

NOTICE OF MEETING

Meeting:	CABINET
Date and Time:	WEDNESDAY, 1 APRIL 2026, AT 10.00 AM
Place:	COUNCIL CHAMBER - APPLETREE COURT, BEAULIEU ROAD, LYN DHURST, 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, 27 March 2026.

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 4 March 2026 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. CORPORATE PLAN: KEY PERFORMANCE DATA FOR QUARTER 3 2025-2026
(Pages 3 - 32)

6. PUBLIC SPACE PROTECTION ORDER (PSPO) EXTENSION REVIEW AND SUMMARY OF PUBLIC CONSULTATION (Pages 33 - 68)

7. PRINCIPAL RISK REGISTER REVIEW (Pages 69 - 94)

To:

Councillors

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

Councillors

Jeremy Heron
Dan Poole
Derek Tipp

Cabinet – 1 April 2026

Corporate Plan: Key Performance Data for quarter 3 2025-2026

Purpose	For Decision
Classification	Public
Executive Summary	This report presents the Key Performance Indicators (KPIs) for Quarter 3 (October to December 2025).
Recommendation(s)	Cabinet approve the Q3 2025-2026 dashboard. Cabinet consider any matters arising from the Overview and Scrutiny Panels.
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)
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 Q3 covering October 2025 to the end of December 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 Q3 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 3 2025/2026

5. Data is presented for 24 of the KPIs, with data awaited for a further 3 KPIs. These are:
 - KPI 008 Number of education and awareness sessions in relation to serious crime
 - KPI 021 Kilogrammes of non-recycled waste produced per household
 - KPI 024 Percentage of household waste sent for recycling

Highlights

ID	Observation
Housing and Communities	
1	The number of homelessness duty cases successfully prevented has shown a substantial improvement in performance. This again represents the highest level recorded, despite ongoing challenges posed by the reduction in available properties within the Private Sector.
2	In the previous quarter, the narrative for Emergency Accommodation (EA) noted that improvements in homelessness prevention would take time to filter through to EA demand. This is now starting to take effect, with a marked reduction in EA usage—bringing the measure to just one point above target, this measure being red in the previous two quarters.
3	<p>Number of families with children under 16 in external emergency shared accommodation over 6 weeks.</p> <p>This KPI has been green over four quarters with only one household in shared EA over 6 weeks.</p>
4	Number of Appletree Careline customers. Performance has been consistent and just above the target. This measure has been green over the last three quarters.
7	Investment in and rollout of public space CCTV system. – A further £15k has been invested over the last quarter to enhance CCTV coverage across the district.
8	Education and awareness sessions – We are awaiting figures from partners from the criminal justice system who deliver 1-2-1 and group sessions.
9	PSPOs – Seasonal variations combined with staffing challenges within partner agencies, have led to a reduction in the number of PSPOs issued.
10	Number of cultural events and activities supported by New Forest District Council. – This measure has been green over four quarters and events have been targeted to underserved communities in the district.

15	Our five safety and compliance management measures performed very well, covering gas, fire, asbestos, water and lift safety.
Place and Sustainability	
16-19	<p>Planning measures performed well again, with only a small dip in minor applications in time. This was still well above the government target.</p> <p>Eight planning appeals were heard in the period and all were dismissed.</p>
21	Kilogrammes of non-recycled waste produced per household – This figure is expected to be available early March 2026.
22	Households using our chargeable garden waste service has increased by 1% with the target also increasing by 1% for last quarter.
24	Percentage of household waste sent for recycling – This figure is expected to be available early March 2026.
25	<p>The number of reported fly-tipping incidents decreased from 918 in Q2 to 617 in Q3. New signage and clearer instructions have been introduced at all bring sites to help address fly-tipping concerns. This has seen fly-tipping at bring sites fall over the last three quarters from 219 in Q1, 182 in Q2 and 116 in Q3.</p> <p>However, data from previous years typically shows increases in Q4 and so this trend requires continued monitoring in Q4 before longer term impacts can be determined</p>
27	Equivalent number of 0.5 litre bottles filled at water-filling stations. Performance is green-rated with the units being non-operational over the autumn and winter.
Resources and Transformation	
37	Vacancies filled first time has just dipped below target. 18 of 25 vacancies were filled over last quarter.
39	The average number of sick days is consistent with quarter 2 levels and can be attributed to a small number of long term sickness cases spanning a longer period.

41 and 42	Financial Monitoring is within range and is taken separately to Cabinet.
43 and 44	Council tax and rate collection. Both perform consistently close to the target profiles and are green-rated.
46	ICT incidents resolved within the SLA has been green-rated over four quarters.
47	93% of annual ICT work programme is forecast to be delivered on time and within budget, being green-rated through the year. Consequently, a more challenging target will be proposed for the new financial year.
48	Critical system downtime remains under 1% and has been green for four quarters. The target has been updated this quarter to set a more challenging expectation, reducing from 5% to 3%.

Overview and Scrutiny panel comments

6. The quarter 3 dashboard was presented to all three panels:
 - 12/03/2026 – Place and Sustainability Overview and Scrutiny panel
 - 18/03/2026 – Housing and Communities Overview and Scrutiny panel
 - 19/03/2026 – Resources and Transformation Overview and Scrutiny panel
7. Panel comments arising is detailed below.
8. **Place and Sustainability** – Panel members were please with the report, noting that it contained a good level of detail and showed very few red-rated indicators (limited to fly-tipping).
9. A Panel member asked whether suitable reporting arrangements were in place for members of the public who witness a fly-tipping incident. The Assistant Director for Place Operations provided a response, with further details supplied after the meeting by the Performance and Insight Manager. This included a link to the current webpage offering guidance on what to do if you see

someone fly-tip, the relevant phone number, and information on planned improvements to the existing reporting form.

10. **Housing and Communities** – The panel were pleased with the report and the Chair wanted to acknowledge that only 1 household with children under 16 remained in emergency accommodation over the 6 week threshold – the lowest recorded value.
11. **Resources and Transformation** – At the previous panel, there was a request for further workforce information to help understand the impact of LGR and wider organisational pressures.
12. While the corporate plan dashboard will remain unchanged, EMT agreed to incorporate a small set of relevant workforce information into the covering report. These were presented to R&T panel. The chair asked that further HR and Workforce data be referred to the HR committee, which panel members will have access to.
13. Members raised the appropriateness of targets which will be addressed as part of the target refresh exercise for 2026-27 and whether more staff could be encouraged to complete leaver questionnaires.

Corporate plan priorities

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

Options appraisal

15. 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

16. 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

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

Legal implications

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

Risk assessment

19. 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

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

Equalities implications

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

Crime and disorder implications

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

Data protection / Information governance / ICT implications

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

New Forest National Park implications

24. 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

25. 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.

26. Once approved at Cabinet, the dashboard will be published to our website.

Appendices:

Q3 Corporate Performance
Dashboard 202526.pdf

Background Papers:

None

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	Summary		
	1	Percentage of homelessness duty cases successfully prevented				
	2	Number of households in external emergency accommodation				
	3	Number of households 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			RED	0
	12	Number of affordable council homes delivered against the 2026 target set			AMBER	1
	13	Percentage score for the overall tenant satisfaction with the Council as a landlord (TSMs)			GREEN	5
	14	Number of council homes achieving Energy Performance Certification band C			TBC	1
	15	Percentage scores for the 5 safety and compliance management (TSMs)			N/A	6

PLACE	ID	KPI Name	RAG	Summary		
	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				
	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	2
	24	Percentage of household waste sent for recycling			GREEN	4
	25	Number of fly-tipping incidents per 1,000 people			TBC	2
27	Equivalent number of 0.5 litre bottles filled at water-filling stations – waste averted			N/A	2	

PROSPERITY	ID	KPI Name	RAG	Summary		
	28	Squared metres of industrial/employment land developed			RED	0
	29	Level (£) of retained business rates (at source)			AMBER	0
	31	Vacancies of retail premises within town/local centres			GREEN	0
	32	Employment rate percentage of working age adults (aged 16-64)			TBC	0
	33	Proportion (in percentage terms) of employee jobs with hourly pay below the living wage			N/A	5

FUTURE NEW FOREST	ID	KPI Name	RAG	Summary		
	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				
	44	Percentage of Non-domestic Rates collected in year			RED	0
	45	Benefit realisation from ICT investment			AMBER	3
	46	Percentage of ICT incidents resolved within SLA			GREEN	6
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					
	Q4	Q1	Q2	Q3	Target	Desired DOT				
Performance	45.0%	47.8%	69.0%	71.0%	>50%	▲				
Target	50.0%	50.0%	50.0%	50.0%	Format	%				
					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				
Q4	Q1	Q2	Q3							

Supporting narrative

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.
2025/6 Q2	Prevention of homelessness has always been the priority. Working with private landlords and supporting families at an early stage has seen the prevention of homelessness increase despite the challenging number of private rented properties.
2025/6 Q3	Preventing Homelessness remains a challenge due to demand and affordability in the private sector however we are seeing good rates of prevention by having good access to lettings agents and landlords.

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

	2024/5	2025/6			Supporting information					
	Q4	Q1	Q2	Q3	Target	Desired DOT				
Performance	51	56	61	51	<50	▼				
Target	50	50	50	50	Format	%				
					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				
Q4	Q1	Q2	Q3							

Supporting narrative

2024/5 Q4	Despite work to prevent and relieve 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.
2025/6 Q1	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 Q2	Despite the successes of preventing homelessness, this has yet to feed through to the number of people in EA. In depth work is being undertaken to work with families to source properties in the private sector as well as NFDC owned TA so it is expected that EA numbers will reduce.
2025/6 Q3	This peaked in December however we have seen reductions later in December with the introduction of new TA coming on board. Although, marked as amber, being 1 point above target, the trend from last quarter is positive.

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

	2024/5	2025/6			Supporting information																	
	Q4	Q1	Q2	Q3	Target	<7																
Performance	5	6	2	1	Desired DOT	▼																
Target	7	7	7	7	Format	Numerical																
<table border="1"> <caption>Performance vs Target Data</caption> <thead> <tr> <th>Quarter</th> <th>Performance</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Q4</td> <td>5</td> <td>7</td> </tr> <tr> <td>Q1</td> <td>6</td> <td>7</td> </tr> <tr> <td>Q2</td> <td>2</td> <td>7</td> </tr> <tr> <td>Q3</td> <td>1</td> <td>7</td> </tr> </tbody> </table>							Quarter	Performance	Target	Q4	5	7	Q1	6	7	Q2	2	7	Q3	1	7	
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Supporting narrative	
2024/5 Q4	To reduce the number of households 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.
2025/6 Q2	This number of households in shared EA has reduced due to working hard with families to locate private sector properties. There are 7 families in EA shared accommodation currently but under the 6 weeks target.
2025/6 Q3	We are keeping the number of families in shared accommodation low by prioritising using non-shared accommodation for them wherever possible and focussing on seeking private sector accommodation for longer term solutions.

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

	2024/5	2025/6			Supporting information																	
	Q4	Q1	Q2	Q3	Target	3899																
Performance	3839	4072	3922	3918	Desired DOT	▲																
Target	4139	3869	3899	3899	Format	Numerical																
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Supporting narrative	
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.
2025/6 Q2	During quarter 2, 102 new services were added. August saw a higher than anticipated cancellations, with 16 clients resulting from death and 11 clients moving into full time residential care settings resulting in the loss of 54 services.
2025/6 Q3	Installations have remained steady with a further 133 existing or new customers having digital careline units installed. A targetted mail drop to all customers is being devised to form part of the customers annual statements to be sent in Mid february. Posters and leaflets have been updated to enhance awareness of the digital offer alongside planning for community events in April. This is to provide awareness raising and marketing of Appletree Careline. From April, the product line is expanding with additional peripheral devices to support people seeking to remain at home and independent.

NFDC ID NO.7: Investment in and rollout of public space CCTV system						
	2024/5	2025/6			Supporting information	
	Q4	Q1	Q2	Q3	Target	Monitor towards £80,000
Performance	£66,000	£3,471.48	£20,075.73	£35,328.73	Desired DOT	▲
Target	£40,000	MONITOR	MONITOR	MONITOR	Format	£
					Frequency	Quarterly
					Metric type	Cumulative/year to date
					Leadership team member	Brian Byrne
					Portfolio holder	Clr Dan Poole
					Overview and scrutiny	Housing and Communities
					RAG Status	
2024/5		2025/6				
	Q4	Q1	Q2	Q3		
		N/A	N/A	N/A		

Supporting narrative	
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. Expenditure has now been confirmed for Q1 as £3,471.48.
2025/6 Q2	In year 24/25 Total expenditure was £66,960.00 for the purchase of cameras and server room upgrades for the increased storage of data. Expenditure in Quarter 2 primarily covers the installation costs for cameras. Quarter 3 has an additional 10 cameras scheduled for installation by November 30th.
2025/6 Q3	Work has continued to enhance cctv coverage across the district. The service is currently working to upgrade the digital incoming line that support the transmission of footage which has a lead time to complete in early April. To ensure camera installations remain on track, ground works and electrification of points continues. This will enable cameras or final fix to be done in quick succession following the upgrade of the line.

NFDC ID NO.8: Number of education and awareness sessions in relation to serious crime						
	2024/5	2025/6			Supporting information	
	Q4	Q1	Q2	Q3	Target	Monitor
Performance	1	3	9	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	Clr Dan Poole
					Overview and scrutiny	Housing and Communities
					RAG Status	
2024/5		2025/6				
	Q4	Q1	Q2	Q3		
	N/A	N/A	N/A	N/A		

Supporting narrative	
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.
2025/6 Q2	Dedicated workshop on weapons, the law, social and medical implications. Educations awareness delived to 280 year 8 students. Delivery was undertaken over a number of sessions with an average group consisting of 30 students. Comparing Year 8 students' age profile with early offenders (13-17) highlights the need for a targeted approach. Delivering education this way reinforces the law and consequences of carrying weapons, reducing the risk of unintentional offences. It also promotes wider discussion among teachers and parents, providing context and relevance for all learners.
2025/6 Q3	Weapons awareness workshops are delivered within educational settings and form part of PSHE. Future sessions will be run in the spring season as part of the academic plan. We are awaiting figures from partners from the criminal justice system who deliver 1-2-1 and group sessions.

