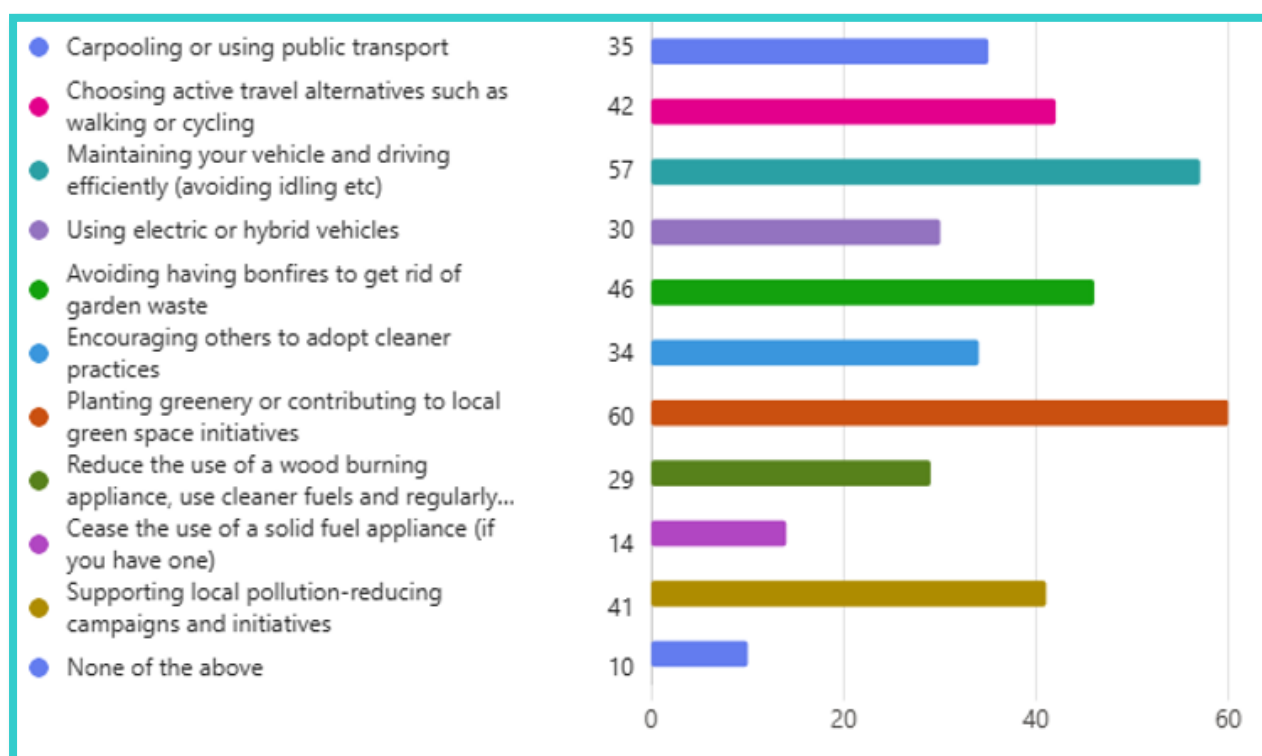
Responses to this question included:

- Leaflet drops / direct mailing
- Facebook
- Newsletters
- Personal email/resident emails/Next door email groups
- Newspapers
- Pigeon
- Community centres
- Via parish/town councils

Q18 We all have a role to play in improving air quality. Which of the actions below would you consider doing to improve air quality in your area?

Responses to this question included:

- Planting greenery or contributing to green space initiatives was the most popular action with 60 respondents highlighting this as an action they would take.
- Maintaining vehicles and driving efficiently were also popular commitments.
- Ceasing the use of a woodburner (if you have one) was the least popular commitment.



Q19 What else can we do to make a positive difference to air quality in the New Forest?

This free text question elicited 62 responses, the most popular included:

Topics already included in priority areas within the draft Air Quality Strategy:

- Improve public transport including from / to Southampton: (11)
- Improving traffic / reducing congestion: (8)
- Encourage cycling / walking in both urban and rural locations: (8)
- Improve enforcement on residents: (2)
- Targeting individual behaviour change: (1)

Topics already noted within the draft Air Quality Strategy for further consideration:

- Reduce development: (5)
- Ban woodburners: (3)
- Journey planning: (2)
- Increase/improve green spaces: (2)
- Stop garden bonfires: (2)
- Stop forest burning: (1)
- Incentives to remove woodburners: (1)
- Cleaner industry: (1)
- Work effectively with other regulators: (1)

Other topics not noted within the draft Air Quality Strategy:

- Stop cruise shipping: (3)
- Stop chem trails: (2)
- Introduce park and ride: (2)
- Planting more trees: (1)
- Restore Hythe ferry: (1)
- Introduce charging zone: (1)
- Shore power for cruise ships: (1)
- Stop incineration: (1)
- Reduce tourists: (1)
- Stop port development: (1)
- Reduce garden waste collection costs: (1)

All comments received from the public consultation on the draft Air Quality Strategy (redacted of personal information) are available on request.

Additional comments received

Additional comments were received from professional bodies:

- New Forest National Park Authority (NFNPA)
- UK Health Standards Agency (UKHSA)

The full comments received from NFNPA and the UKSHA can be found in Appendix B. These comments were supportive of the Air Quality Strategy.

The comments also included some minor amendments to the text as well as broader comments and suggestions which will be taken into consideration as the work to implement the Strategy is progressed.

Changes made to the text of the draft Air Quality Strategy based on comments received from the consultation are stated in Table 1 in Appendix C

Officer recommendations

The consultation highlighted a diverse and often differing public view of local air quality within the New Forest district and how the Council should prioritise its work to manage and improve local air quality for all.

The main themes of concern surrounded:

- Transport and public transport
- Planned development
- The need for clearer information and advice on the work the Council currently undertakes on air quality including:
 - i) more detail on the monitoring requirements and reporting
 - ii) ongoing regulation including of local industry
- Collaborative working
- How and when we will seek to involve other groups/representatives as we develop and implement work plans

It was evident that communication with the public is desired and necessary for transparency, to gather public support for air quality improvements and to ensure clear information on air quality issues is widely available. The responses received from the public consultation will help direct discussion with the steering group and form future actions taking public opinion into account.

Officer recommendations based on the outcome of the public consultation:

- There is no requirement to amend the draft Air Quality Strategy in terms of the 6 priority areas and how the Strategy will be delivered via a steering group with agreed action plans.
- The draft Air Quality Strategy should be finalised and progressed for adoption by New Forest District Council.

Appendices

Appendix A - NFDC Summary responses to comments received

The Council has sought to address frequently raised comments, or questions that can be answered at this time, in the following section.

Q10 Do you agree with the priority areas? If not, why not?

Shipping and industry were other sectors viewed as priority areas for respondents.

Shipping and industry have not been directly listed as a priority area because the initial regional air quality modelling exercise undertaken for the draft Strategy, (Section 3.3) did not advise these sources of emissions to be significant contributors to airborne emissions in the New Forest area. Their contribution is however noted in the modelling outputs provided in the draft Strategy.

Public transport improvements were raised by respondents, and this would be included within the development of the priority areas relating to transport and planned development. It is noted that improvements to public transport was a common theme throughout the responses received.

Q11 The 6 priorities within the Air Quality Strategy are listed. Please rank them in order of importance to you.

The top overall ranked choice was public awareness and behavioural change, which takes into account all the 1-3 ranking votes. Reducing road traffic emissions and reducing the impact of new developments were the most popular first choice groups, although reducing the impact of new development, also received an equal proportion of 6th choice votes.

Respondent views will influence those areas we may seek to develop first in conjunction with other considerations such as available resources, working with other agencies and timescales.

Q12 Why have you ranked the priority areas in this order?

Respondents views were mixed and often varied greatly with many opposing viewpoints i.e. some respondents stating that they perceive nothing wrong with air quality in the New Forest and that the Strategy was a waste of time and money, whilst others perceived air quality to be poor with the Strategy not fully addressing the perceived issues.

The general view was that public awareness of local air quality is important because without a good understanding of air quality impacts, behavioural change and other measures will not be effective.

Q14 Do you agree with this approach to developing and forwarding air quality action plans?

Responses included:

- It will increase the length of the process to take decisions and actions/It adds more meetings to the process/adds to bureaucracy (10)
- Having a stakeholder group would add cost which is taxpayers' money (9)
- The stakeholders are all the same type of officer and therefore would be biased/trust is eroded/the steering group should involve the public (4)

Having a core stakeholder group is seen as an effective and efficient method of working when multiple areas of work are being forwarded through the Strategy. Each priority action area may include different stakeholders to ensure those able to deliver positive action are included. For example, New Forest District Council does not control public transport, but we can include representatives from this sector in our discussions, similarly, New Forest District Council is not the regulator for some of the larger industrial sites such as Fawley refinery, but we will include the Environment Agency and industry representatives in the stakeholder groups.

We take on board the request to involve residents in preparing action plans and will consider appropriate ways to ensure public participation. This may be via:

- individual town and parish councils
- surveys
- public meetings
- resident focus groups

The production and implementation of the Air Quality Strategy is a statutory duty required by Government. It forms part of the Council's required work and officer time is accounted for through existing budgets.

Q16 Are there any other partners we should be working with?

Also see response to Q14.

The stakeholder group will be the drive behind developing and implementing the priority areas using their expert knowledge and regulatory understanding.

However, during the development and implementation of action plans, other groups will be involved as appropriate i.e. schools, ABP, industry and Forestry England. The involvement of local communities will be important, and this would be managed individually depending on the action of concern – for example local

business regarding deliveries, transport concerning a specific village/town, public health / clinicians for health updates concerning specific communities.

Q18 Which of the actions below would you consider doing to improve air quality in your area?

Residents are keen to pursue some actions individually to improve air quality.

Supporting people in doing so may form a part of the Strategy, for example working with local community groups to encourage participation in schemes such as tree planting, car-pooling and promoting garden waste schemes.

Q19 What else can we do to make a positive difference to air quality in the New Forest?

Of the 62 responses to this question, the majority concern transport, alternative modes of transport and better public transport access.

The Strategy includes garden bonfires and heath burning and these are covered in the public awareness priority area.

Some responses such as prohibiting cruise ships and reducing visitors to the area do not fall within the remit of the Council, although we can work to manage them, whilst other suggestions such as building railways and flyovers would be prohibitively expensive.

Some responses called for the introduction of a charging congestion zone. Others opposed it. The Strategy does not consider charging vehicles to enter any part of the New Forest district and there are no plans for the introduction of a charging zone.

Some responses requested the Council carry out air quality monitoring. This has been undertaken by New Forest District Council for over 20 years and the results of that monitoring can be viewed in the annual status reports available on the NFDC website: [Air pollution - New Forest District Council](#)

Some responses called for the ability to report problem bonfires. These can be reported by calling 02380 285411 or emailing eandr@nfc.gov.uk

Appendix B

Comments received from New Forest National Park Authority and UKHSA

Comments received from New Forest National Park Authority

Section	NFNPA comment
1.1	This section confirms that the focus of the Strategy is on the impacts of air quality on human health in the district. It is helpful to have this clarified, as distinct from the air quality impacts arising from planned development on the New Forest's internationally protected habitats and species covered by the Habitats Regulations.
Page 15	Support the reference to the fact that the New Forest National Park Authority has also declared a climate and nature emergency. When combined with the District Council's declaration, this lends further weight to the measures outlined in the Strategy.
Page 21	This section confirms that the District Council will continue, "...to work with Hampshire County Council on the development of the Local Walking and Cycling Infrastructure Plan to improve active travel facilities across the district and encourage people to shift from short car journeys to walking/ cycling/wheeling." Consideration could be given to mentioning in this section that the Waterside LCWIP is adopted and so the focus is on implementation. This is referenced on page 37 of the document.
Section 8.3	This part of the Strategy sets out a commitment to introducing particulate matter monitoring in the New Forest. The National Park Authority welcomes this and would suggest that some monitoring takes place in the rural areas of the New Forest – including the National Park – given that wood burning is a potential source.
Section 9.5	Section 9.5 states that the District Council will continue to raise awareness of the impact of wood burners. We welcome this commitment and the National Park Authority may be able to play a role in this awareness raising, with wood burners particularly relevant within the National Park areas of the District.
Page 38	A minor point, but it is suggested that the penultimate paragraph is amended to read, "The New Forest contains more than 100 miles of waymarked cycle routes, much of it off the public highway and traffic-free. The National Park Authority highlights popular cycle routes and highlights the locations of cycle hire shops in the area."

Regarding the consultation on the New Forest DLC Draft Air Quality Action Strategy

Thank you for the opportunity for UK Health Security Agency (UKHSA) to comment on the New Forest DLC draft Air Quality Strategy. UKHSA strongly supports the continued efforts of the Council to improve air quality in its area and reduce public exposure to air pollution.

We welcome and note the revoking of the last AQMA within the New Forest district, i.e. Lyndhurst AQMA on these grounds:

- Between 2010-2022- NO₂ levels compliant for 8 consecutive years with NO₂ levels decreased by 10µg/m³.
- This is due in part to improvements in traffic sequencing and improvement in vehicular emissions technology.
- A forecast study predicts exceedances unlikely in the future.

For this AQ Strategy we note that whilst there were no exceedances of the Air Quality Objectives for particulate matter and nitrogen dioxide in the New Forest, the strategy document emphasises the importance of continued action to reduce concentrations. We support this position.

We welcome the wide range of departments involved in producing the AQ Strategy.