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

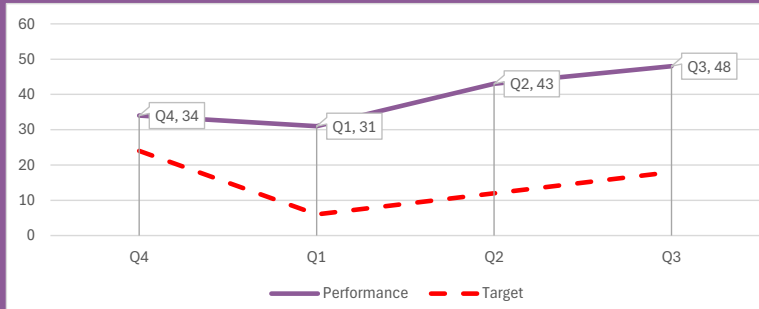
	2024/5	2025/6			Supporting information	
	Q4	Q1	Q2	Q3	Target	Monitor
Performance	195	554	318	34	Desired DOT	N/A
Target	MONITOR	MONITOR	MONITOR	MONITOR	Format	Numerical
					Frequency	Quarterly
					Metric type	Snapshot/point in time
					Leadership team member	Brian Byrne
					Portfolio holder	Cllr Dan Poole
					Overview and scrutiny	Housing and Communities
RAG Status						
	2024/5	2025/6				
	Q4	Q1	Q2	Q3		
	N/A	N/A	N/A	N/A		



Supporting narrative	
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	118 reports were received resulting in 554 people being spoken to in relation to the PSPOs, with 146 in relation to fire and 408 to animals. 2 FPNs were issued, both relating to fire. The three highest reported locations during the quarter were Bolton's Bench, Hatchet Pond and Wilverley Plain.
2025/6 Q2	During Q2, 318 members of the public were engaged with by delegated officers in relation to PSPO 1 or 2. During the same period, officers responded to 13 reports of fire related incidents, of this, 4 were fires and 9 relating to BBQ's. 43 reports were in response to the petting or feeding of animals.
2025/6 Q3	PSPO interventions dropped lower than anticipated in apart due to the low season but it is also recognised that partner agencies with delegated authority have been experiencing a period of reduced staff. Forestry England have recruited 4 new assistant rangers who will receive training in the spring in readiness for the re-issuing of the orders.

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

	2024/5	2025/6			Supporting information	
	Q4	Q1	Q2	Q3	Target	24 by end of year
Performance	34	31	43	48	Desired DOT	▲
Target	24	6	12	18	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				
	Q4	Q1	Q2	Q3		
	N/A	N/A	N/A	N/A		



Supporting narrative	
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.
2025/6 Q2	The delivery of small commissioned projects and partnership work with organisations such as ICB, PCNs and parish councils, engaging targeted communities. 12 events and activities during the period.
2025/6 Q3	There have been a number of projects to support different sections of our community including LGBTQI+, rurally isolated areas, and those with health conditions. We also ensured that the routes for the renowned Luke Jerram's Lullaby cycle project visited the underserved communities of the district.

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			Format	Numerical
*Annual data for the 2025/26 period for KPI no.11 will be reported in the Q4 dashboard.			Frequency	Annually
			Metric type	Cumulative/year to date
			Leadership team member	Tim Davis
			Portfolio holder	ClIr 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			Format	Numerical
*Annual data for the 2025/26 period for KPI no.12 will be reported in the Q4 dashboard.			Frequency	Annually
			Metric type	Cumulative/year to date
			Leadership team member	Tim Davis
			Portfolio holder	ClIr 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			Format	%
Annual data for KPI no.13 will be reported once the next tenant satisfaction survey has been completed and verified and inline with its submission to the Regulator of Social Housing.			Frequency	Annually
			Metric type	Snapshot/point in time
			Leadership team member	Kirsty Farmer
			Portfolio holder	ClIr 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						
Target	2646	2946	2946						
Supporting narrative									
*Annual data for the 2025/26 period for KPI no.14 will be reported in the Q4 dashboard.									
		<table border="1"> <thead> <tr> <th colspan="2">RAG Status</th> </tr> <tr> <th>2024/5</th> <th>2025/6</th> </tr> </thead> <tbody> <tr> <td style="background-color: green;"></td> <td style="background-color: grey;">N/A</td> </tr> </tbody> </table>		RAG Status		2024/5	2025/6		N/A
RAG Status									
2024/5	2025/6								
	N/A								
		<table border="1"> <thead> <tr> <th colspan="2">RAG Status</th> </tr> <tr> <th>2024/5</th> <th>2025/6</th> </tr> </thead> <tbody> <tr> <td style="background-color: green;"></td> <td style="background-color: grey;">N/A</td> </tr> </tbody> </table>		RAG Status		2024/5	2025/6		N/A
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																															
	Q4	Q1	Q2	Q3																																
Performance	100.00%	99.60%	99.80%	99.50%	Target																															
Target	96.80%	96.80%	96.80%	96.80%	96.80%																															
<table border="1"> <caption>Chart Data</caption> <thead> <tr> <th>Quarter</th> <th>Performance (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>Q4</td> <td>100.00%</td> <td>96.80%</td> </tr> <tr> <td>Q1</td> <td>99.60%</td> <td>96.80%</td> </tr> <tr> <td>Q2</td> <td>99.80%</td> <td>96.80%</td> </tr> <tr> <td>Q3</td> <td>99.50%</td> <td>96.80%</td> </tr> </tbody> </table>					Quarter	Performance (%)	Target (%)	Q4	100.00%	96.80%	Q1	99.60%	96.80%	Q2	99.80%	96.80%	Q3	99.50%	96.80%	<table border="1"> <thead> <tr> <th colspan="4">RAG Status</th> </tr> <tr> <th>2024/5</th> <th colspan="3">2025/6</th> </tr> <tr> <th>Q4</th> <th>Q1</th> <th>Q2</th> <th>Q3</th> </tr> </thead> <tbody> <tr> <td style="background-color: green;"></td> <td style="background-color: green;"></td> <td style="background-color: green;"></td> <td style="background-color: green;"></td> </tr> </tbody> </table>	RAG Status				2024/5	2025/6			Q4	Q1	Q2	Q3				
Quarter	Performance (%)	Target (%)																																		
Q4	100.00%	96.80%																																		
Q1	99.60%	96.80%																																		
Q2	99.80%	96.80%																																		
Q3	99.50%	96.80%																																		
RAG Status																																				
2024/5	2025/6																																			
Q4	Q1	Q2	Q3																																	
Supporting narrative																																				
2024/5 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.																																			
2025/6 Q1	Our Q1 value represents excellent performance against our five safety and compliance measures.																																			
2025/6 Q2	Our five safety and compliance management measures continue to perform very well.																																			
2025/6 Q3	The five safety and compliance management measures continue to perform well.																																			

*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		
	Q4	Q1	Q2	Q3	Target	85.0%	
Performance	92.0%	100.0%	100.0%	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					
Q4		Q1	Q2	Q3			

Supporting narrative

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
2025/6 Q2	Performance is above both government and locally set targets.
2025/6 Q3	Performance is above both government and locally set targets.

NFDC ID NO.17: Percentage of minor planning applications determined in time

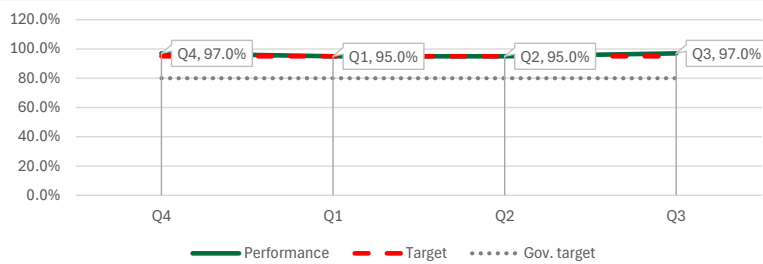
	2024/5	2025/6			Supporting information		
	Q4	Q1	Q2	Q3	Target	95.0%	
Performance	92.0%	96.0%	93.0%	88.0%	Desired DOT	▲	
Target	95.0%	95.0%	95.0%	95.0%	Format	%	
Gov. target	70.0%	70.0%	70.0%	70.0%	Frequency	Quarterly	
					Metric type	Snapshot/point in time	
					Leadership team member	Mark Wyatt	
					Portfolio holder	Cllr Derek Tipp	
					Overview and scrutiny	Place and Sustainability	
RAG Status							
2024/5		2025/6					
Q4		Q1	Q2	Q3			

Supporting narrative

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.
2025/6 Q2	Performance is above government set target but has fallen slightly below locally set target and is a decrease from last quarter.
2025/6 Q3	Performance is above government set target but has fallen below locally set target and is a decrease from last quarter.

NFDC ID NO.18: Percentage of other planning applications determined in time

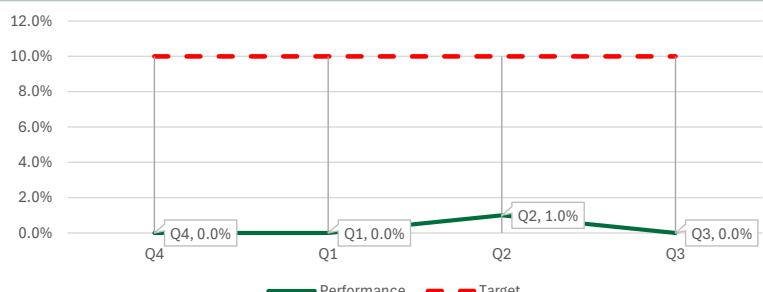
	2024/5	2025/6			Supporting information	
	Q4	Q1	Q2	Q3	Target	
Performance	97.0%	95.0%	95.0%	97.0%	Target	95.0%
Target	95.0%	95.0%	95.0%	95.0%	Desired DOT	▲
Gov. target	80.0%	80.0%	80.0%	80.0%	Format	%
					Frequency	Quarterly
					Metric type	Snapshot/point in time
					Leadership team member	Mark Wyatt
					Portfolio holder	CLlr Derek Tipp
					Overview and scrutiny	Place and Sustainability
RAG Status						
	2024/5		2025/6			
	Q4	Q1	Q2	Q3		



Supporting narrative	
2024/5 Q4	Performance exceeds both local and Government targets.
2025/6 Q1	Performance is above both government and locally set targets.
2025/6 Q2	Performance is above both government and locally set targets.
2025/6 Q3	Performance is above both government and locally set targets.

NFDC ID NO.19: Percentage of allowed planning appeals

	2024/5	2025/6			Supporting information	
	Q4	Q1	Q2	Q3	Target	
Performance	0.0%	0.0%	1.0%	0.0%	Target	<10%
Target	10.0%	10.0%	10.0%	10.0%	Desired DOT	▼
					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			
	Q4	Q1	Q2	Q3		



Supporting narrative	
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.
2025/6 Q2	1 appeal allowed of 217 decisions made.
2025/6 Q3	8 appeals determined and all 8 dismissed.

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	5974	Target 8059
Target	8241	8059	Desired DOT ▼
Supporting narrative			Format Num
<p>Our 2016–2036 plan sets a target of 10,420 new dwellings by 2036. By the end of March 2025, 2,361 dwellings have been delivered, including 182 completed in 2024–25. This falls short of the baseline targets for this stage of the plan. This reflects slower-than-anticipated delivery due to economic uncertainty, viability issues, and site-specific challenges. Performance is rated red however members have been regularly briefed on ongoing progress.</p> <p>2025-26 figures will be available Q2 2026-27.</p>			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	

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
	Q4	Q1	Q2	Q3	
Performance	449.60	103.00	200.00		Target 106.00Kg/per HH
Target	456.00	110.00	216.00	332.00	Desired DOT ▼
					Format kg
					Frequency Quarterly
					Metric type Cumulative/year to date
					Leadership team member Liz Mockridge
					Portfolio holder Cllr Geoffrey Blunden
					Overview and scrutiny Place and Sustainability
RAG Status					
2024/5		2025/6			
Q4		Q1	Q2	Q3	
					TBC
Supporting narrative					
2024/5 Q4	Performance is inline with target.				
2025/6 Q1	Performance is inline with target.				
2025/6 Q2	The impact of the new service is very positive. The reduction in the non-recycled waste and increased the recycling rate for Q2 is based on collection changes in the phase 1 area only (30,000 properties) and can be largely attributed to high food waste recycling tonnages and the impact of restricted general waste capacity. However, waste levels and composition do fluctuate throughout the year so at this stage of the phased roll out it is difficult accurately predict performance levels for Q3 and 4.				
2025/6 Q3	Numbers are expected by mid-March 2026.				

NFDC ID NO.22: Households using our chargeable garden waste service as percentage of total properties in NFDC										
	2024/5	2025/6			Supporting information					
	Q4	Q1	Q2	Q3	Target	30%				
Performance	29.0%	28.0%	28.0%	29.0%	Desired DOT	▲				
Target	27.0%	29.0%	30.0%	31.0%	Format	%				
					Frequency	Quarterly				
					Metric type	Cumulative/year to date				
					Leadership team member	Liz Mockridge				
					Portfolio holder	Cllr Geoffrey Blunden				
					Overview and scrutiny	Place and Sustainability				
					RAG Status					
					2024/5	2025/6				
Q4	Q1	Q2	Q3							
Supporting narrative										
2024/5 Q4	End of year performance exceeds target.									
2025/6 Q1	The subscription numbers for GW customers are down from Q4. This may have been impacted by the unusually dry spring and summer months causing a slow growth year. As the new service started in April 2024, Q1 is the point when most people will need to resubscribe. However, because the subscription is now a rolling year service, residents can join whenever they want throughout the year and still get a years service rather than previously have to join in April to receive a full year. Residents may have waited longer to rejoin with less garden waste to dispose of in the early part of the season.									
2025/6 Q2	Percentage of residents subscribed to the service remained steady on last quarter, however this is not in line with targeted service growth. This year saw an unusually dry period, which continued from spring throughout summer. This has limited garden growth and in turn may have impacted our resubscription take up and new subscriptions. Additionally the focus on the new service roll out has restricted opportunities for promotion of the Garden Waste Service this year.									
2025/6 Q3	The percentage of residents subscribed to the service increased from last quarter. We have an incrementing target for this measure which has also increased from 30% to 31% this quarter. This being below targeted service growth with Place and Sustainability Overview and Scrutiny Panel being presented with additional insight in January 2026, attributing this to low growth in the early part of the year, leading to a late take-up to subscriptions. That pattern is reflected in the latest outturn.									

NFDC ID NO.23: Emissions from the council's vehicle fleet						
	2024/5	2025/6		Supporting information		
	Performance	1658	N/A*		Target	Monitor
Target	MONITOR	MONITOR		Desired DOT	▼	
Supporting narrative *Annual data for KPI no.23 will be reported in the 2025/6 Q4 dashboard.					Format	Tonnes of CO2e
					Frequency	Annual
					Metric type	Snapshot/point in time
					Leadership team member	Chris Noble
					Portfolio holder	Cllr Geoffrey Blunden
					Overview and scrutiny	Place and Sustainability
					RAG Status	
2024/5	2025/6					
N/A	N/A					

NFDC ID NO.24: Percentage of household waste sent for recycling				
	2024/5	2025/6		
	Q4	Q1	Q2	Q3
Performance	32.40%	40.20%	42.80%	
Target	38.50%	41.00%	41.00%	41.00%

Supporting information			
Target	>41%		
Desired DOT	▲		
Format	%		
Frequency	Quarterly		
Metric type	Snapshot/point in time		
Leadership team member	Liz Mockridge		
Portfolio holder	Cllr Geoffrey Blunden		
Overview and scrutiny	Place and Sustainability		

RAG Status			
2024/5	2025/6		
Q4	Q1	Q2	Q3
			TBC

Supporting narrative	
2024/5 Q4	The overall recycling rate for 2024/25 was 37%
2025/6 Q1	Performance is inline and within 1% of target
2025/6 Q2	The impact of the new service is very positive. The reduction in the non-recycled waste and increased the recycling rate for Q2 is based on collection changes in the phase 1 area only (30,000 properties) and can be largely attributed to high food waste recycling tonnages and the impact of restricted general waste capacity. However, waste levels and composition do fluctuate throughout the year so at this stage of the phased roll out it is difficult accurately predict performance levels for Q3 and 4.
2025/6 Q3	Numbers are expected by mid-March 2026

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)				
	2024/5	2025/6		
	Q4	Q1	Q2	Q3
Performance	3.96	4.94	10.15	13.67
Target	13.94	4.11	7.66	10.32

Supporting information			
Target	14 by end of year		
Desired DOT	▼		
Format	Numerical		
Frequency	Quarterly		
Leadership team member	Snapshot/point in time		
Data owner	Chris Noble		
Portfolio holder	Cllr Geoffrey Blunden		
Overview and scrutiny	Place and Sustainability		

RAG Status			
2024/5	2025/6		
Q4	Q1	Q2	Q3

Supporting narrative	
2024/5 Q4	The reported figure is based on the total of 696 fly-tipping incidents occurring in Q4.
2025/6 Q1	Figure is based on 870 incidents of flytipping which operatives responded to during the quarter which is an increase of 182 from Q4 2024/5. As has been reported to Council, there has been an increase in use of bring sites aligned to the waste roll out. Where this sees residents leaving glass and cardboard outside of the provided containers it is technically classed as a fly tip and is recorded as such. The figure does not relate to an uptick in fly tipping in the more readily defined sense (e.g. building waste/house clearance dumped in laybys/country lanes) and there has been no discernible increase in this aligned to the roll out. There are concerns that are being investigated by our enforcement teams over "commercial" use of our bring sites, which is understood to be a potential byproduct of the roll-out as "commercial" waste can no longer be as easily disguised in residential collections.
2025/6 Q2	The total number of reported incidents of fly-tipping rose to 918 in Q2, which is above target and a notable increase compared to the same period last year (670 in Q2 24/25). The reported figure as above equals the number of incidents per 1000 from both quarters. Ongoing concerns remain from the previous quarter including misuse of bring sites and operatives continue to respond to these issues.
2025/6 Q3	The number of reported fly-tipping incidents decreased from 918 in Q2 to 617 in Q3. This is a cumulative measure that increments over the year. The overall value, with high numbers in Q1 and Q2 is still above target and will likely be above target at the end of the year. The reported figure represents the number of incidents per 1,000 across all three reported quarters, so far. New signage and clearer instructions have been introduced at all bring sites to help address fly-tipping concerns. This has seen fly-tipping at bring sites fall over the last three quarters from 219 in Q1, 182 in Q2 and 116 in Q3. However, data from previous years typically shows increases in Q4 and so this trend requires continued monitoring in Q4 before longer term impacts can be determined.

NFDC ID NO.27: Number of 0.5 litre bottles filled at water-filling stations																					
	2024/5	2025/6			Supporting information																
	Q4	Q1	Q2	Q3	Target																
Performance	25598	16100	34558	34558	Desired DOT	▲															
Target	23000	9200	23000	23000	Format	Numerical															
<table border="1"> <caption>Chart Data</caption> <thead> <tr> <th>Quarter</th> <th>Performance</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Q4</td> <td>25598</td> <td>23000</td> </tr> <tr> <td>Q1</td> <td>16100</td> <td>23000</td> </tr> <tr> <td>Q2</td> <td>34558</td> <td>23000</td> </tr> <tr> <td>Q3</td> <td>34558</td> <td>23000</td> </tr> </tbody> </table>					Quarter	Performance	Target	Q4	25598	23000	Q1	16100	23000	Q2	34558	23000	Q3	34558	23000	Frequency	Quarterly
					Quarter	Performance	Target														
					Q4	25598	23000														
					Q1	16100	23000														
					Q2	34558	23000														
					Q3	34558	23000														
					Metric type	Cumulative/year to date															
Leadership team member	Chris Noble																				
Portfolio holder	Cllr Geoffrey Blunden																				
Overview and scrutiny	Place and Sustainability																				
RAG Status																					
2024/5		2025/6																			
Q4	Q1	Q2	Q3	Q3																	
Supporting narrative																					
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.																				
2025/6 Q2	The final water bottle meter readings for Q2 shows the total water volume dispensed was 9.229m3, equivalent to 18,458 0.5l bottles. The units are now non-operational for the autumn/winter months and therefore the next available data will be reported in Q1 2026/27.																				
2025/6 Q3	The final water bottle meter readings were presented in Q2 with the units now being non-operational for the autumn/winter months. The next available data will be reported in spring 2026.																				

*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	23,809	Target Monitor	
Target	MONITOR	MONITOR	Desired DOT ▲	
Supporting narrative			Format Sqm	
There was a net addition of 2,600sqm employment floorspace completed in 2024/25.			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			Format £	
*Annual data for KPI no.29 will be reported in the 2025/6 Q4 dashboard.			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			Format %	
*Annual data for KPI no.31 will be reported in the 2025/6 Q4 dashboard.			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			Format %	
*2025 Annual data for KPI no.32 will be reported when available from the ONS.			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 N/A	2024 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			Format %	
*2025 Annual data for KPI no.33 will be reported when available from the ONS.			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 N/A	2024 N/A

*NOTE KPI No 30 has been removed.

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

	2024/5	2025/6	Supporting information	
Performance	88.5%	N/A*	Target	70%
Target	70.0%	70.0%	Desired DOT	Maintain
Supporting narrative			Format	%
			Frequency	Annually
*Data for KPI no.35 will be reported following the next ICT staff survey. It has been agreed by the service that the ICT staff survey will now be carried out every two years in a change from previously reported. It is anticipated this data will next be available during financial year 2027/28.			Metric type	Snapshot/point in time
			Leadership team member	Rich Bird/Kim Gray
			Portfolio holder	Cllr Jeremy Heron
			Overview and scrutiny	Resources & Transformation
			RAG Status	
		2024/5	2025/6	
			N/A*	

Future New Forest: Being an employer of choice

NFDC ID NO.37: Percentage of vacancies filled first time

	2024/5		2025/6		Supporting information	
	Q4	Q1	Q2	Q3		
Performance	81.0%	79.2%	82.0%	76.0%	Target	80%
Target	80.0%	80.0%	80.0%	80.0%	Desired DOT	▲
Supporting narrative			Format	%		
			Frequency	Quarterly		
			Metric type	Snapshot/point in time		
			Leadership team member	Heleana Aylett		
			Portfolio holder	Leader Cllr Jill Cleary		
			Overview and scrutiny	Resources & Transformation		
			RAG Status			
		2024/5	2025/6			

Supporting narrative	
2024/5 Q4	End of year position exceeds target.
2025/6 Q1	We have had 24 vacancies and filled 19 first time.
2025/6 Q2	We have had 34 vacancies and filled 28 first time.
2025/6 Q3	We managed to successfully fill 18 out of 25 vacancies during this period. We have run multiple adverts for four particular roles: MTO Plasterer, Senior ICT Analyst, Streetscene Operative and Grounds Maintenance Operative. These recruitment campaigns are currently open, we have received a good number of applications and hope to appoint in due course.

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			Format	%
			Frequency	Annually
*Annual data for KPI no.38 will be reported in the 2025/6 Q4 dashboard.			Metric type	Snapshot/point in time
			Leadership team member	Heleana Aylett
			Portfolio holder	Leader Cllr Jill Cleary
			Overview and scrutiny	Resources & Transformation
			RAG Status	
		2024/5	2025/6	
			N/A*	

NFDC ID NO.39: Average number of days sickness absence per employee				
	2024/5	2025/6		
	Q4	Q1	Q2	Q3
Performance	8.80	8.00	8.80	8.80
Target	8.00	8.00	8.00	8.00

Supporting information			
Target	8		
Desired DOT	▼		
Format	Numerical		
Frequency	Quarterly		
Metric type	Snapshot/point in time		
Leadership team member	Heleana Aylett		
Portfolio holder	Leader Cllr Jill Cleary		
Overview and scrutiny	Resources & Transformation		

RAG Status			
2024/5	2025/6		
Q4	Q1	Q2	Q3

Supporting narrative	
2024/5 Q4	Sickness per FTE has come down since last quarter and continues to come down as can be seen with historical data.
2025/6 Q1	Although sickness days have reduced since the end of last quarter, FTE has increased, resulting in a reported figure in line with previous performance.
2025/6 Q2	Historically, sickness has shown to increase between Q1 and Q2. Although short term sickness has not significantly increased during this period, the increase in the average number of sick days can be attributed to a increase in small number long term sickness cases spanning a period of over 6 months, which can have an impact on overall sickness levels.
2025/6 Q3	The average number of sick days is consistent with Quarter 2 levels and can be attributed to a small number of long term sickness cases spanning a longer period which can have an impact on overall sickness levels. HR continue to work with managers and staff to support a successful and timely return to work.

NFDC ID NO.40: Number of council apprenticeships		
	2024/5	2025/6
	Performance	18
Target	10	15

Supporting information	
Target	15
Desired DOT	▲
Format	Numerical
Frequency	Annually
Metric type	Snapshot/point in time
Leadership team member	Heleana Aylett
Portfolio holder	Leader Cllr Jill Cleary
Overview and scrutiny	Resources & Transformation

RAG Status	
2024/4	2025/6
	N/A*

Supporting narrative
*Annual data for KPI no.38 will be reported in the 2025/6 Q4 dashboard.

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	
	Q4	Q1	Q2	Q3	Target	+/- 3%
Performance	-10.09%	N/A	0.0%	0.0%	Desired DOT	▲ or ▼
Upper range	3.0%	3.0%	3.0%	3.0%	Format	%
Lower range	-3.0%	-3.0%	-3.0%	-3.0%	Frequency	Quarterly
					Metric type	Snapshot/point in time
					Leadership team member	Paul Whittles
					Portfolio holder	Cllr Jeremy Heron
					Overview and scrutiny	Resources & Transformation
					RAG Status	
2024/5		2025/6				
Q4		Q1	Q2	Q3		
		N/A				

Supporting narrative

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.
2025/6 Q2	Data from financial monitoring report which will be taken to Cabinet in November.
2025/6 Q3	Service variations offset by contributions to earmarked reserves.

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

	2024/5	2025/6			Supporting information	
	Q4	Q1	Q2	Q3	Target	+/- 3%
Performance	-3.97%	N/A	0.4%	0.0%	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 & Transformation
					RAG Status	
2024/5		2025/6				
Q4		Q1	Q2	Q3		
		N/A				

Supporting narrative

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.
2025/6 Q2	Data from financial monitoring report which will be taken to Cabinet in November.
2025/6 Q3	Service underspends balanced by increase in loan principal payment.