UKHSA's approach to improving air quality

UKHSA's position is that some pollutants, such as NO₂ and PM, are non-threshold – i.e. there is no known level of exposure below which health impacts don't occur. This means that any improvement in air quality, even below Air Quality Objective Levels and Standards, is associated with benefits to people's health. We support approaches which minimise or mitigate public exposure to non-threshold air pollutants, address inequalities (in exposure) and maximise co-benefits (such as by increasing active travel and physical exercise or improving access to and quality of greenspaces). As outlined in our 2019 [review of interventions to improve outdoor air quality and health](#), we recommend that evaluation is embedded in the design of interventions from their outset and to systematically gather evidence of their impact and effectiveness. We suggest that it is beneficial to seek the implementation of the evaluation methods at the planning stage.

It is important that local authorities keep working to reduce levels of air pollution not only in AQMAs but across the wider local authority area. The evidence around the role of fine and ultrafine fractions in the health effects of air pollution is growing. In 2021 the World Health Organization reduced their guideline level for fine PM (PM_{2.5}) from 10 µg/m³ to 5 µg/m³.¹ In January 2022, the Committee on the Medical Effects of Air Pollutants (COMEAP), an expert committee of the Department of Health and Social Care, published updated [guidance](#) on the health evidence relevant to setting PM2.5 targets.² This was intended to inform the Department for Environment, Food and Rural Affairs (Defra's) development of air quality targets under the Environment Act 2021. The advice included that reducing concentrations below the WHO guideline value of 5 µg/m³ would benefit public health.

Recommendations

1. To outline general principles, the UK Health Security Agency (UKHSA) refers to the Public Health England (PHE) review of interventions to improve outdoor air quality and health. PHE was a predecessor agency to UKHSA. This review document recommends a hierarchy of interventions (actions) with preventing, reducing, or replacing polluting activities to reduce emissions as the first priority. Actions to reduce the concentration of air pollution once it has occurred is the second priority, and individual avoidance of exposure is the third. The air quality strategy broadly follows this hierarchy by emphasising public behaviour change and understanding sources of air pollution before devising interventions among other key action point areas being considered.

2. Regarding Section 2 “Why do we need to improve air quality”, the section detailing health effects should be expanded to provide a fuller context of health effects over various timeframes. This response will include standard lines as an appendix.
3. Regarding Section 6 on public awareness and behaviour change, the PHE review found that educational campaigns are most effective when designed around established behavioural change models. The Interventions Report recommends that authorities “help people understand the impacts of air pollution and what they can do to reduce their exposures, using recognised behavioural frameworks if implementing behavioural interventions.”
4. The continuous monitoring and review of the strategy has been emphasised throughout the Air Quality Strategy. PHE’s review of interventions to improve outdoor air quality and health recommended that evaluation should be embedded in the design of interventions from their outset, to gather evidence of their impact and effectiveness.
5. Regarding Section 11, “Reducing the impact of new developments,” poorly planned developments can disproportionately affect certain population groups throughout their development lifecycle—from location selection to construction, operation, and eventual deconstruction. As the Local Authority is reviewing their planning application response process, we encourage where possible, the inclusion of assessments that consider adverse air quality impacts on all and this includes disadvantaged communities and areas.
6. Referring to section 12 “Where to find more information” it may be helpful to expand the table by incorporating additional resources detailed in Table 1 below:

Table 1. Useful links and references

Title	Link	Description
Household air pollution attributable deaths	WHO.int	Global Health Observatory portal shows various indicators for burden of disease attributable to air pollution.
Estimating the morbidity from air pollution and its economic costs	WHO.int	WHO project providing expert technical and advisory support on the adverse health effects of air pollution and the different morbidities it causes, with a special focus on developing economic assessments.
Air pollution: applying All Our Health	OHID.gov.uk	Information to help frontline health and care staff use their trusted relationships with patients, families, and communities to take action on the health effects of air pollution.
Air pollution: outdoor air quality and health: quality standards	NICE.org.uk	NICE quality standard covering road-traffic-related air pollution and its impact on health. It describes high-quality actions in priority areas for improvement.
Public health profiles	OHID.gov.uk	Example public health indicator for air pollution: proportion of local authority population living with an AQMA linked here.
Air Quality - A guide for directors of public health	Defra.gov.uk	Suite of tools produced through collaboration of the Local Government Association, the Association of Directors of Public Health, Defra and UKHSA which will help local authorities to take action to improve air quality.
Review of interventions to improve outdoor air quality and public health	UKHSA.gov.uk	Evidence-based advice available to local authorities, and national actions required to support them, on the most effective practical actions to reduce air pollution and its impact on our health

Concluding remarks

The draft New Forest DLC AQ Strategy addresses the public health impacts of air pollution. Key priorities comprise public awareness and behaviour change, reducing health inequalities, improving understanding of particulate matter air pollution, addressing wood burning and indoor air pollution and reducing traffic emissions. These priorities will be implemented variously through action plans, continuous monitoring and evaluation, partnerships and community engagements.

The strategy notes that while air quality in the New Forest is generally “good” compared to neighbouring areas, continued action is required to safeguard public health. As airborne pollutants including PM and NO₂ are non-threshold, we welcome actions arising from this strategy to address pollution at source and reduce air pollution further below national Air Quality Objectives while addressing inequalities in exposure.

Editorial notes:

Please note that the lettered points (a, b, c, etc.) under each numbered item correspond to observations found on the page number referenced in that item.

1. Page (abbreviated P. thereafter) 5: It might be helpful to cite link to strategies in the main text so readers can readily access references without referring to footnote references.
2. P. 12: It might be more transparent to provide a link for footnote 10 in the table description as well as in the main text
 - a. use of “-1” with table number, makes it look like it is Table 1, Table 2 and Table 3, use Table X.1 if there are more than one table, or just consistent numbering of tables from 1 to n.
 - b. Is there a link for a map for diffusion tubes in the area?
3. P. 14 This page shows source apportionment for PM_{2.5} although no monitoring of it is currently undertaken. It may be helpful to clarify in basic terms, how source apportionment for PM_{2.5} is derived in the absence of specific monitoring.
4. P. 15: When mentioning greenhouse gases, the chemical formula is stated for carbon dioxide, but not methane or ozone (two paragraphs later), chemical formulas should be used consistently
 - a. The link to council’s climate emergency page doesn’t work
5. P. 26: second time Figure is labelled “Figure 7-1”, first one on P 26 (see above), and again Figure description under the figure

Throughout:

6. Remove all subscripts used for the abbreviation of particulate matter, for example PM_{2.5} should be written PM2.5, likewise for all mentions of PM_{0.1} and PM₁₀. We recommend consistency in the use of either national Air Quality Objectives or UK Air Quality Standards throughout the document, for example national Air Quality Objectives is referred to on page 9 and Air Quality Standards on page 10.
7. The figure description should be under the figures not above (example Figure 3-1, P14), and the figure numbering system is confusing, i.e. the figure numbers are led by section number, but often there is no second figure in the section to make the secondary number necessary, except for section 7, but here both figures are numbered 7-1
8. Inconsistency and interchangeable mentions of Defra, or Department for Environment, Food & Rural Affairs.

Appendix C - Table of amendments to the draft Air Quality Strategy

Table 1 Table of amendments being taken forward.

Organisation	Comment /Amendment	Page Number	Text Amended
NFNPA	Add word 'Authority'	38	
UKHSA	Check use of terminology of AQ Standards and Objectives is correct	9 and 10 and Table 2.1	Text amended in Table 2.1.
UKHSA	Use of chemical formulas should be consistent	15	CH ₄ added after methane
UKHSA	Link to NFNPA climate change document does not work	15	Link checked
UKHSA	Figure 7-1 is used twice	25 and 26	Numbering amended throughout
NFDC	Table Update – new data published	12 Table 3-1	As required

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New Forest District Council: **Air Quality Strategy 2025**

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1

Introduction



The New Forest district covers a wide and diverse area, including towns, industrial areas, and rural regions. The natural beauty of our district, including many protected areas and the majority of the New Forest National Park, enriches the lives of residents, supports businesses, and draws many visitors each year.

Following progress at a local and national level in recent years, large parts of the New Forest now enjoy good air quality. Concentrations at all our monitoring sites are now below National UK Air Quality Objectives for all measured pollutants, so in 2023 we were able to revoke our last Air Quality Management Area in Lyndhurst. However, we need to keep making improvements to safeguard the health and wellbeing of everybody who lives and works here.

Our vision is to continuously improve the quality of the environment in our district, in support of the council's Corporate Plan priorities to deliver a vibrant and prosperous district for the residents of our unique place.

This Strategy will be reviewed and amended as required every 5 years unless there are any significant requirements to do so earlier.

1.1 WHAT IS INCLUDED IN THIS STRATEGY?

This Air Quality Strategy explains why we need to improve air quality, describes current air quality in our district, and sets out New Forest District Council's plans for improving air quality in the New Forest district. The focus of the Strategy is on the impacts of air quality on human health in the district.

We have identified a number of action areas to focus on over the next decade. These include targeting key sources of pollution and improving the information that we provide to our residents and businesses to empower them to reduce their air pollution footprint and their exposure to air pollution.



1.2 HOW WAS THIS STRATEGY DEVELOPED?

This Strategy has been developed with the support of an Air Quality Steering Group. This Steering Group includes New Forest District Council – Environmental Health, Planning, Health and Wellbeing and Climate Change, Hampshire County Council - Public Health and Transport, the UK Health Security Agency, New Forest National Park Authority, the Environment Centre, the Environment Agency, and representatives from local industry.

Furthermore, prior to formal adoption of the Strategy by New Forest District Council, a public consultation was undertaken to enable residents and businesses to provide their feedback on the Strategy.

Working collaboratively allows us to ensure our commitments and actions are inclusive and fair for everyone living in, working in, and visiting the district, and to guarantee that it represents the priorities and perspectives of the local community.

1.3 HOW DOES THIS STRATEGY ALIGN WITH OTHER POLICIES?

Air pollution in the New Forest doesn't only come from inside the district; pollution from other nearby areas also has an impact on our air quality. At the same time, the pollution we produce also affects air quality for our neighbours, so it is important to address air quality at a national and regional level as well as at a local level. We have designed our Air Quality Strategy to align with other strategies, plans and policies at national, regional, and local levels as shown below.

National

- The Clean Air Strategy 2019
- DEFRA Local Air Quality Management Policy Guidance

Regional

- Hampshire County Council Climate Change Strategy 2020–2025
- Hampshire County Council Air Quality Framework Phase 1 Manual
- Hampshire County Council Local Transport Plan 4
- Hampshire County Council Air Pollution and Air Quality Report
- Partnership for South Hampshire
- Hampshire Public Health Strategy 2023–2026

Local

- Air Quality SPD 2022
- Climate Change SPD draft 2023
- Climate Change and Nature Emergency Annual Update 2023/24
- Greener Housing Strategy 2022 to 2032
- Local Plan 2016–2036
- New Forest National Park Local Plan (2019)

2

Why do we need to improve air quality?



Air pollution in the UK has seen significant improvements in recent decades due to the introduction of policies and measures designed to reduce emissions from transport, industry, businesses, and homes. However, although ambient air quality in the UK is generally considered good, elevated pollution levels still occur in many towns and cities across the country.

2.1 HEALTH AND AIR QUALITY

It is estimated that human-made air pollution in the UK leads to 28,000 to 36,000 premature deaths every year.¹ Episodes of higher air pollution increase hospital admissions and mortality, with harmful short-term effects including exacerbating symptoms for those with pre-existing heart and lung conditions, such as asthma.

There is also growing evidence that air pollution is associated with other long-term ailments which are related to reduced life expectancy such as stroke, lung cancer, respiratory conditions and cardiovascular disease, dementia, diabetes, and adverse pregnancy outcomes.^{2,3}

Air pollution affects everyone who lives and works in the New Forest throughout their lives. The most vulnerable groups include young children, the elderly, pregnant women, those living in deprived communities, and those with pre-existing heart or lung conditions.⁴



Elderly



**Those with
lung disease**



Children

1 Office for Health Improvement & Disparities, Air Pollution: applying All Our Health 2022 <https://www.gov.uk/government/publications/air-pollution-applying-all-our-health/air-pollution-applying-all-our-health>

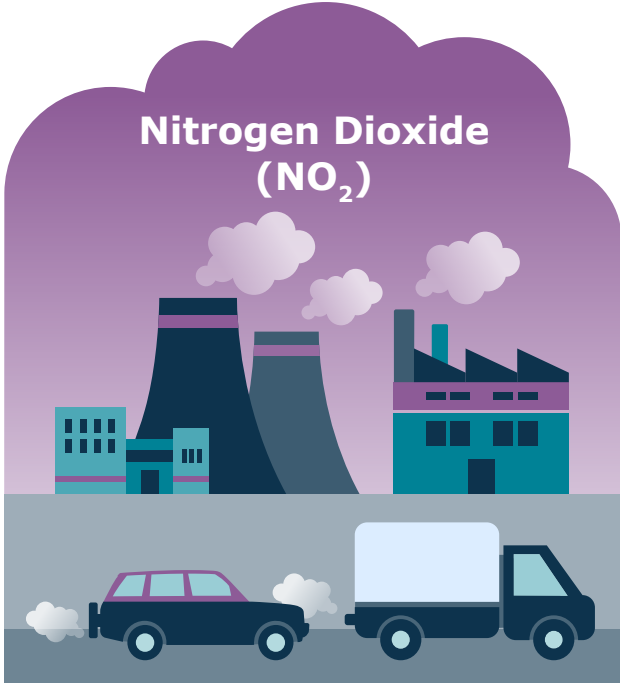
2 Public Health England (2014), PHE-CRCE-010: Estimating local mortality burdens associated with particulate air pollution. Available at: <https://www.gov.uk/government/publications/estimating-local-mortality-burdens-associated-with-particulate-air-pollution>

3 World Health Organisation. (2024) Ambient (outdoor) air pollution. Available at: [https://www.who.int/news-room/fact-sheets/detail/ambient-\(outdoor\)-air-quality-and-health](https://www.who.int/news-room/fact-sheets/detail/ambient-(outdoor)-air-quality-and-health)

4 Office for National Statistics. (2020) Local authority ageing statistics, based on annual mid-year population estimates (2019). Available at: <https://www.ons.gov.uk/datasets/ageing-population-estimates/editions/time-series/versions/1>

2.2 WHICH POLLUTANTS AFFECT OUR HEALTH?

The key pollutants that have an impact on our health are nitrogen dioxide (NO₂) and particulate matter (PM).