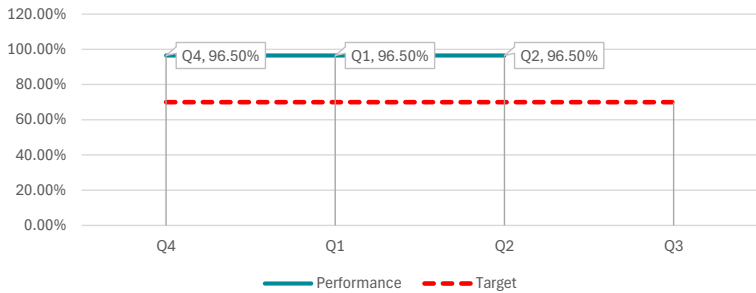
NFDC ID NO.43: Percentage of Council Tax collected in year										
	2025/6				Supporting information					
	Q1	Q2	Q3	Q4	Target	85.3%				
Performance	29.57%	57.13%	84.49%		Desired DOT	▲				
Target	29.90%	57.60%	85.30%	98.50%	Format	%				
					Frequency	Quarterly				
					Metric type	Cumulative/year to date				
					Leadership team member	Ryan Stevens				
					Portfolio holder	Cllr Jeremy Heron				
					Overview and scrutiny	Resources & Transformation				
					RAG Status					
					2024/5	2025/6				
Q4	Q1	Q2	Q3							
Supporting narrative										
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.									
2025/6 Q2	Some instalments have been re-profiled to March 2026 and there was a delay in court date hearings, the first being August 2025.									
2025/6 Q3	Performance is tracking very close to target. We have received a number of applications this year for collections over a 12 month period as opposed to over 10 months. Year-end collections are expected to meet with the target.									
2025/6 Q4										

NFDC ID NO.44: Percentage of Non-domestic Rates collected in year										
	2025/6				Supporting information					
	Q1	Q2	Q3	Q4	Target	84.3%				
Performance	28.63%	56.23%	84.72%		Desired DOT	▲				
Target	29.60%	57.90%	84.30%	98.50%	Format	%				
					Frequency	Quarterly				
					Metric type	Cumulative/year to date				
					Leadership team member	Ryan Stevens				
					Portfolio holder	Cllr Jeremy Heron				
					Overview and scrutiny	Resources & Transformation				
					RAG Status					
					2024/5	2025/6				
Q4	Q1	Q2	Q3							
Supporting narrative										
2025/6 Q1	No court dates for 25/26 until August, so there is a delay in recovery proceedings commencing.									
2025/6 Q2	Delay in court hearing dates, the first being August 2025 and reduction in retail discount and transitional relief may be impacting collections as businesses have more to pay this year.									
2025/6 Q3	Performance is above target.									
2025/6 Q4										

Future New Forest: Designing modern and innovative services

NFDC ID NO.45: Benefits realisation from ICT investment

	2024/5	2025/6			Supporting information	
	Q4	Q1	Q2	Q3	Target	
Performance	96.50%	96.50%	96.50%		Target	70.00%
Target	70.00%	70.00%	70.00%	70.00%	Desired DOT	Maintain
					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 & Transformation
RAG Status						
	2024/5	2025/6				
	Q4	Q1	Q2	Q3		

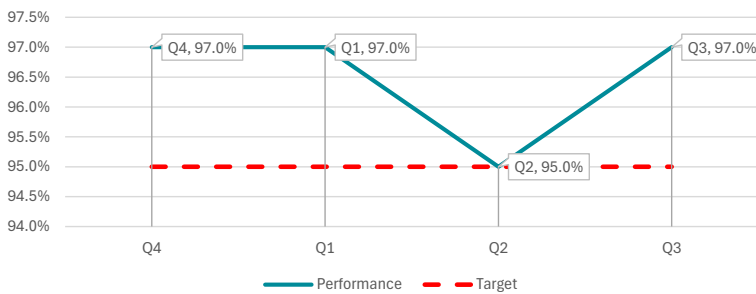


Supporting narrative

2024/5 Q4	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.
2025/6 Q2	Project performance remains on track, with no current risks or issues identified that would impact the anticipated completion timelines.
2025/6 Q3	Reported every 6 months.

NFDC ID NO.46: Percentage of ICT incidents resolved within SLA

	2024/5	2025/6			Supporting information	
	Q4	Q1	Q2	Q3	Target	
Performance	97.0%	97.0%	95.0%	97.0%	Target	95.0%
Target	95.0%	95.0%	95.0%	95.0%	Desired DOT	▲
					Format	%
					Frequency	Quarterly
					Metric type	Snapshot/point in time
					Leadership team member	Kim Gray
					Portfolio holder	Cllr Jeremy Heron
					Overview and scrutiny	Resources & Transformation
RAG Status						
	2024/5	2025/6				
	Q4	Q1	Q2	Q3		



Supporting narrative

2024/5 Q4	Performance is above target and remains steady quarter on quarter.
2025/6 Q1	Performance is above target
2025/6 Q2	Performance is on target. Slight decrease from last quarter but there was a significant rise in the number of incidents logged within Q2.
2025/6 Q3	Performance is above target.

NFDC ID NO.47: Percentage of annual ICT work programme delivered on time and on budget					
	2024/5		2025/6		Supporting information
	Q4	Q1	Q2	Q3	
Performance	93.33%	93.33%	93.00%	93.00%	Target 70.00%
Target	70.00%	70.00%	70.00%	70.00%	Desired DOT Maintain
					Format %
					Frequency Quarterly
					Metric type Snapshot/point in time
					Leadership team member Rich Bird
					Portfolio holder Cllr Jeremy Heron
					Overview and scrutiny Resources & Transformation
RAG Status					
	2024/5		2025/6		
	Q4	Q1	Q2	Q3	

Supporting narrative	
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.
2025/6 Q2	Project performance remains on track, with no current risks or issues identified that would impact the anticipated completion timelines.
2025/6 Q3	Overall delivery performance remains within agreed time and budget tolerances. Project delivery slippages are limited to the Direct Debit Porject, driven by data loading issues, and the in flight Netcall Project, impacted by 3rd party delays. In both cases, impacts were formally escalated and approved by the relevent Project Boards, with remedial actions implemented to derisk delivery. All projects remain within the approved budget tolerances, with no anticipated financial risk at this time.

NFDC ID NO.48: Percentage unscheduled downtime for critical systems					
	2024/5		2025/6		Supporting information
	Q4	Q1	Q2	Q3	
Performance	0.43%	0.41%	1.05%	0.84%	Target <5%
Target	5.00%	5.00%	5.00%	3.00%	Desired DOT ▼
					Format %
					Frequency Quarterly
					Metric type Snapshot/point in time
					Leadership team member Kim Gray
					Portfolio holder Cllr Jeremy Heron
					Overview and scrutiny Resources & Transformation
RAG Status					
	2024/5		2025/6		
	Q4	Q1	Q2	Q3	

Supporting narrative	
2024/5 Q4	Performance is within targeted expectation.
2025/6 Q1	Performance is above target and in line with previous quarter.
2025/6 Q2	Performance is within targeted expectation.
2025/6 Q3	Good performance.

*NOTE KPI Nos 34 and 36 have been removed.

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Cabinet – 1 April 2026

Public Space Protection Order(s) review & extension

Purpose	For Decision
Classification	Public
Executive Summary	<p>This report presents the findings of the key stakeholders and Town & Parish Councils consultation undertaken between 28 November 2025 to 19 December 2025. The report also provides the responses from the public consultation undertaken 14 July 2025 to 10 August 2025.</p> <p>PSPO 1 prohibits within a defined area: the placing, throwing or dropping items likely to cause a fire; or lighting fires (of any type) or barbeques (including disposable barbeques and any outdoor temporary cooking facilities or equipment).</p> <p>PSPO 2 prohibits within a defined area: feeding or providing or depositing food for consumption by any New Forest pony, horse, mule or donkey; or petting or touching any New Forest pony, horse, mule or donkey.</p> <p>In accordance with Section 72(3) of the Anti-Social Behaviour, Crime and Policing Act 2014 ('the Act'), prior to extending Public Spaces Protection Orders (PSPOs) 1 and 2, the Council is required to conduct the necessary consultation, publicity, and notification processes. This included a public consultation and consultation and engagement with key stakeholders and Town and Parish Councils located within the areas of the proposed PSPOs.</p> <p>The PSPOs were made for a period of 3 years and without extension, will expire on 30th June 2026.</p>

	<p>The report and public consultation outcomes were reviewed by EMT on 24 February 2026 and the Housing & Communities Overview & Scrutiny Panel on 18 March 2026. Both EMT and members of HCOSP support the extension of the orders.</p> <p>For the purposes of decision making, this matter is to be reviewed by Cabinet for approval of the proposed extensions to the PSPOs.</p>
<p>Recommendations</p>	<p>That Cabinet:</p> <p>(1) Note the results of the public and key stakeholder consultation on the proposed extension of:</p> <ul style="list-style-type: none"> - New Forest Public Spaces Protection Order 2023 (No.1) ('PSPO No 1') relating to the lighting of fires and BBQs on the open forest; and - New Forest Public Spaces Protection Order 2023 (No.2) ('PSPO No 2') relating to the feeding and petting of forest animals <p>(2) Agree that PSPO No 1 and PSPO No 2 should be extended in their current form from 1 July 2026 until 30 June 2029;</p> <p>(3) Agree to make the following orders extending PSPO No 1 and PSPO No 2:</p> <ul style="list-style-type: none"> • New Forest Public Spaces Protection Order 2023 (No.1) Extension Order 2026 (Appendix 4) • New Forest Public Spaces Protection Order 2023 (No.2) Extension Order 2026 (Appendix 5)

	<p>(4) Authorise the affixing of the Common Seal of the Council to:</p> <ul style="list-style-type: none"> - New Forest Public Spaces Protection Order 2023 (No.1) Extension Order 2026 - New Forest Public Spaces Protection Order 2023 (No.2) Extension Order 2026 <p>And authorise the Service Manager for Community Safety & Support to sign the Orders.</p> <p>(5) Authorise the publishing of the extension of PSPO No 1 and PSPO No 2 on the Council’s website and giving public notice of their extension and effect in accordance with the Anti-social Behaviour, Crime and Policing Act 2014 (Publication of Public Spaces Protection Orders) Regulations 2014;</p> <p>(6) Authorise the Service Manager for Community Safety & Support to finalise all necessary arrangements with Partners, for enforcement, training and signage; and</p> <p>(7) Authorise the postholders employed by Partners set out at Appendix 3 to be ‘authorised persons’ for the purposes of section 68 of the Anti-Social Behaviour, Crime and Policing Act 2014 in respect of the Public Spaces Protection Orders (defined in the PSPOs as Authorised Officers), the subject of this report.</p>
<p>Reasons for recommendations</p>	<p>Recommendations (1)-(2):</p> <p>Between 1st July 2023 and 31st March 2025, following the implementation of PSPOs No 1 and PSPO No 2 2,399 reports of non-compliant behaviour resulted in delegated officers engaging with over 2,000 members of the public.</p>

A public consultation attracting more than 800 submissions demonstrated strong support for the continuation of both PSPOs for a further three-year period.

Consultation with key stakeholders and Town and Parish Councils resulted in unanimous support for the extension of both PSPOs.

As set out in this report, it is considered that the grounds to extend PSPO No 1 and PSPO No 2, as set out in section 60(2) of the Act, have been met that *'the local authority that made the order may extend the period for which it has effect if satisfied on reasonable grounds that doing so is necessary to prevent—*

- (a) occurrence or recurrence after that time of the activities identified in the order, or*
- (b) an increase in the frequency or seriousness of those activities after that time'*

Recommendations (3)-(5):

In accordance with section 60(3) of the Act *'An extension under this section—*

- (a) may not be for a period of more than 3 years;*
- (b) must be published in accordance with regulations made by the Secretary of State.'*

Regulation 2 of the Anti-social Behaviour, Crime and Policing Act 2014 (Publication of Public Spaces Protection Orders) Regulations 2014 requires that *'In relation to a public spaces protection order that a local authority has made, extended or varied, that local authority must—*

	<p><i>(a) publish the order as made, extended or varied (as the case may be) on its website; and</i></p> <p><i>(b) cause to be erected on or adjacent to the public place to which the order relates such notice (or notices) as it considers sufficient to draw the attention of any member of the public using that place to—</i></p> <p><i>i. the fact that the order has been made, extended or varied (as the case may be); and</i></p> <p><i>ii. the effect of that order being made, extended or varied (as the case may be).'</i></p> <p>Recommendations (5)–(6)</p> <p>The Council’s enforcement of PSPO No 1 and PSPO No 2 and the provision of appropriate signage continues to be delivered through partnership working with New Forest National Park Authority, Forestry England and the Verderers.</p>
Ward(s)	All
Portfolio Holder(s)	Councillor Dan Poole, Community, Safety and Wellbeing
Strategic Director(s)	Peter Matthew, Strategic Director Housing & Communities (interim)
Officer Contact	<p>Brian Byrne Service Manager – Community Safety & Support 023 8028 5089 brian.byrne@nfdc.gov.uk</p>

Introduction and background

1. This report outlines the results of the public & key stakeholder consultation initiated following Cabinet's decision on [2nd July 2025](#) to consider a proposed three-year extension of the [Public Space Protection Orders](#):
 - **PSPO No 1** - placing, throwing or dropping items likely to cause a fire; or lighting fires (of any type) or barbecues (including disposable barbecues and any outdoor temporary cooking facilities or equipment).
 - **PSPO No 2** - feeding or providing or depositing food for consumption by any New Forest pony, horse, mule or donkey; or petting or touching any New Forest pony, horse, mule or donkey.
2. The current orders referred to as PSPO No 1 & PSPO No 2 came into force on 1 July 2023 for period of 3 years and are due to expire on 30 June 2026.
3. Section 60 of the Act states that a PSPO may not have effect for a period of more than 3 years, unless extended under that section.
4. Before the time when a PSPO is due to expire, the local authority that made the order may extend the period for which it has effect if satisfied on reasonable grounds that doing so is necessary to prevent:
 - a) occurrence or recurrence after that time of the activities identified in the order, or
 - b) an increase in the frequency or seriousness of those activities after that time.
5. An extension under section 60 of the Act:
 - a) may not be for a period of more than 3 years;
 - b) must be published in accordance with regulations made by the Secretary of State.
6. A PSPO may be extended more than once.
7. The report to Cabinet published in July 2025 can be found here [July Cabinet Report](#) from pages 359-369.