 Nitrogen Dioxide (NO₂)	 Particulate Matter (PM)
What is it? • Colourless gas with one nitrogen atom and two oxygen atoms • One of a group of gases called nitrogen oxides (NO_x) Where does it come from? • Formed during combustion e.g. from power generation, industrial combustion and road transport • Other nitrogen oxides can convert to NO₂ in the atmosphere Where is it found? • High concentrations are often seen near busy roads How does it affect me? • Frequent exposure to high NO₂ concentrations increases risk of respiratory illnesses, cardiopulmonary effects, asthma attacks, and decreased lung function	What is it? • Solid particles (dust) and liquid droplets suspended in the air • Made up of a range of chemicals, some of which can be toxic to human health • PM₁₀, PM_{2.5}, PM_{0.1} are different sizes of particles Where does it come from? • Burning fossil fuels and wood, tyre and brake wear • Also formed by reactions between other pollutants in the air Where is it found? • Across wide areas, but particularly near roads and industry How does it affect me? • Large particles can irritate the eyes, nose and throat, and lead to increased risk of cardio-respiratory illnesses • Smaller particles can enter the lungs and into the bloodstream, affecting the heart and the brain, and have been associated with numerous health impacts

5 PHE. Estimation of costs to the NHS and social care due to the health impacts of air pollution. London: Public Health England; 2018. <https://www.gov.uk/government/publications/air-pollution-a-tool-to-estimate-healthcare-costs>

PM_{2.5} is the air pollutant that causes most significant health problems and premature deaths. National modelling estimates suggest that a reduction of 1 µg/m³ of PM_{2.5} in 2017 in England could have prevented 50,900 cases of coronary heart disease, 16,500 strokes, 4,200 lung cancers and 9,300 cases of asthma in people aged over 18 by 2035.⁵

Sulphur dioxide (SO₂) is also an important pollutant which is associated with industry. This was historically an issue near the Fawley refinery, but SO₂ concentrations are now well below safe limits in the New Forest due to reductions in industrial emissions following collaborative working between industry, the Environment Agency and New Forest District Council.

2.3 HOW IS AIR QUALITY PROTECTED?

Safe levels for each pollutant are determined based on the latest health evidence. In our Air Quality Strategy, we refer to two sources for these safe levels.

UK Air Quality Limits

In the UK, air pollution concentrations must comply with national Air Quality Objectives. Limit values are set for individual pollutants and are made up of a concentration value, an averaging time over which it is to be measured, the number of exceedances allowed per year, if any, and a date by which it must be achieved.⁶ Some pollutants have more than one limit value covering different averaging times.

Through the Local Air Quality Management (LAQM) system local authorities are required to assess air quality in their area, and to designate Air Quality Management Areas (AQMAs) if improvements are necessary.

In 2023, the UK Air Quality Standards for PM_{2.5} were reviewed to reflect the new WHO guidelines under the UK Environment Act 2021.⁷ The new annual mean PM_{2.5} concentration target is 10 µg/m³ to be met across England by 2040, a 50% decrease from the current UK PM_{2.5} air quality standard.⁸ The Environmental Improvement Plan 2023 for England also set an interim annual mean PM_{2.5} concentration target of 12 µg/m³ at all monitoring stations by January 2028.

Local authorities are expected to contribute to meeting these targets by taking action to reduce emissions and the precursors of PM_{2.5}, and we expect to see a larger focus on actions to reduce particulate matter emissions in the coming years.

In 2021, the World Health Organisation (WHO) set out updated guidelines for air quality that are based on the latest body of evidence on the effects of different air pollutants on human health.

6 Defra, UK Air Quality Limits, accessed at <https://uk-air.defra.gov.uk/air-pollution/uk-limits>

7 UK Environment Act 2021. <https://www.legislation.gov.uk/ukpga/2021/30/contents/enacted>

8 Defra, Air quality targets in the Environment Act, 2022. <https://uk-air.defra.gov.uk/pm25targets/targets-development>

9 World Health Organisation, WHO global air quality guidelines: particulate matter (PM_{2.5} and PM₁₀), ozone, nitrogen dioxide, sulfur dioxide and carbon monoxide, 2021. <https://www.who.int/publications/i/item/9789240034228>

WHO guidelines

The World Health Organization (WHO) Air Quality Guidelines are a set of global recommendations aimed at reducing the adverse health effects of air pollution. These guidelines are set based on the latest available health evidence. In 2021, the WHO set out updated guidelines for air quality that are based on the latest body of evidence on the effects of different air pollutants on human health.⁹ The new guidelines for PM_{2.5} are based on there being no evidence for a safe level of exposure to PM_{2.5}. Concentrations currently exceed these guidelines across much of the UK and Europe.

Table 2-1: Annual mean pollutant concentration limit values in micrograms per cubic metre (µg/m³)

Pollutant	UK Air Quality Standard	Government Target	World Health Organisation Air Quality Guideline
Nitrogen dioxide (NO ₂)	40	-	10
Particulate matter (PM ₁₀)	40	-	15
Particulate matter (PM _{2.5})	20	10 µg/m ³ to be achieved by 2040	5

3

Air quality in the New Forest



In the New Forest, air quality is generally good and in compliance with the legal limits set by the UK Government.

On average, air quality in the New Forest is better than in other local authorities in Hampshire, excluding the Isle of Wight. In particular, average concentrations in the New Forest are significantly lower than in neighbouring Southampton and Bournemouth. However, there are noted differences across the New Forest and concentrations in our towns are similar to those seen in other towns across Hampshire.

Table 3-1 shows the average $PM_{2.5}$ concentration in each Local Authority in Hampshire, and the percentage of mortality attributable to particulate air pollution.

Table 3-1: Population weighted average PM_{2.5} concentration and fraction of mortality attributable to particulate air pollution in local authorities in Hampshire in 2022.

Source: Office for Health Improvement & Disparities

Local Authority	Air pollution: fine particulate matter	Percentage of mortality attributable to particulate air pollution
Basingstoke and Deane	6.5	4.9%
East Hampshire	6.2	4.6%
Eastleigh	6.5	4.9%
Fareham	6.5	4.9%
Gosport	6.4	4.8%
Hart	6.6	5.0%
Havant	6.5	4.9%
Isle of Wight	5.7	4.3%
New Forest	5.8	4.4%
Portsmouth	7.0	5.2%
Rushmoor	7.1	5.3%
Southampton	6.7	5.0%
Test Valley	6.2	4.6%
Winchester	6.2	4.6%

In 2023, 4.4% of deaths among individuals aged 30 and older in New Forest were associated with long term exposure to particulate air pollution at current levels.¹⁰ This is slightly lower than the national average of 5.2% and is the lowest of all local authorities in Hampshire excluding the Isle of Wight.

3.1 HOW DO WE MONITOR LOCAL AIR QUALITY?

Monitoring air quality provides evidence of air pollution concentrations across New Forest, which helps us to take action if any concerning increases in pollutant concentrations are noted. Air quality is currently measured using four automatic monitors, which assess NO₂, PM₁₀ and SO₂ concentration levels. We do not currently monitor PM_{2.5} concentrations at continuous monitors in the New Forest.

We also monitor NO₂ at 46 diffusion tube sites as of 2024. Most of these sites are in urban areas near roads. Diffusion tube readings are taken once a month and are quality assured following national guidance.¹¹

¹⁰ Office for Health Improvements & Disparities, Public Health Outcomes Framework: D01 – Fraction of mortality attributable to particulate air pollution (new method), 2021 <https://fingertips.phe.org.uk/profile/public-health-outcomes-framework/>

¹¹ [National Bias Adjustment Factors | LAQM \(defra.gov.uk\)](#)

We publish the results of our monitoring each year in an Air Quality Annual Status Report (ASR). These can be found on our website.¹²

The council has also secured a number of portable Zephyr sensors which can be deployed around the district to carry out short-term monitoring of PM₁₀ and PM_{2.5} levels. The results of this monitoring can be used to provide advice and educational resources to residents.



3.2 RECENT SUCCESSES

In recent years, measured NO₂ and PM₁₀ concentrations in the New Forest District have reduced due to a combination of national, regional, and local policies, together with the introduction of cleaner technologies over time. Some recent successes are highlighted below.



Redbridge Causeway

- Defra models NO₂ concentrations along all major roads in the UK to identify roads which exceed the UK Air Quality Objectives.
- High levels of NO₂ were identified on a short stretch of the A35 over the Redbridge Causeway into Southampton.
- As a result, in 2017 New Forest District Council was named in the UK plan for tackling roadside concentrations.
- New Forest District Council and Southampton City Council collaborated on the implementation of measures to improve air quality.
- Detailed local air quality modelling was undertaken and determined that compliance would be achieved by 2019 in a business-as-usual scenario.
- Monitoring since 2019 has demonstrated that concentrations on this road are compliant with the UK Air Quality Objectives.



Revoking the Lyndhurst AQMA

- New Forest District Council declared an Air Quality Management Area (AQMA) in Lyndhurst due to an exceedance of the annual mean NO₂ UK Air Quality Objective in 2005.
- We determined that the main cause was traffic congestion in narrow streets.
- Between 2010 and 2022, NO₂ levels decreased by 10 µg/m³, so concentrations in the AQMA had been compliant with the Air Quality Objective for eight consecutive years leading into 2022.
- This was due to a combination of improvements in traffic sequencing improving traffic flow through the narrowest portions of the road, and improved vehicle emissions technology.
- We commissioned a forecasting study to demonstrate that no new exceedances were likely in future.
- Using this evidence, we revoked the Lyndhurst AQMA in August 2023.

¹² Air pollution – New Forest District Council, <https://www.newforest.gov.uk/article/1002/Air-pollution>

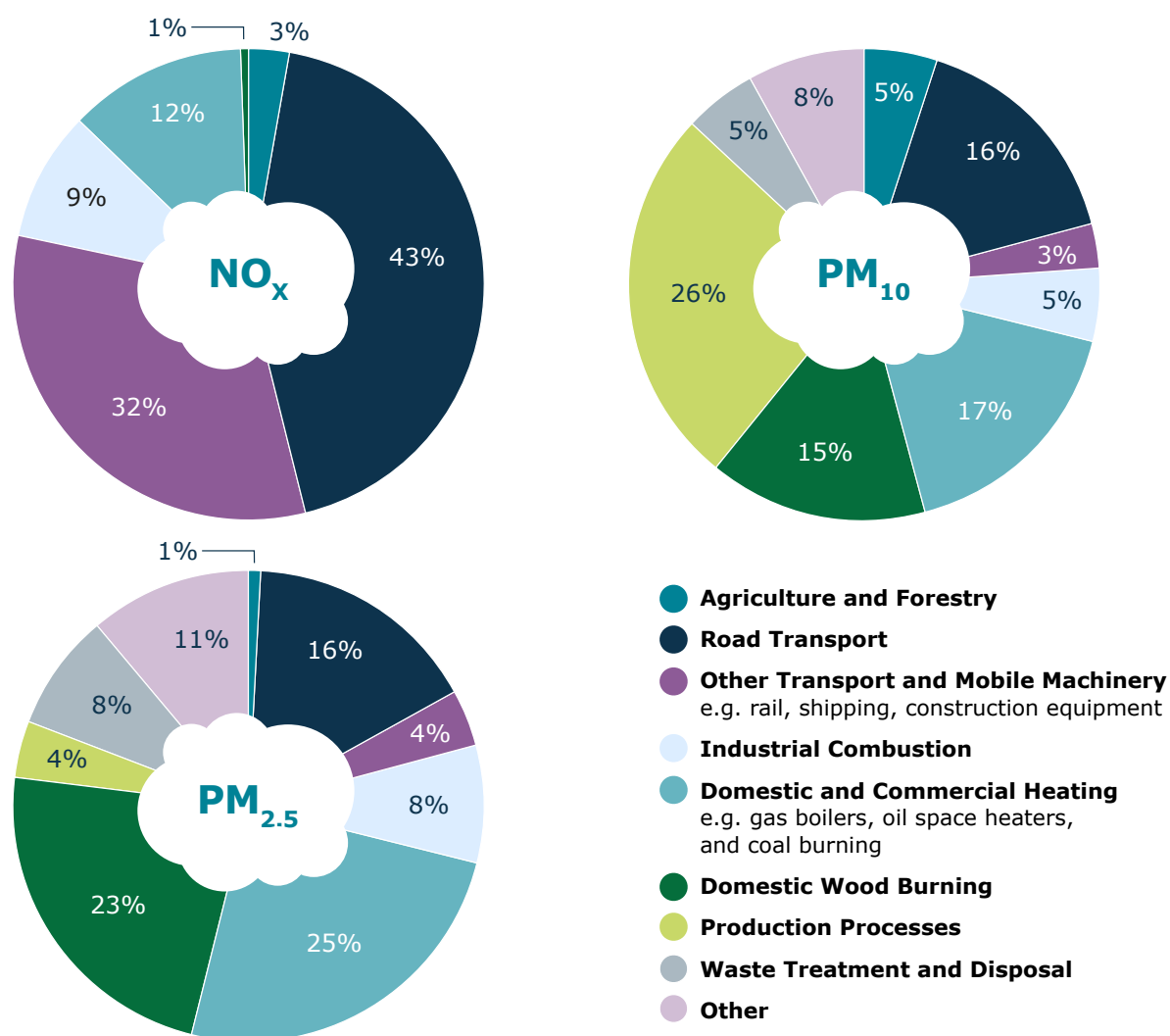
3.3 WHERE DOES AIR POLLUTION IN THE NEW FOREST COME FROM?

Different sources in the New Forest impact air quality. Identifying the sources that have the most significant impact enables us to develop policies that will have the greatest effect on reducing air pollution. **For this strategy, we have analysed emissions in the New Forest using the UK National Atmospheric Emissions Inventory.**¹³

Road transport plays a key role as a primary source of NO₂, PM₁₀, and PM_{2.5}. 96% of visitors arrive to the New Forest in cars or coaches, contributing to these emissions. Other key sources include emissions from commercial, residential, and agricultural sources. Our area is home to one of the largest oil refineries in Europe, as well as significant areas of sand and gravel extraction. As such, local industry is another key source of potential concern for air quality.

Domestic wood burning is also a key source of particulate matter emissions, contributing 23% of total PM_{2.5} emissions in the New Forest District.

Figure 3-1: Sources of emissions in the New Forest



¹³ UK National Atmospheric Emissions Inventory <https://naei.beis.gov.uk/>
As of March 2024, the baseline year for this inventory was 2018.

Air quality is **not just a local issue**, as airborne pollution is not contained within district boundaries and can affect neighbouring areas. As a result, we work with neighbouring local authorities to address air quality issues. An example of this is the 'Burn Better' campaign, developed collaboratively with Southampton City Council, Winchester City Council and Eastleigh Borough Council to inform the public on pollutant issues concerning solid fuel burning. Air quality in the New Forest may also be affected by the proximity of Southampton Port emissions.

3.4 CLEAN AIR AND CLIMATE CHANGE

Many sources of air pollution, such as fossil fuel combustion, industry, and agriculture, are also key sources of emissions of greenhouse gas emissions like carbon dioxide (CO₂) and methane (CH₄). This means that improving air quality by reducing emissions can also help to address climate change.

Which air pollutants can contribute to climate change?

While CO₂ in itself is not harmful to human health, it along with other air pollutants can impact our climate.

Ozone is a significant greenhouse gas formed through complex chemical reactions involving nitrogen oxides (NO_x) and volatile organic compounds (VOCs) in the presence of sunlight. It directly contributes to climate change and prevents plants from absorbing carbon dioxide. Particulate matter can absorb sunlight and contribute to global warming. Other air pollutants can lead to the formation of secondary aerosols. These aerosols can reflect light and therefore affect our climate.

What does this mean for the New Forest?

Limiting the emissions of these pollutants through behavioural change such as shifting away from private vehicle use, improving fuel efficiency in vehicles or improving energy efficiency in homes and workplaces can help to minimise our climate impacts.

In October 2021 the council declared a 'Climate Change and Nature Emergency' as a result of extreme weather and climate impacts at a local, national, and worldwide level. Our Climate Change and Nature Emergency Report and Action Plan¹⁵ outlines our approach for how the Council can demonstrate climate leadership, implementing actions to reduce greenhouse gas emissions and adapt to climate change.

The New Forest National Park Authority has also declared a climate and nature emergency. More information is available at: <https://www.newforestnpa.gov.uk/conservation/partnership-plan/partnership-plan-2021-2026/net-zero-with-nature/>

Ensuring that actions align with long-term prosperity is our ultimate goal and requires a considered approach that balances finances, health, and wellbeing, ecosystems services, cost of living and the needs of future generations.

"Pollutants not only severely impact public health, but also the earth's climate and ecosystems globally."

WHO¹⁴

¹⁴ WHO, Air quality, energy and health, <https://www.who.int/teams/environment-climate-change-and-health/air-quality-energy-and-health/health-impacts/climate-impacts-of-air-pollution>

¹⁵ New Forest District Council. (2023) Climate Change and Nature Emergency Report and Action Plan 2023. Available at: <https://www.newforest.gov.uk/climatechange>

4

How will we implement this strategy?



4.1 DEVELOP ANNUAL WORK PLANS

New Forest District Council will form a **Steering Group** to oversee the implementation of this Strategy. This Steering Group will include representatives from a range of council departments and include key local stakeholders.

Each year, this Steering Group will **develop a work plan** describing the actions we will take over the following year. These actions will be developed from the Air Quality Strategy's action areas. Each work plan will be included in our Air Quality Annual Status Report, which will be made available on our website. The plan will set out who is responsible for each action, how we expect the measure will safeguard the health of our residents and visitors, and how we will ensure that the work plan acts to reduce health inequalities in the New Forest.

**Figure 4-1:
Members of our
Air Quality
Steering Group**



4.2 MONITORING AND REVIEW

To ensure that we achieve our goals, New Forest District Council will implement a **continuous monitoring and review process for this strategy**. Through this process, we will incorporate new data, any updates to relevant regional or national guidance, and any emerging opportunities.

Data for each action will be used to monitor and evaluate the effectiveness of the actions in each work plan. Each work plan will include Key Performance Indicators that will allow us to assess the effectiveness of individual measures and make changes where required.

Throughout the life of this strategy we will also **continue to monitor pollution levels in the area and report them annually** in our Annual Status Reports.

4.3 PARTNERSHIPS

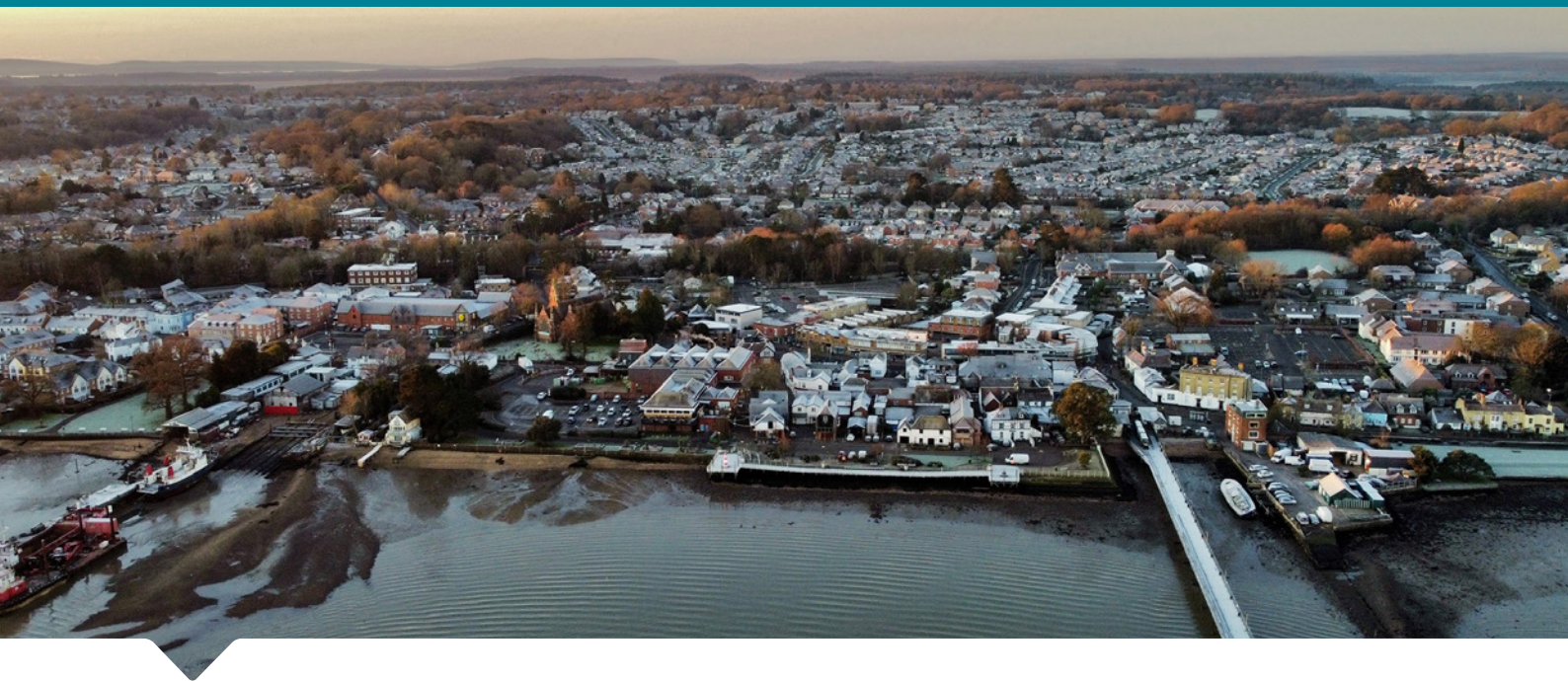
Air pollution is a regional challenge, so **collaborating with neighbouring local authorities and Hampshire County Council is crucial to ensure our success**. We will continue to collaborate with the New Forest National Park Authority and Forestry England for all projects which may affect the National Park and will continue building partnerships with local industry in the district. We will also seek opportunities to join new local and national networks on nature and climate change to deliver regional actions.

We will continue to work as a member of the Partnership for South Hampshire across key areas including energy efficiency, minimising carbon emissions, reducing the need for transport through placemaking, and support for renewable energy development.

For further details on the council's partnership plans, please see:
[Health and wellbeing – New Forest District Council](#)

5

Action areas



As part of this Air Quality Strategy, New Forest District Council has developed actions across multiple key areas with the aim to improve local air quality:



1
Public awareness
and behaviour
change



2
Reducing health
inequalities



3
Improving our
understanding
of particulate
matter pollution



4
Wood burning
and indoor air
pollution



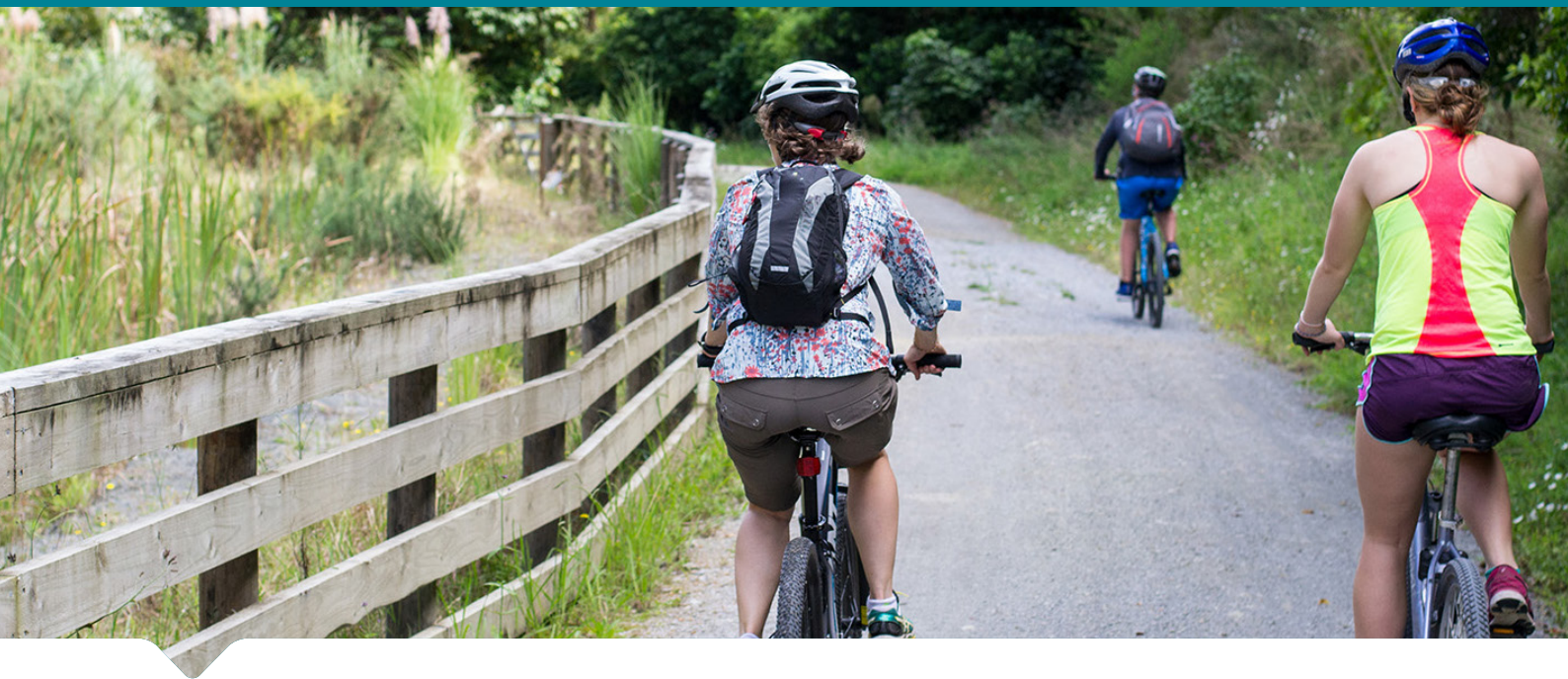
5
Reducing road
traffic emissions



6
Reducing the
impact of new
developments

6

Public awareness and behaviour change



6.1 WHY IS PUBLIC AWARENESS IMPORTANT?

Access to high quality, reliable information on air quality is essential so that our residents can make informed decisions to reduce their exposure to air pollution and reduce their personal emissions of harmful pollutants.

Increased awareness empowers individuals to make informed decisions, such as reducing wood burning or choosing alternative means of transport and can also encourage residents to contribute to initiatives aimed at improving air quality.