Key stakeholder consultation response and analysis

8. Before extending the period for which a PSPO has effect, the Council must carry out the necessary consultation, publicity, and necessary notification in accordance with section 72(3) of the Act.
9. In meeting these requirements, the Council has consulted with:
 - a) the chief officer of police, and the local policing body, for the police area that includes the Restricted Area. This was achieved through consulting with the District Commander of the New Forest and Police and Crime Commissioner for Hampshire and Isle of Wight.
 - b) Community representatives that the Council identified as being appropriate to consult. This included consulting with:
 - Safer New Forest Partnership
 - Hampshire & Isle of Wight Fire & Rescue Service
 - Scouts New Forest
 - Head Teachers' Forum (secondary schools including colleges)
 - Head Teachers' Forum (primary schools)
 - The Verderers
 - Commoners' Defence Association
 - National Park Authority
 - Forestry England
 - Royal Society for the Protection of Birds
 - Campaign for National Parks Charity
 - Hampshire and IOW Wildlife Trust
 - Go New Forest Community Interest Company
 - New Forest Association
 - Town and Parish Councils
 - Hampshire County Council
 - British Horse Society
 - Open Spaces Society
 - The Ramblers
 - The Camping and Caravanning Club
 - The Caravan and Motorhome Club
 - The New Forest Dog Owners' Club
 - Health and Wellbeing Board
 - New Forest Access Forum
 - New Forest Equestrian Association
 - Community First
 - Girl Guiding Hampshire West

- National Trust
 - The Duke of Edinburgh Award Scheme (Hampshire)
 - The Duke of Edinburgh Award Scheme (Dorset)
 - Wiltshire Outdoor Learning Team (DofE)
10. The Council also carried out the necessary publicity through publishing the proposal to extend the PSPOs.
 11. In addition, the Council carried out the necessary notification of the proposed extension by writing to all town & parish councils in the district and Hampshire County Council.
 12. The Act does include a requirement to consult with the owner or occupier of land within the Restricted Areas. However, this only applies where it is reasonably practicable to do so. When the PSPOs were made it was recognised that they both cover a wide geographical area of the New Forest. The area covered, particularly by PSPO No 2 which has the Perambulation as the Restricted Area, has a significant number of people who fall within the category or 'owner or occupier of land within the Restricted Area'. When the PSPOs were being proposed, the decision was taken not to consult with every owner and occupier and this approach has also been followed in this consultation for the proposed extension of the PSPOs.
 13. The consultation period with the statutory consultees was undertaken between 28th November 2025 and 19th December 2025.
 14. Letters of invite were circulated to the key stakeholders outlined above to invite formal representative responses via an online form.
 15. Detailed outcomes relating to PSPO No 1 and PSPO No 2 are provided in Appendix 1 and summarised in paragraphs 16–19 below.
 16. A total of 30 responses were received, representing a strong cross-section of key stakeholders, with 50% coming from Town and Parish Councils.
 17. Consultation feedback demonstrated unanimous support (100%) for extending PSPO No 1 (Fire) and PSPO No 2 (New Forest Animals) for a further three years to 2029.
 18. A request to vary PSPO No 1 to include Chinese lanterns was requested by one responder. This has been reviewed and there is no evidential data that would support the inclusion of this prohibition within this PSPO.

19. Consistent with the findings of the public consultation, 77% of respondents indicated that there was insufficient awareness and signage advising of the PSPOs.

Public consultation response and analysis

20. Prior to the consultation with the statutory consultees, the Council also carried out a wider public consultation which was conducted between 14th July 2025 and 10th August 2025.
21. The survey was promoted through multiple channels, including the dedicated PSPO page on the New Forest District Council website, social media platforms, and targeted email communications to NFDC residents. It was also highlighted on partner agency websites, such as Forestry England and the New Forest National Park Authority. To ensure accessibility, both electronic and paper copies were provided for individuals unable to complete the survey online, with all responses manually entered to guarantee full inclusion in the data analysis.
22. The consultation was delivered via the online platform 'Go Vocal', with hosting and analysis undertaken by NFDC officers. Detailed outcomes relating to PSPO No 1 and PSPO No 2 are provided in Appendix 2 and summarised in paragraphs 23–26 below.
23. A total of 842 responses were received regarding the PSPOs. Appendix 2 provides a demographic breakdown of respondents, indicating that 75% identified as residents of the local area.
24. In response to the question, 'Do you support the proposal to extend PSPO No 1 (fire) for a further three years until 2029?', 98% of respondents indicated support for the proposed extension.
25. Similarly, in response to the question, 'Do you support the proposal to extend PSPO No 2 (New Forest animals) for a further three years until 2029?', 97% of respondents agreed with the proposed extension.
26. In response to the question, 'Do you think there is sufficient awareness and signage advising of the orders?', 79% of respondents considered the signage to be inadequate. Feedback consistently highlighted the need for more visible, clearer, and strategically placed signage particularly in relation to the rules on feeding and petting New Forest animals.

27. As included at paragraph 4 above, in order to extend the PSPOs, the Council must be satisfied on reasonable grounds that doing so is necessary to prevent:
- a) occurrence or recurrence after that time of the activities identified in the order, or
 - b) an increase in the frequency or seriousness of those activities after that time.
28. Based on the evidence related to the impact of the PSPOs (which was summarised in the report to Cabinet dated 2 July 2025- [July Cabinet Report](#)) and responses within the consultations, it is the view of officers that the relevant legal tests have been met and, it is recommended that PSPO No 1 and PSPO No 2 are extended for a further period of 3 years.
29. Accordingly, the following Extension Orders have been prepared:
- New Forest Public Spaces Protection Order 2023 (No.1) Extension Order 2026 (Appendix 4)
 - New Forest Public Spaces Protection Order 2023 (No.2) Extension Order 2026 (Appendix 5)

Awareness & signage

30. In accordance with Regulation 2 of the Anti-social Behaviour, Crime and Policing Act 2014 (Publication of Public Spaces Protection Orders) Regulations 2014 ('the Regulations'), the Council is required to publish that a PSPO has been made, extended or varied on its website and *'cause to be erected on or adjacent to the public place to which the order relates such notice (or notices) as it considers sufficient to draw the attention of any member of the public using that place to:*
- a) *The fact that the order has been made, extended or varied (as the case may be); and*
 - b) *The effect of that order being made, extended or varied (as the case may be).'*
31. Consultation feedback highlighted a strong and consistent demand for improved signage relating to the PSPOs, particularly concerning the feeding and petting of New Forest animals. Respondents emphasised the importance of signage that is more frequent, clearer in its messaging, and strategically positioned to maximise visibility and public awareness.

32. The use of the power to make the PSPOs was driven and supported by the Council's partnership working with representatives from, principally, the New Forest National Park Authority, Forestry England and the Verderers (referred to collectively as 'the Partners'). The Partners agreed collectively to support both the enforcement of the PSPOs and the placing of appropriate signage in the Restricted Areas following the PSPOs being made in 2023. It was agreed, prior to the consultation on the proposed extension, that should the proposed PSPOs be extended, the Partners would have a continuing key role to play in respect of both the enforcement of the PSPOs and the placing of appropriate signage in the Restricted Areas.
33. As a result of the two different Restricted Areas for PSPO No 1 (which principally comprises Forestry England managed Land) and PSPO No 2 (which covers the Perambulation of the New Forest), two forms of sign are in place; one which covers both PSPOs and one which covers only PSPO No 2 as there are some areas of land within the Restricted Area for PSPO No 2 which are outside the Restricted Area for PSPO No 1.
34. It is recommended that the Service Manager for Community Safety & Support be authorised to finalise the arrangements with the Partners for enforcement, training and signage.
35. Following agreement with Forestry England, responsibility for signage has been met by them with support of the NPA and Verderers of the New Forest. Should the PSPO extensions be approved, enhancing public awareness through improved signage will be prioritised, informed by the feedback received during the two consultations.
36. When a PSPO is varied or extended the Council must publish it on its website. The Council must also erect notices on or adjacent to the public place to which the PSPO relates to draw the attention of any member of the public using that place to the fact that the PSPO has been extended or varied, and its effect.

Enforcement responsibilities

37. It is an offence under section 67 of the Act to, without reasonable excuse, breach the terms of a PSPO. This can result in the following formal action:
 - a) Prosecution in the Magistrates' Court with a maximum fine of £1000; or

- b) The issuing of a Fixed Penalty Notice ('FPN') with a maximum penalty of £100.
38. Under section 68 of the Act, a Police Officer or an 'authorised person' (so authorised by the Council) may issue a FPN to anyone whom they believe has breached the terms of the PSPO. For the purposes of the PSPOs, authorised persons are referred to as Authorised Officers.
39. The results of the consultation show that the enforcement of the PSPOs is an important issue.
40. It is acknowledged by the Partners that they have a range of existing resources who are present in and around the New Forest ensuring its good management. Arrangements with the Partners have been in place since the implementation of the PSPOs in 2023. Named officers of the Partner agencies were designated as Authorised Officers by Cabinet on 5 April 2023 for the purposes of enforcing the conditions of the PSPOs. These Authorised Officers have been reviewed with the Partners and Forestry England have committed their parking rangers as an additional resource to support enforcement of the PSPOs. The Verderers of the New Forest also wish to add 3 named officers onto the list of Authorised Officers. Appendix 3 shows the current Authorised Officers, along with the additional roles proposed to be added as Authorised Officers, for Cabinet approval.
41. These Authorised Officers will receive training from the Council as detailed in this report.
42. Authorised Officers should take reasonable and proportionate action where they have reason to believe a person has committed, is committing, or likely to commit an offence under the PSPOs as defined by Section 67 of the Act.
43. Such reasonable and proportionate action shall involve the Authorised Officer taking into consideration all relevant circumstances and may include as applicable:
- a) explaining the effect of the PSPOs;
 - b) referring to visible signage;
 - c) requiring that the activity carried out in breach of the PSPOs is terminated;
 - d) requiring that items that they have reasonable grounds to believe are being, or are likely to be used in conjunction with the activities in breach of the PSPOs be surrendered to them;

- e) providing a verbal warning; or
- f) the issuing of a FPN.

Corporate plan priorities

44. The activities of the PSPO No 1 & PSPO No 2 support the Corporate Plan 2024/28 priorities:

- Empowering our residents to live healthy, connected and fulfilling lives.
- Protecting our climate, coast, and natural world.
- Working with our partners at the National Park and other key stakeholders to support the protection and enhancement of natural landscapes, habitats and biodiversity to ensure the future sustainability of the Forest.

Options appraisal

45. The current PSPOs are due to expire on 30th June 2026. Following the conclusion of the two consultations and review of the responses, the following options are presented for consideration:

- a) Extend of the PSPOs in their current form, effective from 1st July 2026;
- b) Variation of the current conditions as outlined in PSPO No 1 and PSPO No 2 from 1st July 2026; or
- c) Discharge one OR both of the PSPOs upon their expiry on 30th June 2026.

Financial and resource implications

46. Any further extension of either or both PSPOs will result in additional costs. These include ongoing administration and management, updating signage, enhancing media and online awareness campaigns. The current budget of £50,000 is sufficient for the full term of the PSPOs.

47. Should the Council proceed with extending the PSPOs, refresher training for authorised officers will be required. This training will be facilitated jointly by the Community Safety team and Legal Services and can be met within existing resources.

Legal implications

48. In deciding whether to extend a PSPO, the Council must have regard to the rights of freedom of expression and freedom of

assembly set out in articles 10 and 11 of the Convention for the Protection of Human Rights and Fundamental Freedoms. In respect of PSPO No 1 and PSPO No 2, it is not considered, that these rights are engaged.

49. In accordance with section 70 of the Act, a byelaw that prohibits, by the creation of an offence, an activity regulated by a PSPO is of no effect in relation to the relevant Restricted Area during the currency of that PSPO. For the purposes of the PSPOs, this means that, the following do not apply to the respective Restricted Areas for the time that they are in force:
- a) byelaw 5. iv of the Forestry Commission Byelaws SI 1982 No 648 (PSPO No 1)
 - b) byelaw 16 (1) of the New Forest (Confirmation of the Byelaws of the Verderers of the New Forest) Order 2010 SI 2010 No 993 (PSPO No 2).

These provisions will continue not to apply to the Restricted Areas if the PSPOs are extended.

50. Authorised Officers are expected to exercise discretion when issuing Fixed Penalty Notices (FPNs), and the Council retains further discretion regarding decisions to prosecute breaches of the PSPOs. Both actions issuing FPNs and initiating prosecution proceedings are subject to careful and proportionate decision-making.
51. Regular review and monitoring of activity by the Partners with delegated authority is undertaken to ensure compliance with the Act.

Risk assessment

52. Enforcement of PSPO No 1 & PSPO No 2 is undertaken by staff of Forestry England, National Park Authority and Verderers of the New Forest. Staff of these agencies receive training prior to being granted delegated authority to issue Fixed Penalty Notices. Training encompasses key areas including safe working practices, managing challenging behaviour, and lone working protocols. Each agency with delegated authority remains responsible, as the employer, for undertaking its own risk-based activity assessments.
53. Public and media interest in the PSPOs remains high. The balanced approach of prioritising education and awareness before enforcement has been noted in several online discussions and blogs. This approach is endorsed by key stakeholders with delegated enforcement responsibilities as the preferred.

Stakeholder and public consultation

54. Consultation responses from Forestry England and the National Park Authority were received outside of the main stakeholder consultation process.

'Forestry England fully supports the continuation and extension of these PSPOs. The New Forest is an internationally designated and highly sensitive landscape, and the behaviours addressed through these orders, particularly the risks associated with fire and the impacts of feeding ponies and other livestock remain significant concerns for the protection of the Forest and for public safety.'

The existing PSPOs have already proved valuable tools in helping our staff and partners manage visitor behaviour across the Crown Lands. They have supported our teams in engaging with visitors, providing clear and consistent messages, and taking proportionate enforcement action where necessary. This has contributed to reducing harmful behaviours and strengthening awareness of responsible use of the Forest.