This Air Quality Strategy aims to help promote the understanding of air quality in the New Forest, provide information on what is being done to improve air quality, and provide information on how to reduce our individual exposure and emissions.

6.2 WHAT ARE WE DOING NOW?

Publishing air quality information

Our website contains links to our latest air quality reports and monitoring data.

We routinely publish our air pollution monitoring data in map format on the Air Quality England website.¹⁶

We are also required to publish an annual local air quality report for the Department for Environment, Food and Rural Affairs (Defra). Annual Status Reports for each year since 2018 can be found on our website.¹⁷

The reports include yearly measured concentrations and an analysis of air pollution in the District. Each report also provides detailed information on the actions that we are taking to improve in the New Forest each year and provides guidance for how you can reduce your own exposure to air pollution.

Public awareness for wood burning

We are currently working with neighbouring authorities (Southampton City Council, Winchester City Council, and Eastleigh Borough Council) and the Environment Centre to promote cleaner fuels and cleaner wood burning practices. They have been promoting the Wood Burning campaign¹⁸ for the past 3 years, raising awareness of the effects of wood smoke on health and the environment through:

- Running face to face events
- Carrying out monitoring in areas where smoke complaints occur
- Production and distribution of flyers to promote clean burning in urban and rural areas
- Engagement with tree surgeons, chimney sweeps, and stove and fireplace suppliers
- Sharing 'Burn Better' information on our social media platforms.



¹⁶ Air Quality in England. (2024) New Forest District Council Monitoring Data. Available at: https://www.airqualityengland.co.uk/local-authority/?la_id=236

¹⁷ New Forest District Council. (2024) Air Pollution. Available at: <https://www.newforest.gov.uk/article/1002/Air-pollution>

¹⁸ The Environment Centre. (2024) Wood burning. Available at: <https://environmentcentre.com/wood-burning/>

6.3 WHAT WILL WE DO NEXT?

Update our air quality website

We are committed to making it easier for our residents to access important air quality information. The main source for air quality information in our area is the New Forest District Council website, so we will **update our website to make it more informative and accessible**. This could include improving access to relevant information, such as showing real-time air quality mapping data from our monitoring stations, providing more detailed health advice, and promoting educational resources.



We will also work with other teams in the council including our Climate and Sustainability Team as they make updates to their web pages, and work with neighbouring councils to identify opportunities to make further improvements.

Work to raise awareness of travel behavioural change

We will continue to work with partners to develop and support **awareness campaigns for a range of audiences across the New Forest**. Providing accurate, reliable information on the potential impacts of different modes of transport on air quality helps inspire those who can make small changes to their daily routines, whether through using alternative modes, or turning off their engines while idling.

Encourage the shift to more sustainable modes of transport

We will work with partners such as Hampshire County Council, National Highways, the New Forest National Park Authority, Forestry England and transport operators to encourage and support people to shift from short car journeys to more sustainable modes such as walking, cycling and public transport. This will include supporting the County Council as the Transport Authority alongside other partners to extend and improve public transport services.

We will also continue to work with Hampshire County Council on the development of the Local Walking and Cycling Infrastructure Plan to improve active travel facilities across the district and encourage people to shift from short car journeys to walking/cycling/wheeling.

Facilitate the shift to zero emission fuels

We will work with partners and the local community to support the uptake of electric vehicles and provision of EV charging infrastructure in new homes and commercial premises as well as work with Hampshire County Council to support the installation of rapid public EV charging points.

We will work with partners and the local community to support the uptake of electric vehicles and provision of EV charging infrastructure in new homes and commercial premises.

Public engagement to understand the most important issues for our residents and visitors

Understanding our residents' concerns allows us to develop more effective public awareness campaigns and develop actions that **address the issues that are most important to those who live and work here.**

Throughout the life of this strategy, we will consider a range of approaches to public engagement to understand the most important air quality issues for our residents, town and parish councils and visitors. We will identify best practice examples from other local authorities to build on the work we are already doing. We will also **identify opportunities** within our existing engagement programme to include air quality information, for example through work with schools.

Develop our partnerships and communications with industry in the New Forest

We will work with our industrial sites such as the Fawley Refinery and other regulators such as the Environment Agency. These partnerships will allow us to **improve awareness and understanding of air quality around industrial sites**, explain how these sites are permitted, and promote the emissions reduction practices that they employ to minimise their air pollution impacts.

Campaign for heathland burning awareness

Controlled heath burning is an essential part of the regeneration cycle in the New Forest and is a crucial tool for maintaining biodiversity and encouraging new plant growth. However, this leads to increased air pollution on burning days, so it is important that residents and visitors have information on why it is done, how it is managed, and where controlled burning is due to take place to allow vulnerable individuals to avoid affected areas. We will collaboratively work to implement **an awareness campaign to help inform residents and visitors about heath burning** and provide more information to enable residents to make informed choices.



6.3 WHAT CAN YOU DO?

We can all take some simple steps to make a big difference in reducing local air pollution and help protect our families and communities.

Figure 6-1: Actions you can take to reduce local air pollution



7

Reducing health inequalities

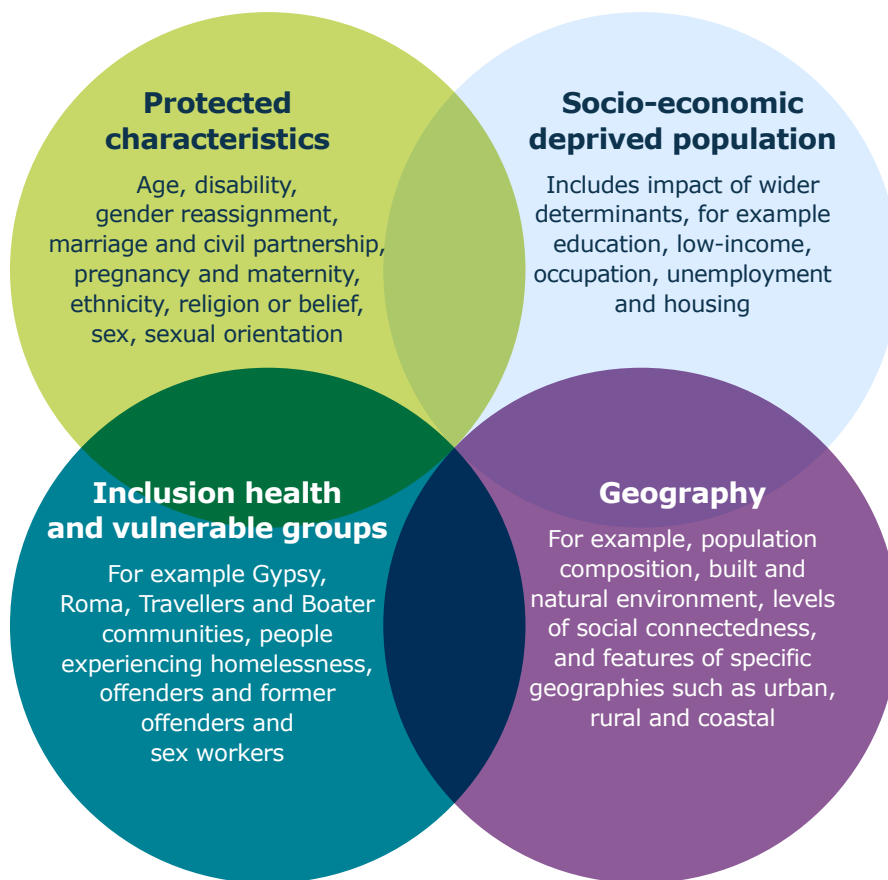


7.1 HEALTH INEQUALITIES AND AIR QUALITY

The environmental conditions around us shape our health throughout our lives.

Differences in these conditions across populations impact access to good health at every stage of life, affecting how we think, feel, act, and, ultimately, our well-being. There are a broad range of individual characteristics that have been identified as contributing to health inequalities.

Figure 7-1: Individual characteristics that have been identified as contributing to health inequalities



Exposure to air pollution disproportionately affects vulnerable populations and can exacerbate existing health disparities. Lower-income communities are more likely to experience the adverse impacts of air pollution as they are more likely to:

- Have existing medical conditions;
- Live in areas with poorer outdoor and indoor environments
- Have less access to jobs, healthy food, decent housing, and green spaces, which all contribute to poorer health.

These disadvantages are often experienced in tandem and may affect people throughout their lives.

7.2 AIR QUALITY AND HEALTH INEQUALITY IN THE NEW FOREST

Air pollution affects everyone who lives and works in the New Forest, but there are some groups that are particularly vulnerable.

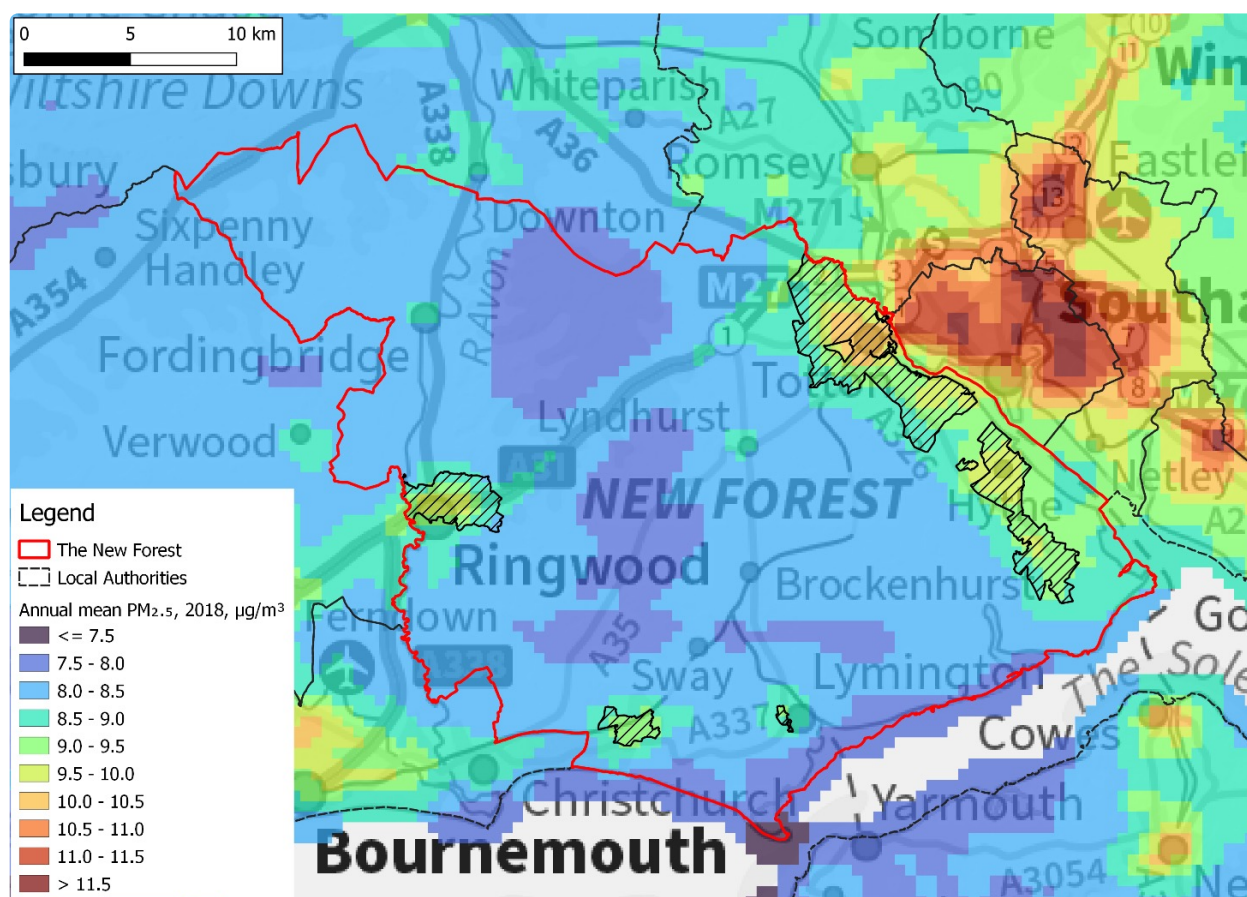
In the New Forest, 16% of the population is aged 15 or under, and 29% are 65 or older. In particular, **the New Forest has an older population than the rest of Hampshire, and as a result our population is more vulnerable to air pollution.**

On average, the New Forest is prosperous compared to the rest of the UK. Unemployment remains low according to the most recent ONS census, with 53% of the population in employment and 33% retired. However, there are a number of more disadvantaged parts of the District, particularly in our towns and in the Waterside area.

As a first step to understanding air quality and health inequality in the New Forest, we have identified vulnerable areas by combining deprivation and population data published by the Ministry of Housing, Communities & Local Government¹⁹ and annual average PM_{2.5} concentration data for 2018 published by the Department for Environment, Food & Rural Affairs.²⁰ Figure 7-1 shows areas where the annual average PM_{2.5} concentration in 2018 was within 10% of the new PM_{2.5} target with either:

- a greater proportion of the population aged 60 or over than the average across Hampshire;
- a greater proportion of the population aged 15 or under than the average across Hampshire; or
- an Index of Multiple Deprivation (IMD) below the average for England.

Figure 7-2: Vulnerable communities in the New Forest overlaid on average PM_{2.5} concentrations, 2018



19 Ministry of Housing, Communities & Local Government, English indices of deprivation 2019

<https://www.gov.uk/government/statistics/english-indices-of-deprivation-2019>

20 Defra, Background Mapping, <https://uk-air.defra.gov.uk/data/laqm-background-maps?year=2018>

Our analysis shows that there are **vulnerable communities in several of our towns**, particularly in the Waterside area including Totton, Marchwood and Hythe. Ringwood and parts of New Milton and Lymington are also home to communities that are more vulnerable to poorer air quality.

The majority of these areas are vulnerable as the result of having a high proportion of residents over 60. Parts of the areas highlighted in New Milton, Totton, Hythe, and Blackfield are also vulnerable due to their communities being more deprived than the average. Those living in properties that front busier roads tend to be more deprived than the average. These properties are also more likely to be rental properties or social housing, and those living in these properties are exposed to higher levels of air pollution from traffic emissions than the wider population.

More information on air quality and inequalities is available from the Hampshire Joint Strategic Needs Assessment.²¹ This is a resource for mapping New Forest residents' health and inequalities.

7.3 WHAT WILL WE DO NEXT?

Investigate links between demographics and air quality

We will work with Public Health to **better understand the available data on links between demographics and air quality**, with a specific focus on identifying the areas most vulnerable to health inequalities and understanding ways in which these can be addressed. We will talk to data providers to understand what information is available to us, particularly in vulnerable communities.

Incorporate reducing inequalities into our annual work plans

Our **Air Quality Strategy Steering Group will ensure the equitable distribution of air quality benefits in any action we undertake**. The Air Quality Steering Group will consist of a number of different stakeholders from both public health and environmental health and will meet as frequently as required to discuss potential areas of concern and develop solutions.

In each annual work plan, we will specifically address how the actions will improve health inequalities in the New Forest. We will consult our Public Health colleagues to ensure that each work plan is aligned with our overall strategy for reducing health inequalities.

Identify and deliver targeted measures for vulnerable communities

We will work with relevant stakeholders to conduct a study to **identify, and if appropriate, deliver targeted measures for vulnerable communities** in areas with poorer air quality. These measures could include engagement and public awareness building, making sure that information is accessible to those affected. These measures will be incorporated into our annual work plans.

²¹ Hampshire Joint Strategic Needs Assessment, available at: <https://www.hants.gov.uk/socialcareandhealth/publichealth/jsna>

8

Improving our understanding of particulate matter pollution



8.1 WHY IS PM_{2.5} IMPORTANT?

Fine particulate matter, known as PM_{2.5}, is considered to be one of the most dangerous pollutants because it can bypass the lung's defences and enter the bloodstream circulating through the body. This can lead to serious health conditions including cardiovascular and respiratory disease, and even cancers. It affects more people than other pollutants and has health impacts even at very low concentrations.

As a result, under the Environment Act 2021, the UK Government has set 2 legally binding targets to reduce concentrations:

- an annual mean concentration target for PM_{2.5} of 10 µg/m³ across England by 2040
- an average population exposure reduction target of 35% in 2040 compared to a 2018 baseline

The Environmental Improvement Plan 2023 for England also set an interim annual mean $\text{PM}_{2.5}$ concentration target of $12 \mu\text{g}/\text{m}^3$ at all monitoring stations by January 2028.

This means that **all local authorities, even those where $\text{PM}_{2.5}$ concentrations are below the annual mean target, are expected to take action to improve air quality.**

$\text{PM}_{2.5}$ is a regional pollutant, so many sources of the $\text{PM}_{2.5}$ pollution in the New Forest are outside our control. However, we do have control over significant sources like road transport and wood burning, and our emissions affect concentrations across the region. The UK National Atmospheric Emissions Inventory, published by the UK Government, shows that emissions $\text{PM}_{2.5}$ in the New Forest are higher than in neighbouring areas, mostly as a result of domestic and commercial combustion, and woodburning.

8.2 PARTICULATE MATTER IN THE NEW FOREST

We do not continuously monitor $\text{PM}_{2.5}$ concentrations in the New Forest but we can estimate $\text{PM}_{2.5}$ concentrations using PM_{10} measurements following UK Government guidance. In 2022, $\text{PM}_{2.5}$ concentrations at our monitoring station in Totton were estimated to be around $13 \mu\text{g}/\text{m}^3$, which is above the 2040 target of $10 \mu\text{g}/\text{m}^3$.

National $\text{PM}_{2.5}$ modelling published by Defra indicates that concentrations away from sources such as roads and industry are likely to be below the target already. This modelling also shows that concentrations in the New Forest are relatively low compared to other local authorities in Hampshire.

8.3 WHAT WILL WE DO NEXT?

Investigate monitoring options for $\text{PM}_{2.5}$

In order to improve our understanding of particulate matter pollution in the New Forest, we will first seek to **introduce $\text{PM}_{2.5}$ monitoring in the New Forest**. This will help us to establish a baseline for current $\text{PM}_{2.5}$ concentrations and ensure that $\text{PM}_{2.5}$ concentrations can be measured to understand changes over time.

Options for monitoring arrangements might include developing a network of low-cost sensors to understand how $\text{PM}_{2.5}$ varies over a wider area, or using continuous analysers, which will provide international reference standard data at limited locations (similar to our current PM_{10} monitoring). We will assess these options to determine the most effective approach.

Identify any PM_{2.5} hotspots

We will use our monitoring data and consider the use of modelling to **identify areas where PM_{2.5} concentrations exceed the 2040 government targets**. Using this information, our Steering Group will be able to decide whether targeted local actions are required for PM_{2.5} in particular areas.

Detailed source apportionment of PM_{2.5} concentrations

We will carry out **detailed source apportionment of PM_{2.5} concentrations if hotspots are identified** to tell us in detail where pollution in any hotspots comes from. This will allow us to develop effective, targeted work plans. It will also help us understand how much of our residents' exposure to PM_{2.5} is from sources that the council controls, helping us set to set our reduction goals.

Develop actions to reduce emissions

Our Air Quality Steering Group, will **develop and agree the best approach to reducing PM_{2.5} emissions in the New Forest**, including targeted and district-wide measures.

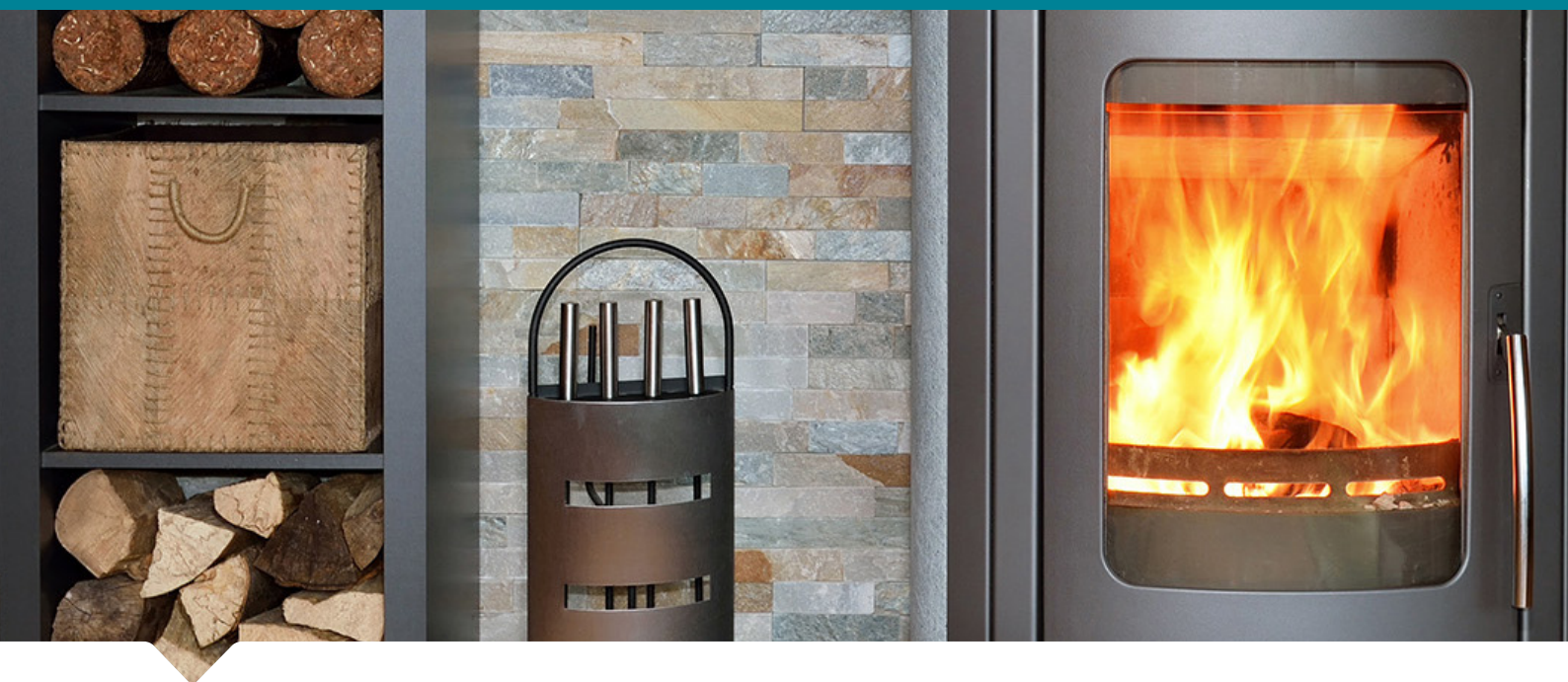
We expect that many of the actions we are already taking will also contribute to reducing PM_{2.5} emissions. However, in the meantime, we are continuing to work on our existing plans that will help reduce particulate pollution, especially our Burn Better Campaign.



We will carry out detailed source apportionment of PM_{2.5} concentrations if hotspots are identified to tell us in detail where pollution in any hotspots comes from. This will allow us to develop effective, targeted work plans.

9

Wood burning and indoor air pollution



9.1 MANAGING OUR EXPOSURE TO INDOOR AIR POLLUTION

Many of us spend the majority of our time indoors, so understanding how our households contribute to air pollution and how to manage indoor air quality is important to safeguard our health and wellbeing.

Our actions as individuals can have a large impact on the health of those around us, for example through wood burning, and on our own health. Common sources of indoor air pollution include cooking and heating appliances, cigarette and e-cigarette smoke, damp and mould, cleaning products, and building materials.

9.2 WOOD BURNING

Wood burners can be a primary source of heating for some households, but the majority of households with a woodburner use them in addition to a central heating system. This is now a major contributor to harmful particulate matter (PM_{2.5}) emissions in the New Forest. We suggest only burning in the home when absolutely necessary to help reduce your exposure to harmful pollutants.

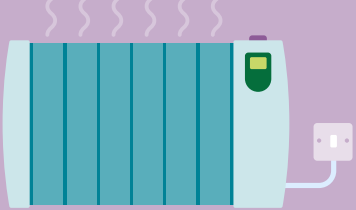
Here is our advice for reducing the air quality impacts of burning wood in your home:

 #1 Burn cleaner Burn cleaner fuels such as smokeless, authorised fuels or dry, well-seasoned wood with low moisture content.	 #2 Burn better Use efficient appliances, don't shut off air or allow the temperature to drop, and service and clean them regularly.	 #3 Burn different If possible, switch heating source to no or low emission fuels, such as renewable, electric or gas alternatives.

9.3 INDOOR AIR POLLUTION

Reducing air pollution in your home is an investment in your health and wellbeing.

These are some simple steps that we can all follow to make sure that we are breathing the cleanest air possible:

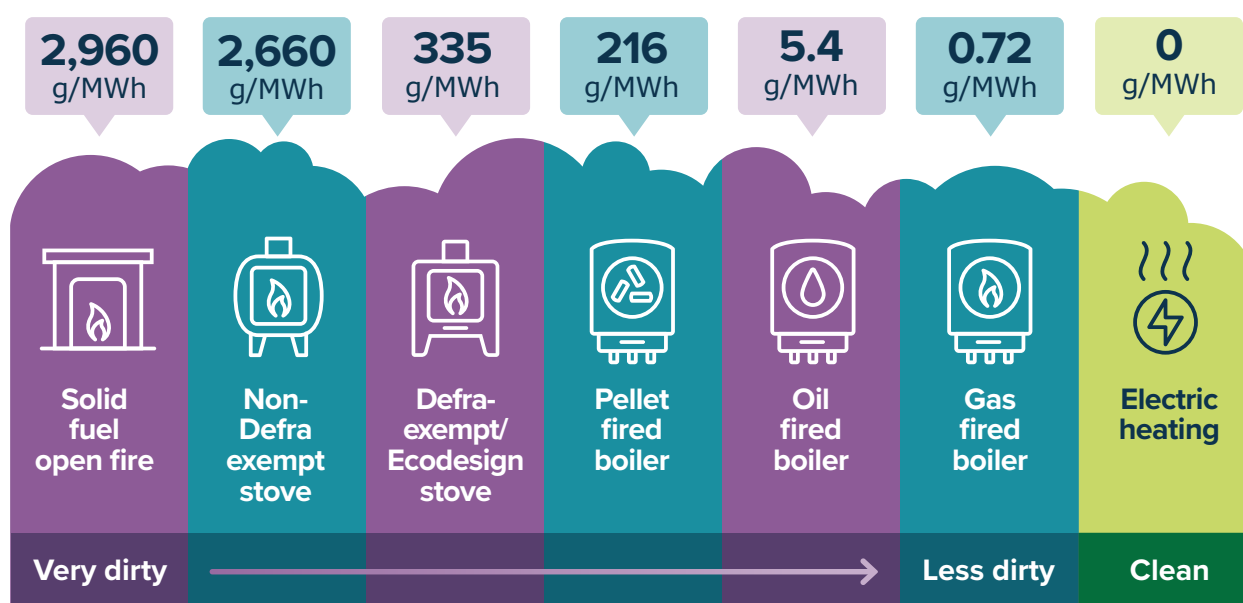
 Avoid smoking indoors	 Use electric or gas heating rather than wood burning	 Open windows when you are cooking, cleaning, burning, or using paint
 Vacuum regularly	 Use a dehumidifier to prevent mould	

9.4 WHAT ARE WE DOING NOW?

Advocating for cleaner burning practices

Not all forms of burning are equally polluting. This figure from the Chief Medical Officer's 2022 report²² shows how polluting different types of heating are. We are collaborating with other Hampshire Local Authorities (Southampton City Council, Winchester City Council and Eastleigh Borough Council) and The Environment Centre to advocate for cleaner burning practices in open fires, stoves, and bonfires.