We also welcome the continued partnership approach between New Forest District Council, the New Forest National Park Authority, Forestry England, and the Verderers of the New Forest. These collaborative arrangements are essential in ensuring joined-up communication, enforcement, and stewardship across the Forest's many access points and visitor hotspots.

For these reasons, Forestry England is pleased to support the proposed extensions to the PSPOs and recognises their ongoing importance in safeguarding the special qualities of the New Forest while ensuring that all who visit can do so safely and responsibly.'

Formal consultation was undertaken with the National Park Authority:

In relation to PSPO No 1:

'We are in full support of the PSPO extension. Summer conditions continue to be hotter and drier and the threat and risk of wildfire to the New Forest National Park has become ever-greater. The NPA Ranger team feel PSPO 1 has increased awareness of the risk of fires and acts as a valuable tool for staff to engage with Forest users and have an enforceable course of action available if necessary. It is felt the use of campfires, bbq's and stoves in the National Park has reduced since the introduction of the PSPO and it would be a backwards step to lose the protections it now affords.'

In relation to PSPO No 2:

'Whilst pony/donkey petting and feeding within the New Forest National Park continues it is felt by NPA Rangers and staff on the ground that there is far more awareness that this behaviour is not acceptable. Based on public engagement data this summer compared with the previous 3 summers, fewer people are petting and feeding the livestock. The PSPO serves as a deterrent to many people but after decades/generations of families coming to the New Forest to interact with the ponies and donkeys in this way, we know it is going to take time to change these long-term behaviours. It was never going to simply stop overnight following the introduction of a PSPO but it is making a difference and would be a backwards step to weaken the powers of authorised officers enforcing it.'

55. The public consultation was conducted via an online platform over a four-week period, generating responses from in excess of **800 participants**. Consultation questions were reviewed and endorsed by the Partners, including Forestry England, the National Park Authority, and the Verderers' Association.
56. In addition, a statutory consultation was conducted via an online platform over a 3-week period, generating 30 responses.

Environmental / Climate and nature implications

57. The primary objective of PSPO No 1 is to reduce fire-related incidents that pose risks to the health of residents and livestock, and cause environmental damage, including harm to sites of special scientific interest.
58. Furthermore, implementing measures to prevent fires will help safeguard natural habitats and ensure the long-term sustainability of the Forest's woods, heathlands, and ecosystems. These actions will also deliver positive environmental benefits, including contributing to climate change mitigation.
59. PSPO No 2, which addresses the feeding and petting of New Forest animals, is intended to protect free-roaming animals from harm. Feeding inappropriate food can result in illness or death and encourages animals to approach access roads, increasing the risk of accidents. Such behaviours also disrupt natural foraging habits, potentially reducing their ability to survive independently. Additionally, the prohibition helps safeguard the public from incidents such as biting or kicking, which may occur when individuals encroach on the animals' personal space.
60. Historic land uses, such as commoning, have shaped the Forest landscape over many centuries. Human activity that interferes with

these practices can be detrimental to the Forest and its wildlife as a whole.

Equalities implications

61. The Council has due regard to the Public Sector Equality Duty as set out in Section 149 of the Equality Act 2010. The potential impact of the PSPOs on the wider community, including individuals with protected characteristics, was carefully considered prior to their initial implementation. It is not considered that either PSPO targets individuals with protected characteristics or that they will have a negative impact on such groups. Based on the Equality Impact Assessment (EIA) screening, a new full EIA is not deemed necessary at the point of extension; however, this will be reviewed prior to any future decision to amend or further extend the current PSPOs.

Crime and disorder implications

62. A person who breaches the conditions of a PSPO, without reasonable excuse, commits a criminal offence. This offence is punishable either by prosecution, which may result in a fine of up to £1,000, or by the issuing of a Fixed Penalty Notice (FPN), currently set at £100. Payment of the FPN within the specified period discharges liability for prosecution.

Data protection / Information governance / ICT implications

63. The collection, retention, and deletion of residents' personal data is governed by the UK General Data Protection Regulation (UK GDPR) and the Data Protection Act 2018. All data is handled in accordance with these legal requirements and is shared only through established and documented information sharing protocols, ensuring compliance with lawful, fair, and transparent processing standards.

Conclusion

64. Since their introduction in 2023, the two PSPOs have shown that, when applied proportionately and as part of a broader suite of interventions, they effectively support compliance and help bring an end to persistent or unwanted behaviours that negatively impact residents' quality of life.
65. In order to extend the PSPOs, the Council must be satisfied on reasonable grounds that doing so is necessary to prevent:
- a) occurrence or recurrence after that time of the activities identified in the order, or
 - b) an increase in the frequency or seriousness of those activities after that time

66. It is the conclusion of this report that these grounds have been met.
67. Based on the analysis of evidence related to the PSPO use and the data gathered during the two consultations, it is recommended that option A as identified within paragraph 45 for PSPO No 1 and PSPO No 2 be extended for a further period of three years.
68. A collaborative approach between the Council and the Partners is vital to fostering long-term understanding and compliance with the PSPOs. Ongoing efforts to raise awareness of the PSPOs, while emphasising the unique character and ecological sensitivity of the New Forest, remain essential to effectively engaging both residents and visitors.

Portfolio Holder Comments

69. Collaboration between Forestry England, the New Forest National Park Authority, the Verderers of the New Forest and the Council has been essential to the effective implementation and enforcement of the PSPOs. The consultation clearly demonstrated strong and consistent public support for improved signage and wider awareness of the PSPO requirements. I am confident that further joint work will progress to enhance communication and visibility, ensuring residents and visitors are well-informed. Continued partnership will help the PSPOs deliver ongoing benefits in promoting a safer and more responsible New Forest environment.

Appendices:

Appendix 1 – Key stakeholder consultation result summary

Appendix 2 – Public consultation result summary

Appendix 3 – Authorised Officers

Appendix 4 - New Forest Public Spaces Protection Order 2023 (No.1) Extension Order 2026

Appendix 5 - New Forest Public Spaces Protection Order 2023 (No.2) Extension Order 2026

Background Papers:

PSPO No 1 - [The New Forest PSPO 1 \(fire\)](#)
PSPO No 2 - [The New Forest PSPO 2 \(animals\)](#)



Public Space Protection Order(s) extension key stakeholders' consultation

November – December 2025

Online key stakeholder consultation hosted by NFDC through Microsoft Forms feedback to PSPO 1 & PSPO 2 proposed extension. 30 responses were collected in total during 28 November – 19 December 2025.

The consultation period was open for a 3-week period from 28 November to 19 December 2025 for key stakeholders to provide their feedback on the two current PSPOs for NFDC to consider the possibility of extending for a further 3 years.

The online platform 'Microsoft Forms' was used for the consultation with the same content as the public consultation excluding demographic questions created by NFDC officers.

More than 60 key stakeholders, including Town and Parish Councils, were written to directly and invited to participate in the consultation via an online survey link provided in the correspondence.

Any representative unable to complete the survey online were sent either an electronic or paper copy and their responses were inputted and analysed as part of all submissions.

Respondents were able to access five documents prior to completing the survey:

- PSPO 1 order
- PSPO 1 map of the restricted area
- PSPO 2 order
- PSPO 2 map of restricted area
- Link to the PSPO page with all relevant documentation for further information.

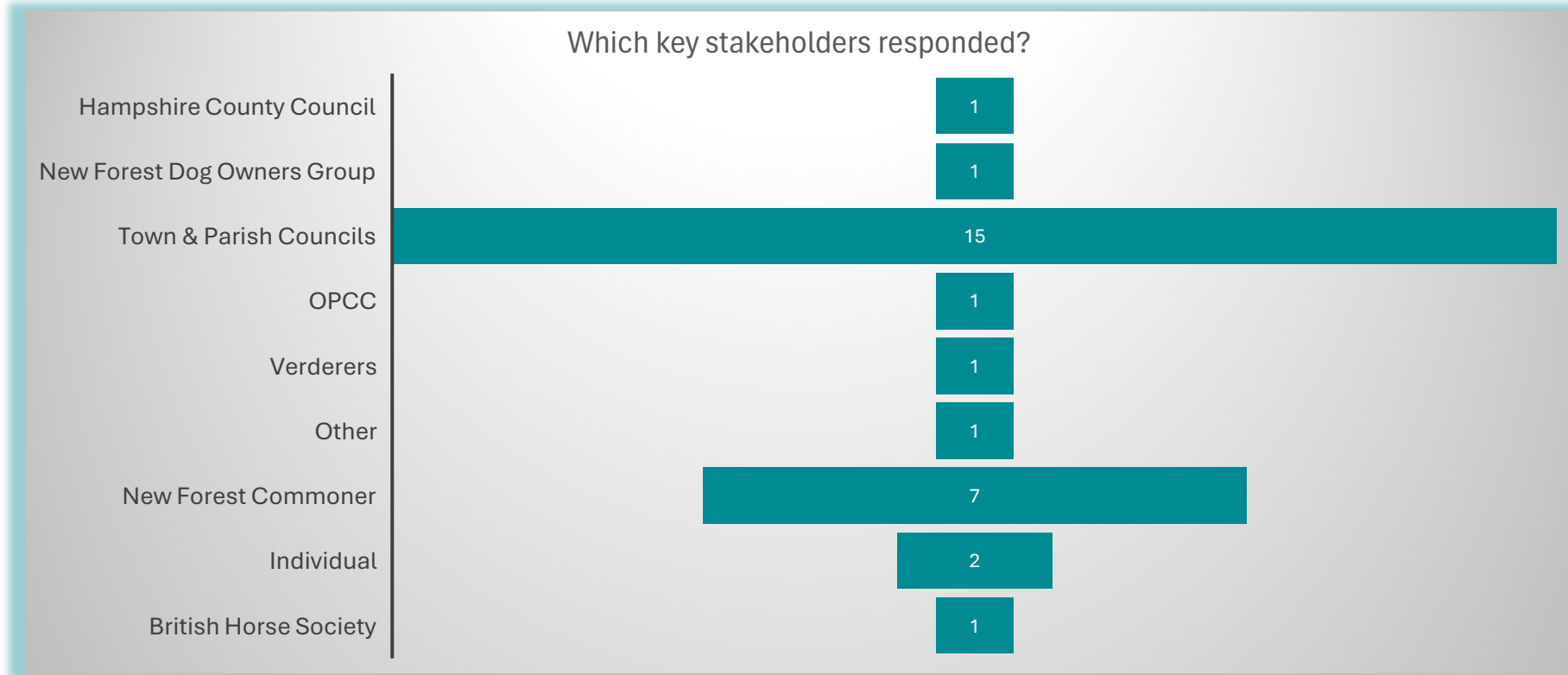
30 responses in total were recorded.

The screenshot shows a Microsoft Forms survey titled "New Forest District Council Public Space Protection Order(s) extension consultation". The form is designed to gather feedback on extending two Public Space Protection Orders (PSPOs) for a further three years. It includes the following sections and questions:

- Section 1:** "Please indicate the organisation you represent below".
- Section 2:** "Public Space Protection Order number 1 (PSPO 1)". The question asks: "Do you support the proposal to extend the PSPO 1 (fire) for a further three years until 2029?" with radio button options for "Yes" and "No".
- Section 3:** "Public Space Protection Order number 2 (PSPO 2)". The question asks: "Do you support the proposal to extend the PSPO 2 (New Forest animals) for a further three years until 2029?" with radio button options for "Yes" and "No".

Good spread of key stakeholders responding to the survey, with 50% of those completing the survey representing Town & Parish Councils. This indicates strong institutional and practitioner engagement

53



Do you support the proposal to extend the PSPO 1 (fire) for a further three years until 2029?

54



All 30 stakeholder representative responses supported extending PSPO 1 for a further 3 years.

Strong support for retaining PSPO powers as a preventative and useful enforcement tool due to hotter, drier summers increasing wildfire risk from disposable BBQs, campfires and similar items.

An amendment to PSPO 1 was requested to add sky / Chinese lanterns explicitly to prohibited items.



Do you support the proposal to extend the PSPO 2 (New Forest animals) for a further three years until 2029?

55



All 30 stakeholder representative responses supported extending PSPO 2 for a further 3 years.

Respondents expressed support for PSPO 2 as an effective measure to protect the local environment, livestock, and wildlife. Feedback highlighted concerns that feeding or petting ponies and donkeys can lead to illness, increased aggression, and a heightened risk of injury to members of the public, particularly children and visitors. Respondents also noted that human interaction encourages New Forest animals to move closer to roads, increasing the risk of traffic related incidents.

Further feedback indicated that the order helps to raise public awareness of the harmful impacts of these behaviours on New Forest animals. Suggestions for strengthening the order included increasing patrols in key hotspot locations such as Boltons Bench and expanding the scope of the order to cover additional livestock, including pigs.



Forestry England



New Forest
DISTRICT COUNCIL

safer new forest
Targeting Crime and Antisocial Behaviour

Do you think there is sufficient awareness and signage advising of the orders?

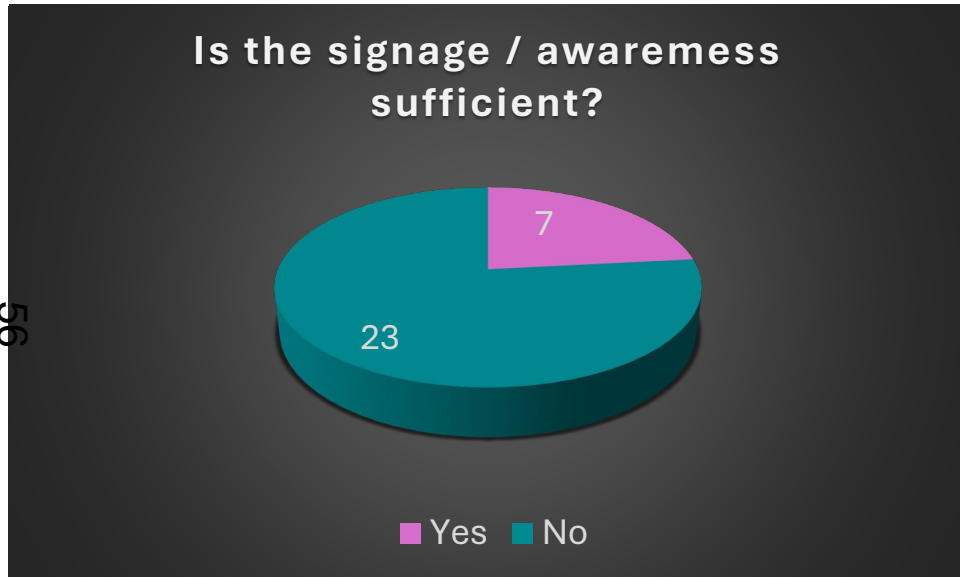
The consultation responses strongly indicated a need for improved awareness of the PSPOs, particularly signage at forest entrances, car parks and key visitor hotspots.

Respondents highlighted the need for more signage at popular locations such as Boltons Bench and Godshill and suggested wider use of local media and social platforms to raise visitor awareness.

Respondents requested enhanced, targeted communication via campsites, hotels and holiday accommodation, supported by signage on overhead gantries on key approach roads for visitors travelling into the forest.

It was recognised that increased signage does not automatically mean the public will read or take in the information and that visible patrols and prosecutions were essential to reinforce compliance with PSPO regulations.

Should the orders be extended, this matter will be explored further in partnership with Forestry England, as the organisation responsible for the PSPO signage scheme.





Public Space Protection Order(s) extension public consultation

July - August 2025

Online public consultation hosted by NFDC through the Go Vocal platform for public feedback to PSPO 1 & PSPO 2. 842 responses were collected in total during 14 July 2025 – 10 August 2025

The consultation period was open for a 4-week period from 14 July 2025 to 10 August 2025 for the public to provide their feedback on the two current PSPOs for NFDC and partners to consider the possibility of extending for a further 3 years.

The online platform 'Go Vocal' was used for the consultation with content created by NFDC officers.

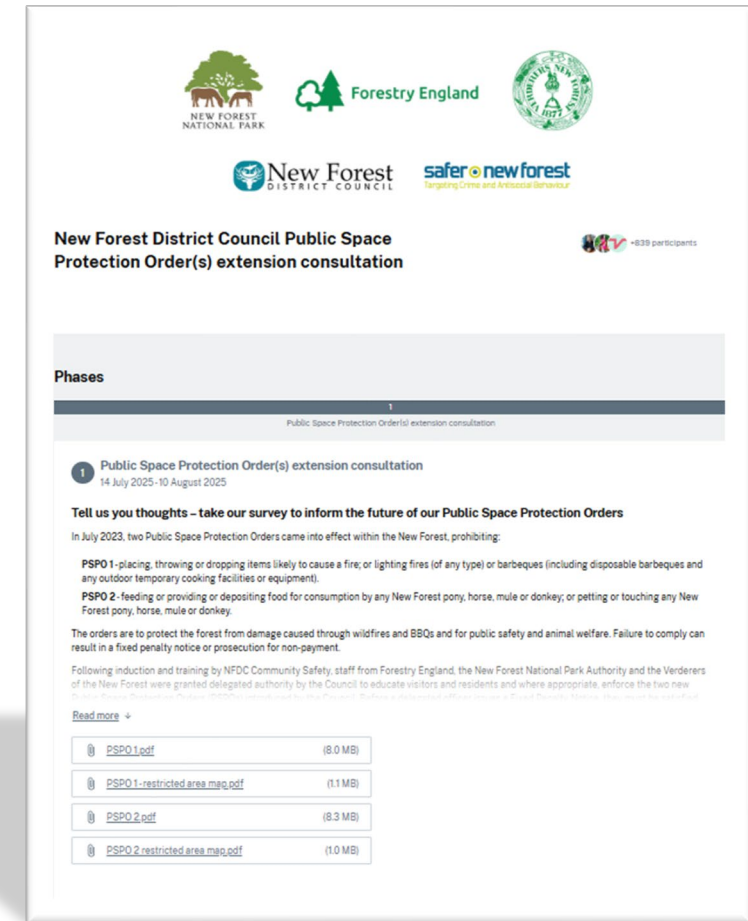
The survey could be accessed through the PSPO dedicate page on the New Forest District Council website, on social media and was sent through NFDC residents' emails. It was also hosted on the webpages of Forestry England & National Park Authority to maximise responses.

Any member of the public unable to complete the survey online were sent either an electronic or paper copy and their responses were inputted and analysed as part of all submissions.

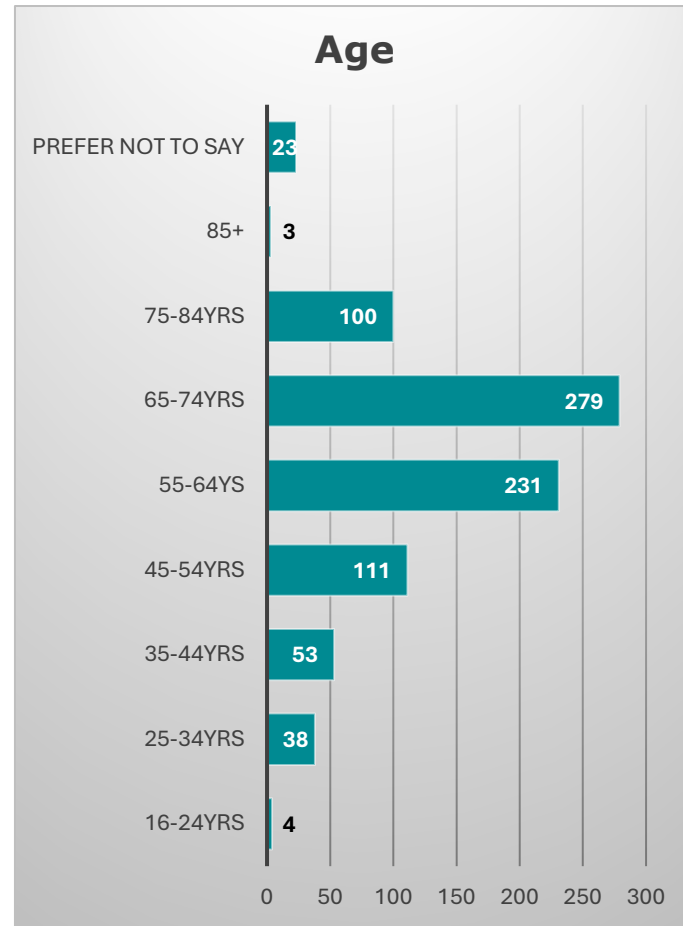
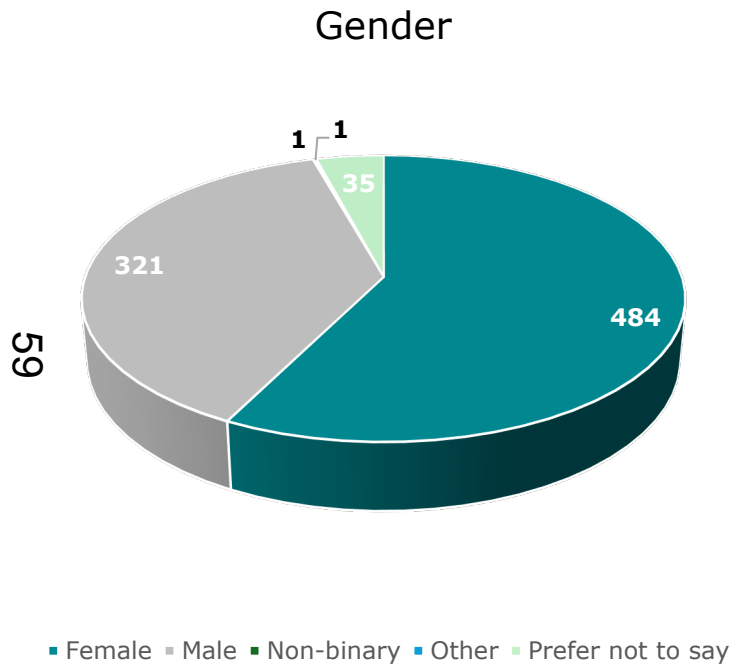
Respondents were able to access five documents prior to completing the survey:

- PSPO 1 order
- PSPO 1 map of the restricted area
- PSPO 2 order
- PSPO 2 map of restricted area
- Link to the PSPO page with all relevant documentation for further information.

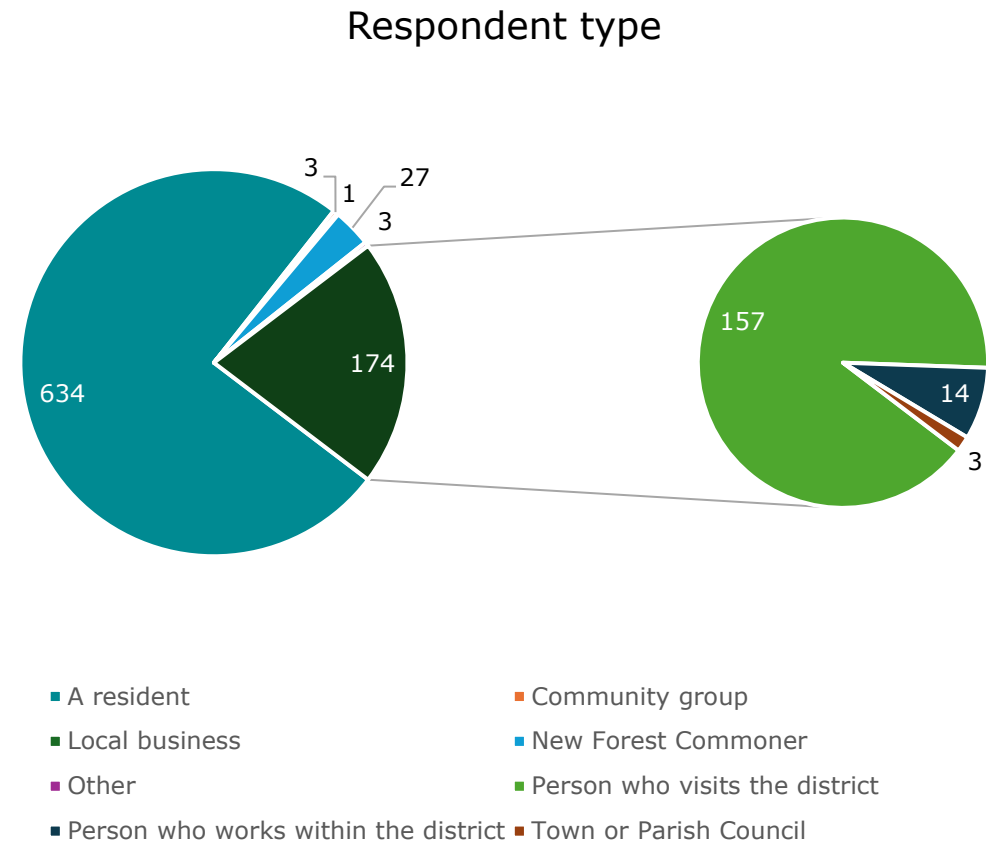
842 responses in total were recorded



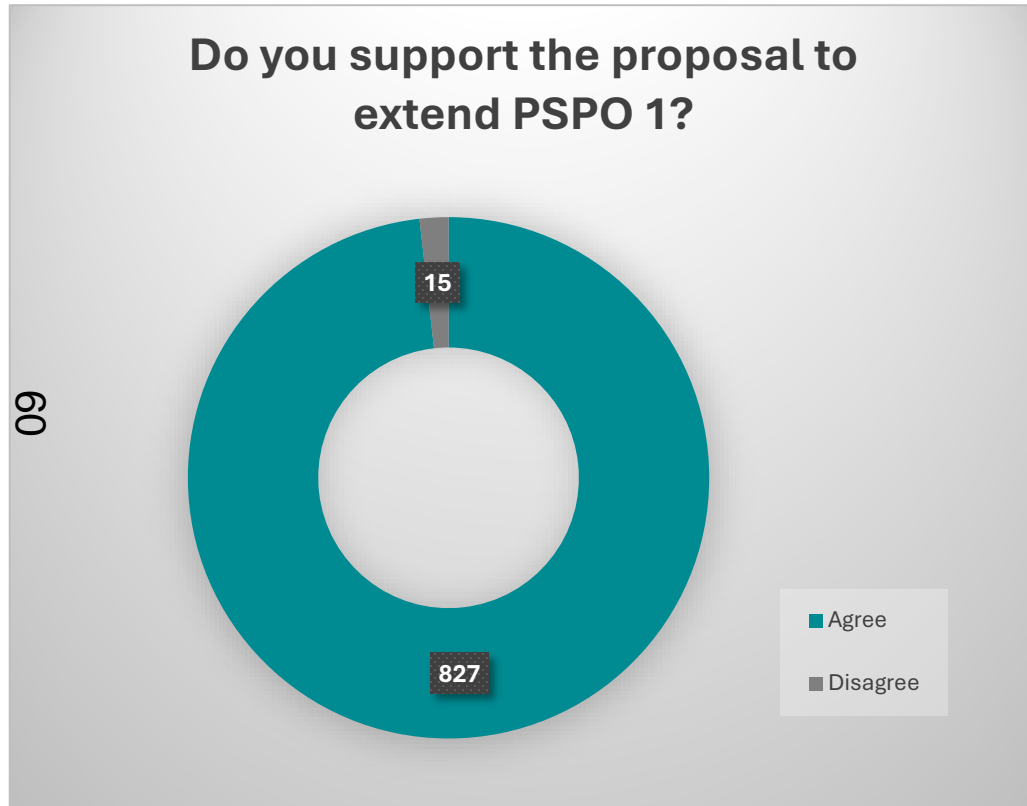
Good spread of age groups responding to the survey, albeit an older sample profile than census data suggests. More females responded to the survey than males, with 75% of those completing the survey living in the New Forest.