Figure 9-1: The relative PM_{2.5} emissions from domestic heating methods. Adapted from the Chief Medical Officer's Annual Report 2022.



Improving energy efficiency

Ensuring an efficient and sustainable method of heating your home reduces harmful indoor air pollution and energy costs. However, transitioning to more energy-efficient heating methods can be expensive.

There are several initiatives to make this transition easier:

- **Cosy Homes New Forest Tool:**²³ This tool simplifies the process for residents and landlords to develop a retrofit plan to improve energy efficiency.
- **The Greener Housing Strategy:**²⁴ This strategy focuses on collaborating directly with landlords to ensure compliance with minimum energy efficiency standards.

²² Chief Medical Officer's Annual Report 2022: Air pollution, available at <https://www.gov.uk/government/publications/chief-medical-officers-annual-report-2022-air-pollution>

²³ Cost Home New Forest. (2024) Start building your free online home energy plan. Available at: <https://cosyhomesnewforest.planbuilder.co.uk/>

²⁴ New Forest District Council. (2022) Greener Housing Strategy 2022 to 2032. Available at: <https://www.newforest.gov.uk/article/3113/Greener-Housing-Strategy-2022-to-2032>

- **The Environment Centre**,²⁵ located in Southampton, provides complimentary guidance to residents seeking to upgrade their homes. They can also help identify relevant funding sources.

9.5 WHAT WILL WE DO NEXT?

Raise awareness of the impact of wood burners

We will **continue to raise awareness of the impact of wood burners**. Currently we are working with the Environment Centre and neighbouring Local Authorities to raise awareness of the impacts of wood burning and also provide information on cleaner heating alternatives, proper usage practices and regulations.

Provide accessible, reliable information on alternatives to wood burners

We will also look for opportunities to **collaborate with regional authorities and suppliers to provide accessible, reliable information for anybody considering alternatives to wood burners** in their home and help users of wood burners minimise their air quality and climate footprint.

Investigate possible approaches to reducing emissions from bonfires

We will **explore the feasibility and effectiveness of adopting a Smoke Control Area in the New Forest**. We will also investigate developing and promoting awareness to reduce bonfire usage within the district following examples set by other Local Authorities. By setting clear guidelines, controls, and enforcement mechanisms, we will be able to help reduce the amount of pollution from bonfires to ensure we maintain compliance with air quality standards.

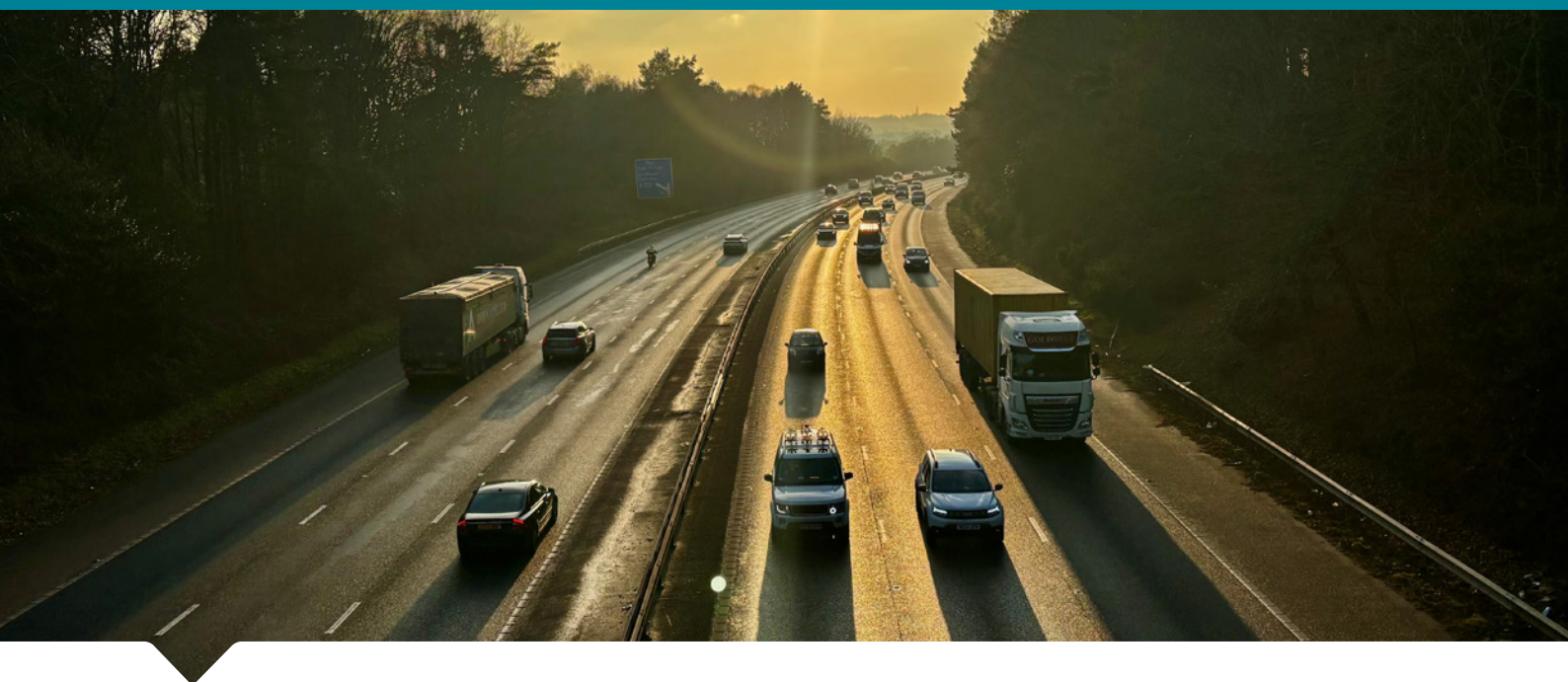
Public engagement on indoor air quality

We will work collaboratively to identify opportunities to **carry out public engagement to better understand how our residents consider and manage their personal indoor air quality**. This could include surveys to find out views on issues including indoor pollutants, mould, and particulate matter to make sure we are tackling the issues that matter most to our residents.

²⁵ New Forest District Council. (2024) Get a grant or loan to improve your home energy efficiency. Available at: <https://www.newforest.gov.uk/article/3437/Get-a-grant-or-loan-to-improve-your-home-energy-efficiency>

10

Reducing road traffic emissions



10.1 ROAD TRANSPORT EMISSIONS IN THE NEW FOREST

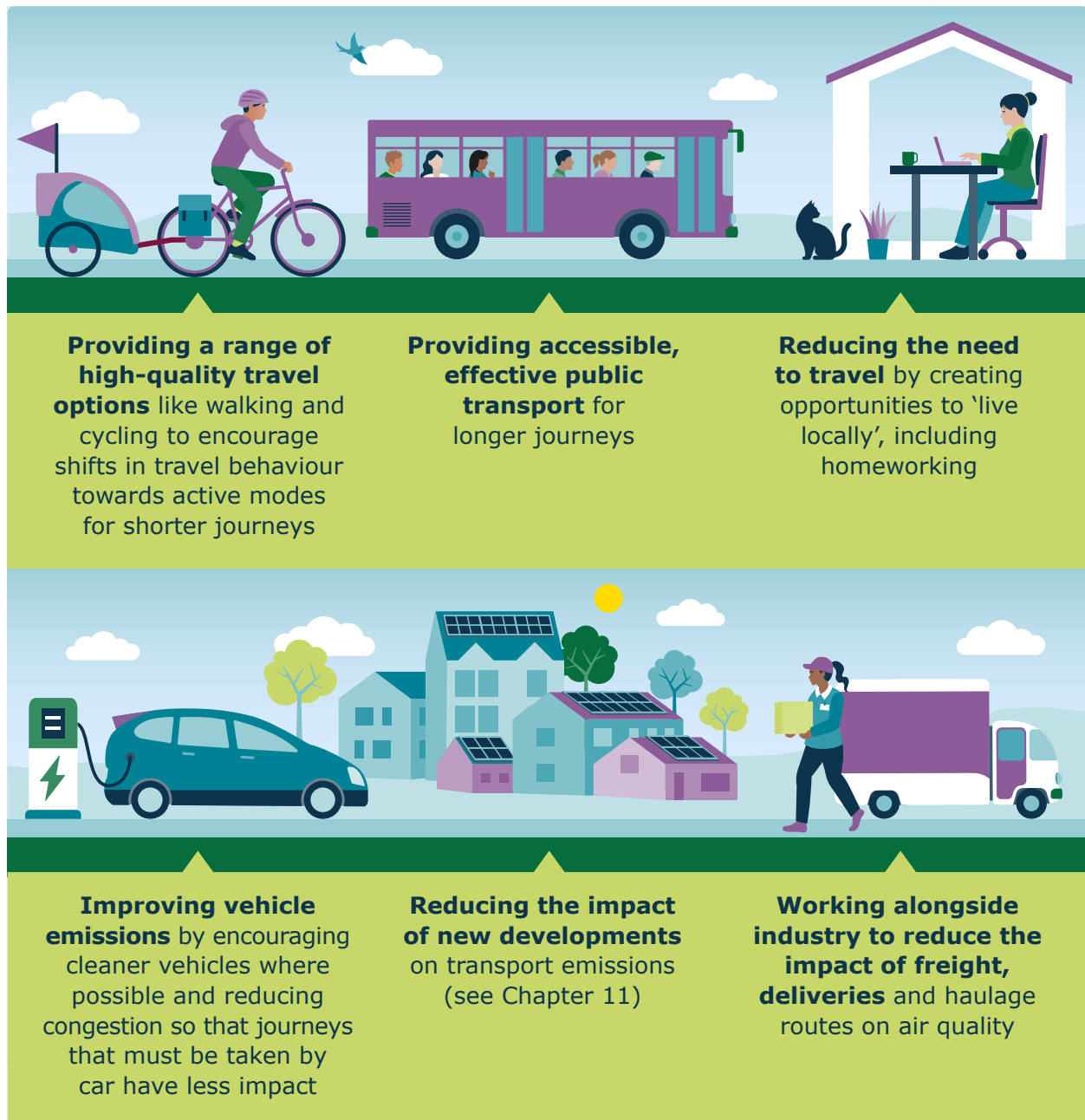
Road traffic emissions have reduced substantially in recent years due to actions and abatement measures that New Forest District Council and Hampshire County Council have implemented, combined with technological advances prompted by vehicle emission standards and other measures and policies enacted by the UK government.

However, **road transport is still the largest source of emissions of NO_x and NO₂ in the New Forest and is a major contributor to particulate emissions.** Just under two-thirds of NO_x pollution in the New Forest comes from road transport, and the highest measured NO₂ concentrations are still seen along major roads.

While the largest contributors to air pollution in the New Forest are private cars, heavy goods vehicles (HGVs) can also be important in areas such as the port, industrial sites, and the oil refinery.

To safeguard the health and wellbeing of everybody who lives and works in the New Forest, we need to continue reducing emissions through a variety of approaches.

Figure 10-1: Ways that we can reduce road traffic emissions



10.2 WHAT ARE WE DOING NOW?

Our transport priorities are set out in several local and regional plans. These outline the local requirements of their respective areas in terms of infrastructure and behavioural change requirements to achieve lower transport emissions and congestion. Policy C8 of the Hampshire Local Transport Plan 4²⁶ gives detail on how Hampshire County Council is managing the harmful health effects of poor air quality.



Enhancing walking and cycling

Shifting to walking and cycling can reduce congestion, improve physical and mental health by encouraging healthier lifestyles and help address air pollution and the climate crisis. **In Hampshire, 1 in 6 commuting trips are less than 1.25 miles, but 51% of these are made by car.**

Local Cycling and Walking Infrastructure Plans are a strategic approach to identifying cycling and walking improvements required at the local level including proposed cycling network improvements and identifying important walking centres. The Waterside Local Walking and Cycling Infrastructure Plan is now complete, and we have partnered with Hampshire County Council and the New Forest National Park Authority to produce a Local Walking and Cycling Infrastructure Plan for the entire District and National Park. We will support the introduction of new infrastructure by promoting active travel and supporting schemes to make it easier to use active travel as set out in Chapter 6.

²⁶ Hampshire County Council (2024) Local Transport Plan 4. Available at <https://www.hants.gov.uk/transport/localtransportplan>

Using the planning system to manage and improve emissions

The New Forest District area is covered by two local plans, prepared by New Forest District Council and the New Forest National Park Authority respectively. New Forest District Council's statutory environmental health responsibilities cover the whole of the New Forest District and our Environmental Health team are a consultee on relevant planning applications within the New Forest District area of the National Park.

Objective SO2 of the Local Plan Part 1 (2020)²⁷ is to manage and where possible reduce or mitigate activities that unacceptably impact on air quality. Policy CCC1 builds on this by being clear that development should not result in pollution or hazards which prejudice the health and safety of communities and their environments, including air quality. It seeks to ensure that appropriate measures are required to prevent, control, mitigate or offset the impacts or risks of development on community health and safety. We require new developments to prioritise safe and convenient pedestrian and cycle access, linking to existing pedestrian networks where possible. Wherever there are existing footpaths, cycle routes, or public transport access to a proposed development, these are required to be retained and improved by the development. We also seek to ensure that development is built in the right place in accessible locations near public transport and services in order to reduce the need to travel by car.

In addition, new developments that may have additional mitigation needs will be required to produce a Travel Plan, setting out measures to promote and encourage sustainable travel.

New Forest District Council's planning guidance on Parking Standards (2022)²⁸ also requires developers to enable the convenient installation of charging points for electric vehicles in residential properties. Furthermore, the council's guidance on Planning for Climate Change (2024)²⁹ seeks net zero carbon development which produces lower carbon emissions (and related particulates) through reduced space heating demand. Related installation of renewable energy generation (e.g. photovoltaic panels) is also encouraged.

Promoting active travel for visitors

The New Forest receives a large number of visitors, 96% of whom arrive by car. As part of our plan to reduce traffic on our roads, we are encouraging these visitors to use public transport or active travel links into the New Forest as well as within the National Park. This includes sustainable travel options such as the New Forest Tour.

The New Forest contains more than 100 miles of waymarked cycle routes, much of it off the public highway and traffic-free. The National Park Authority highlights popular cycle routes and highlights the locations of cycle hire shops in the area.³⁰

We are also promoting active travel for our residents, as described in Chapter 6.

27 New Forest (2016) Local Plan 2016-2036, [Local Plan 2016-2036 Part One FINAL.pdf \(newforest.gov.uk\)](#)

28 New Forest (2022) Parking Standards SPD, [Parking Standards SPD April 2022.pdf \(newforest.gov.uk\)](#)

29 New Forest (2024) Climate Change SPD, [Climate Change SPD Adopted April 2024.pdf \(newforest.gov.uk\)](#)

30 Forestry England (2021) Cycle routes map: The New Forest National Park. Available at: https://www.forestryengland.uk/sites/default/files/documents/New-Forest_Cycle-Routes-Map_2021_0.pdf

Enhancing public transport

For many people, public transport provides an essential means of getting around for their daily lives, and using public transport can reduce congestion and road traffic emissions. Our goal is to work with stakeholders to **make public transport more attractive, cheaper, and accessible to more people**, as the first choice for medium and longer journeys.

Recent schemes include improving bus stops with Real Time Passenger Information (RTPI) in Totton and Hythe, improvements to bus lanes and crossing points in Marchwood, and accessibility improvements at Totton Rail Station.

Reducing the need for travel

Avoiding carbon-intensive activities by providing opportunities to 'live locally' as set out in the Hampshire Local Transport Plan 4 can significantly reduce both the number and length of journeys made every day, leading to significant carbon savings and cleaner air. This includes not only transportation and placemaking improvements, but also expanding digital and mobile connectivity. This will allow residents, particularly those in rural areas, to access jobs, services, and other opportunities and activities online from home if they choose. These priorities are echoed in the Waterside Transport Strategy and Action Plan, with the additional focus of sustainable cargo transport, particularly through the development of rail links to the Waterside area, reducing the dependence on polluting HGVs.

10.3 WHAT WILL WE DO NEXT?

Utilise current road infrastructure to reduce congestion and improve air quality in the locality

Hampshire County Council has identified **reducing congestion, improving accessibility, and improving road safety** on the A326, A35 and A337 as a key objective. As part of this bid to reduce congestion, there will also be an investigation into capacity improvements on the M3, M27 and A31, to allow for smoother traffic flows throughout the New Forest.

Additional improvements could include adding cycling lanes or carrying out measures to improve traffic flow on key roads in the area.

Continue to improve our walking and cycling infrastructure

Actions to encourage a shift to active travel could include installing more bicycle parking in key hubs and ensuring connectivity between our different cycle and walking routes. We will work with stakeholders to investigate opportunities to reallocate road space away from vehicles to walking and cycling healthy streets.

We will continue to work with the County Council, the New Forest National Park Authority and Forestry England to improve our walking and cycling infrastructure and develop our Local Walking and Cycling Infrastructure Plan to **make travelling on foot or by bike as pleasant and convenient as possible**.

Work with Hampshire County Council to increase reach of public transport services

By **increasing the reach of public transport services** and reaching more rural communities, we will work with Hampshire County Council to enable more people to switch to public transport, reducing the need for private vehicle journeys.

This could be achieved by expanding the public transport services, including supporting additional routes, increasing the frequency of bus and rail services, and making improvements to morning, evening, and Sunday services. The new Hampshire Local Transport Plan 4²⁶ and the Hampshire Enhanced Partnership Plan³¹ set out Hampshire Council's plan for improving bus services.

In the longer term, we will support the County Council in exploring more flexible and responsive public transport options to increase the reach of our public transport services.

Reduce emissions from council vehicles

Vehicles are significant contributors to air pollution in the New Forest, so we need to reduce vehicle emissions to ensure the health of our residents and visitors. We will lead by example and will **replace our vehicle fleet with low emission vehicles** as part of our commitment to achieve Net Zero by 2050. We will also seek out opportunities to optimise the total number of trips made by our vehicles and ensure that staff are driving in an efficient and effective manner, reducing fuel use, and avoiding excessive braking where possible, as per the council's Fleet Management Protocol (2024).

Improve infrastructure for electric vehicles

We will seek out opportunities to improve infrastructure for electric vehicles to make it easier to own an electric vehicle in the New Forest. We currently have approximately 60 EV chargers in New Forest District Council car parks, and we will continuously support our partners in assessing the localised need to increase this capacity to make sure that chargers are installed in the right places. We will work with commercial partners and Hampshire County Council to bid for government funding to deliver rapid charging points.

Reduce impacts from freight on air quality

Heavy Goods Vehicles (HGVs) can be a significant contributor to air pollutant emissions in areas with high numbers of deliveries such as the port, industrial sites, warehouses and the oil refinery. We will continue to work collaboratively with local industry to find ways to minimise the impact of vital freight, deliveries and haulage routes on air quality.

³¹ Hampshire County Council (2022) Hampshire Enhanced Partnership Plan, <https://democracy.hants.gov.uk/documents/s91773/Appendix%201.pdf>

11

Reducing the impact of new developments



11.1 NEW DEVELOPMENTS AND AIR QUALITY

New Forest District Council is working to enhance quality of life for local residents and provide more housing and infrastructure to meet both local needs and national policy objectives.

However, **new developments can put pressure on local air quality**, both from the pollution generated during construction and from heating and traffic pollution generated once the developments are complete. Successful developments strike the right balance between growth and conservation, so it is important that the impact of construction and new developments is kept to a minimum.

11.2 WHAT ARE WE DOING NOW?

Planning

Our **Air Quality in New Developments Supplementary Planning Document**³² guides developers on how they should incorporate sustainable development and air quality within their designs. As part of the planning process, developers are required to submit a detailed report assessing the impact of their proposed development on local air quality and propose mitigation measures to minimise emissions. This includes impacts from additional transport to and from the new development, emissions associated with heat and power required by the new development, and emissions from any onsite processes.

Our **Climate Change Supplementary Planning Document**³³ provides guidance for developers on how they should minimise their climate change impact through reducing energy demand. Specifically, the developer should demonstrate how they have considered and plan to mitigate emissions during construction.

The New Forest District also covers the majority of the National Park, which is subject to different planning policies prepared by the New Forest National Park Authority. The planning policies for the National Park area seek to protect the environment of the New Forest from the adverse impacts associated with traffic and other forms of air pollution.³⁴

Protecting our natural environment

Our National Park that covers large parts of the district, together with other protected designations (including part of the Cranborne Chase & West Wiltshire Downs National Landscape and a range of international nature conservation designations), help to preserve our area's beauty and character. However, this also represents a challenge when finding locations for new homes and infrastructure.

Within the borders of the National Park, habitat conditions are monitored at sites close to main roads. We use monitoring equipment as well as regular ecological field work, ensuring nitrogen and ammonia levels do not exceed critical thresholds.

32 New Forest District Council (2022) Air Quality Assessments in New Development: Supplementary Planning Document, https://www.newforest.gov.uk/media/2726/Air-Quality-SPD/pdf/Air_Quality_SPD_FINAL_Version_June_2022.pdf

33 New Forest District Council (2024) Planning for Climate Change Supplementary Planning Document (SPD), <https://newforest.gov.uk/article/3591/Planning-for-Climate-Change-Supplementary-Planning-Document-SPD>

34 New Forest National Park. (2024) Planning. Available at: <https://www.newforestnpa.gov.uk/planning/>

These plans and strategies help to protect and promote green space in the New Forest:

- **The Corporate Plan³⁵** sets out how the council aims to balance growth with conservation efforts.
- **The New Forest District Council Tree Strategy 2020-2025³⁶** seeks to promote, enhance, and protect all trees growing on any and all land owned or managed by the council.
- **The New Forest National Park Local Plan 2016-2036³⁷** lays out requirements for new development within the National Park.

Council housing

We manage over 5,000 properties, and programmes to deliver at least 600 new council homes by 2026 are currently underway.

Improving and maintaining the energy efficiency of these dwellings is important both to reduce heating costs and to limit carbon and air pollutant emissions. We are heavily involved in ensuring the housing stock owned by the council is properly maintained, with planned maintenance programmes worth £6m per year for replacing doors, windows, and roofs for better insulation.

A total of 2,884 energy efficiency measures have been installed in our council housing, with 1,330 of these aimed at heating efficiency through air source heat pumps, photovoltaic schemes, window and door replacements, and insulation.

11.3 WHAT WILL WE DO NEXT?

New opportunities for growth have the potential to drive significant development over the coming decades. The Solent Freeport, one of 12 UK freeports, is expected to drive significant economic growth in our area as the majority of land which makes up the Solent Freeport tax sites is within the New Forest district. This could include the future development of the Dibden Bay area.

It is important that we respond robustly and effectively to new plans to make sure that they deliver benefits to the New Forest while protecting the environment.

Review and monitor our existing policies to ensure that they remain effective

We will use our annual work plans to identify any changes in national air quality guidance or legislation to ensure we are following best practice. We will also use our monitoring data to benchmark our air quality and refine our strategies to maximise their impact on improving air quality.

³⁵ New Forest District Council (2024) Corporate Plan 2024 to 2028 <https://www.newforest.gov.uk/corporateplan>

³⁶ New Forest District Council (2020) Tree Strategy, <https://newforest.gov.uk/media/647/tree-strategy-2020-25/pdf/tree-strategy-2020-25.pdfvc>

³⁷ New Forest National Park (2019) Local Plan 2016–2036 <https://www.newforestnpa.gov.uk/planning/local-plan/>

Review how we respond to planning applications

We will review how we provide air quality advice and our requirements for appropriate assessment and agreed mitigation measures to ensure that we are minimising the impact of development.

Work closely with the New Forest National Park Authority and neighbouring local authorities to share expertise, resources, and best practice

Sharing resources will allow us to help tackle air quality on a regional level. We hope to align our approach to planning and permitting for new developments across the District, including the National Park area, and contribute to the development of air quality policies across the region to address regional air quality challenges.

Engage with businesses to help them achieve net-zero emissions

We will seek out opportunities to engage with businesses to help them achieve net-zero emissions, and work with other Council teams to make sure these schemes deliver co-benefits for air quality where possible. This can include providing incentives, support, and guidance to businesses on implementing sustainable practices, adopting cleaner technologies, and reducing carbon and air quality footprints.

12

Where to find more information



Please refer to the following list of tools and resources to find out more information on actions being taken by the New Forest District Council to improve air quality, the state of air quality in the New Forest, and how air pollution impacts health and wellbeing.

Tool / resource	Description	Link
New Forest District Council	Provides information on air quality monitoring in the New Forest, and provides access to air quality reports	https://www.newforest.gov.uk/airquality
New Forest Corporate Plan	Provides context for the policies on air quality in the new forest	Corporate plan 2024 to 2028.pdf (newforest.gov.uk)
New Forest District Council Monitoring Data	A map of the data collected by the continuous air quality monitoring stations in the New Forest	https://www.airqualityengland.co.uk/local-authority/?la_id=236

Tool / resource	Description	Link
Air Quality in New Developments in the New Forest	Provides information on the adoption of, and measures contained within the Air Quality Supplementary Planning Document	https://www.newforest.gov.uk/article/2934/Air-Quality-in-New-Development
New Forest Waterside Local Walking and Cycling Infrastructure Plan	Provides information on the ongoing development in the Waterside area to improve the walking and cycling experience	https://documents.hants.gov.uk/transportWatersideTransportStrategy-ETEDecisionDayReportAppendix.pdf
New Forest National Park Cycling Routes	Contains maps of cycling routes in the New Forest National Park	https://www.forestryengland.uk/sites/default/files/documents/New-Forest_Cycle-Routes-Map_2021_0.pdf
New Forest National Park – Sustainable Transport	Details the investments made by the National Park in sustainable travel schemes and infrastructure	https://www.newforestnpa.gov.uk/conservation/climate-and-nature-emergency/sustainable-transport/
The Environment Centre – Wood Burning	Provides information on wood burning, and how to burn better	https://environmentcentre.com/wood-burning/
The Environment Centre – Campaign for Cleaner Air	Contains information about the ongoing cleaner air campaign related to the use of log burners in the New Forest	https://environmentcentre.com/the-environment/clean-air/
Hampshire County Council – Climate Change Strategy	Provides information on the County's Climate Change Strategy	https://www.hants.gov.uk/landplanningandenvironment/environment/climatechange
UK Health Security Agency	Provides information about the health impacts of air pollution	https://www.gov.uk/government/publications/health-matters-air-pollution/health-matters-air-pollution
Defra Air Pollution Forecast	Defra's air pollution forecast tool provides the latest outlook for air quality across the UK	https://uk-air.defra.gov.uk/forecasting/