**Average age:
61.23**



Do you support the proposal to extend the PSPO 1 (fire) for a further three years until 2029?



Most respondents strongly support the extension of Public Space Protection Order 1 prohibiting the placing, throwing or dropping items likely to cause a fire; or lighting fires (of any type) or barbecues (including disposable barbecues and any outdoor temporary cooking facilities or equipment), citing the need to protect the New Forest from damage, particularly from fire risks.

Many mention the increasing threat of wildfires due to drought and climate change, emphasising that measures such as banning barbecues and open fires are "common sense" and "critical" for safety.

Several respondents note personal observations of irresponsible behaviour, such as people lighting fires or using barbecues during droughts and stress the importance of enforcement to ensure compliant behaviours.

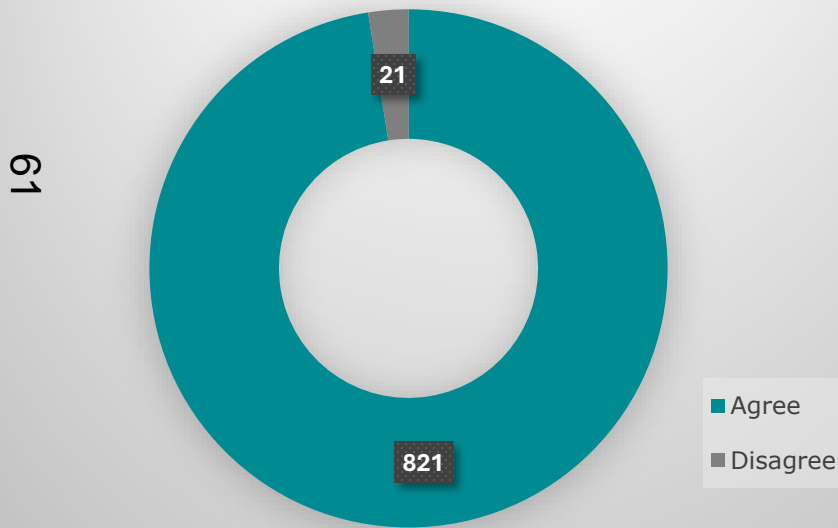
There is also concern for safeguarding wildlife, the landscape, and residents. Some mention the need to educate visitors unfamiliar with local rules and risks.

Overall, the extension is viewed as necessary, sensible, and vital for the ongoing protection of the New Forest.



Do you support the proposal to extend the PSPO 2 (New Forest animals) for a further three years until 2029?

Do you support the proposal to extend PSPO 2?



Most respondents strongly support the extension of the Public Space Protection Order 2, prohibiting the feeding or providing or depositing food for consumption by any New Forest pony, horse, mule or donkey; or petting or touching any New Forest pony, horse, mule or donkey. Emphasising the need to protect the New Forest's animals and landscape, particularly livestock such as ponies, donkeys, and potentially cattle and pigs.

Many cited ongoing issues with visitors feeding or petting animals inappropriately, which leads to health risks for the animals and dangerous situations for people.

Several respondents noted that tourists often ignore advice or are unaware of the PSPO, suggesting that better signage and more visible enforcement are needed.

There is a call for stricter enforcement and tougher penalties, especially for high-profile breaches.

Some responses described the extension as "common sense" and necessary for the ongoing protection of the forest and its future.

Overall, the main trends are strong support for continued protection measures, concerns about public behaviour towards animals, and a desire for improved communication and enforcement.



Do you think there is sufficient awareness and signage advising of the orders?

The overwhelming trend across responses is a strong call for more, clearer, and better-placed signage regarding the Public Space Protection Orders (PSPOs), particularly about feeding and petting New Forest animals. Many respondents feel current signage is inadequate, poorly communicated, or not visible enough to all visitors, especially those not using car parks, for example cyclists.

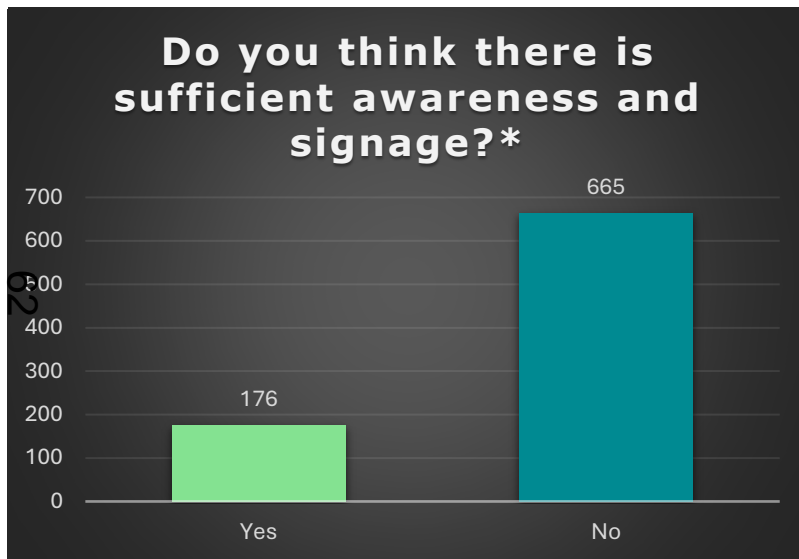
Suggestions include adding signs to benches, bins, lamp posts, and at key visitor locations such as Boltons Bench, Brockenhurst, Denny Lodge car parks, main access gates, and along incoming roads.

Several respondents also recommend using more visual signs rather than written notices for greater impact and suggest additional communication methods such as leaflets at campsites, hotels, train stations, and self-catering accommodation as well as wider coverage on social media.

A few respondents mention the need for more education materials and ranger patrols, and an easy way to report breaches.

One dissenting view is that there are already too many signs, but that communication could be improved at campsites and hotels, with a belief that locals are not the main issue. Another respondent notes they have not seen any signage at all.

In summary, respondents overwhelmingly want more and clearer signage in a wider range of locations, supported by visual materials and broader communication efforts. There is also support for increased education and enforcement.



*One respondent did not complete this question

AUTHORISED OFFICERS

The following is a list of job titles authorised by the Council to be authorised persons for the purposes of section 68 of the Anti-Social Behaviour, Crime and Policing Act 2014, referred to in the PSPOs as Authorised Officers.

The current number of individuals that hold these job titles is included in brackets.

FORESTRY ENGLAND

New Forest Keeper (9)

Estates Officer (1)

Community Manager (1)

Recreational Rangers (3)

**Assistant Rangers (5)*

**New Forest Parking Manager (2)*

**Parking Rangers (9)*

NEW FOREST NATIONAL PARK AUTHORITY

NPA Rangers (4)

VERDERERS

Head Agister (1)

Agisters (4)

**Official Verderer (1)*

**Clerk to the Verderers (1)*

**Verderers Grazing Scheme Administrator (1)*

**Additional job profiles proposed to be added to the Authorised Officers list.*

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**ANTI-SOCIAL BEHAVIOUR, CRIME AND POLICING ACT 2014
SECTION 60**

**THE NEW FOREST PUBLIC SPACES PROTECTION ORDER 2023
(NO.1) EXTENSION ORDER 2026**

1. ORDER

This Order is made by New Forest District Council ("the Council") in exercise of its powers under section 60 of the Anti-Social Behaviour, Crime and Policing Act 2014 ("the Act") and shall be known as The New Forest Public Spaces Protection Order 2023 (No.1) Extension Order 2026.

**2. EXTENSION OF THE NEW FOREST PUBLIC SPACES PROTECTION ORDER 2023
(NO.1)**

The period The New Forest Public Spaces Protection Order 2023 (No.1) has effect is extended from midnight on 1 July 2026 for a period of three years, and shall remain in force, unless further extended.

Date:

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THE COMMON SEAL OF NEW
FOREST DISTRICT COUNCIL

Was hereto affixed in the presence of:-

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**ANTI-SOCIAL BEHAVIOUR, CRIME AND POLICING ACT 2014
SECTION 60**

**THE NEW FOREST PUBLIC SPACES PROTECTION ORDER 2023
(NO.2) EXTENSION ORDER 2026**

1. ORDER

This Order is made by New Forest District Council ("the Council") in exercise of its powers under section 60 of the Anti-Social Behaviour, Crime and Policing Act 2014 ("the Act") and shall be known as The New Forest Public Spaces Protection Order 2023 (No.2) Extension Order 2026.

**2. EXTENSION OF THE NEW FOREST PUBLIC SPACES PROTECTION ORDER 2023
(NO.2)**

The period The New Forest Public Spaces Protection Order 2023 (No.2) has effect is extended from midnight on 1 July 2026 for a period of three years, and shall remain in force, unless further extended.

Date:

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THE COMMON SEAL OF NEW
FOREST DISTRICT COUNCIL

Was hereto affixed in the presence of:-

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Cabinet – 1 April 2026

Principal Risk Register Review

Purpose	For Decision
Classification	Public
Executive Summary	<p>This report updates the Cabinet on the position of the Council’s Principal Risk Register. The main updates are as follows:</p> <ul style="list-style-type: none"> • All service risk registers have been reviewed to inform any proposed changes to the Principal Risk Register. • All principal risks have been reviewed, with the latest ratings shown in Appendix 1. • Two risks have been removed due to no longer being a key standalone risk to the Council’s operation: <ul style="list-style-type: none"> ○ PR10 – Social Housing Regulatory Compliance ○ PR19 – Recruitment and retention of staff (although this has been removed as a standalone risk it has been added into the overview and mitigations of PR9 – Local Government Reorganisation) ○ PR15 – Transformation Programme • Two additional risks have been included that have arisen or become apparent in the previous six months: <ul style="list-style-type: none"> ○ PR15 (re-use of the risk number) - Political Environment ○ PR20 – Health & Wellbeing of tenants in temporary accommodation

Recommendations	It is recommended that Cabinet: 1. Consider the Principal Risk Register updates and recommend adoption by Council.
Reasons for recommendation(s)	To meet the requirements of the Council's Risk Management Policy and to ensure that the Council complies with the corporate governance requirements relating to risk management.
Ward(s)	All
Portfolio Holder(s)	Councillor Jill Cleary – Leader / All
Strategic Director(s)	Alan Bethune – Corporate Resources (Section 151 Officer)
Officer Contact	Paul Whittles – Assistant Director Finance (Deputy Section 151 Officer) 02380 285766 Paul.Whittles@nfdc.gov.uk Karen Webber Insurance and Risk Officer 02380 285119 Karen.Webber@nfdc.gov.uk

Background

1. Risk management aims to identify the risks that may impact on the Council achieving its objectives. Its purpose is to evaluate, design and implement effective measures to reduce both the likelihood and potential impact of these risks occurring.
2. The Council has a statutory responsibility to have in place arrangements for managing risks under the Accounts and Audit Regulations, which require a sound system of internal control, facilitates the effective exercise of the Council's functions and includes arrangements for the management of risk. As such it features strongly in the Council's Local Code of Practice for Corporate Governance and is one of the primary assurance strands in the Annual Governance Statement, which places significant reliance on a robust risk management framework.

3. The Council's Risk Management Policy was approved by Audit Committee in January 2025. It provides a structured framework to ensure risks and opportunities are reviewed across all Services, Portfolios and Corporately, in a consistent way.
4. In January 2025, the Principal Risk Register was reshaped to focus on the most significant risks encountered by the Council. The risks are strategic and will assist further in the Council achieving the priorities set out in the Corporate Plan.
5. The Council's Principal Risk Register is an important element of the framework and is reviewed and updated every 6 months. The latest review by both EMT and Audit Committee was conducted during February 2026.

Principal Risk Review

6. All Service Risk Registers have been reviewed and updated by the Senior/Service Managers. Where possible, Principal Risks have been aligned to a Service Risk to ensure consistency going forward.
7. All Principal Risks have been reviewed, and the relevant Senior/Service Managers have been consulted on proposed changes.
8. The amended Principal Risk Register can be found at Appendix 1.

Proposed changes to the Principal Risk Register

9. Amended scores are as follows:
 - a. PR4 Business Continuity: Residual risk reduced from 12 to 6
 - b. PR5 Health & Safety: Residual risk reduced from 6 to 4
 - c. PR16 Planning & regulatory system upgrade: Inherent Risk reduced from 16 to 9; Residual risk reduced from 12 to 6
 - d. PR17 Climate & Ecological Emergency: Inherent Risk reduced from 12 to 9; Residual risk reduced from 9 to 6
10. Furthermore, it is proposed to remove the current risk PR15 Transformation Programme given the current focused nature of this workstream in light of the continued and growing progression of LGR activity, and to insert a new risk – Political Environment (using the same PR15 reference).

11. This new Principal Risk is to reflect the need for NFDC to consider the impact on NFDC, including our ability to make decisions, by potential changes to the political landscape across the UK as a whole, incorporating the uncertainty regarding the timing and outcomes of elections at all levels.
12. It is also proposed to remove the current risk PR10 Social Housing Regulatory Compliance as a Principal Risk but retain and monitor at Service risk register level. A mock inspection was commissioned to appraise the service and although scope was controlled it provided good assurance along with some learning that is being applied, all governed by the inspection readiness group.
13. It is further proposed to remove the current risk PR19 Recruitment and Retention of Staff as a standalone and to incorporate into the overall Local Government Reorganisation risk PR9 as the risk directly relates to the uncertainty of LGR and devolution.
14. Risk PR9 Local Government Reorganisation has been broadened to articulate the current three main areas of risk presented by LGR of capacity, finance and staffing. This risk should be expected to continue to evolve and change regularly as the LGR process moves forward.
15. Risk PR20 Health and wellbeing of tenants in temporary accommodation has been added at the request of the Strategic Director Housing & Communities. This risk is already included on the service risk register however it is felt this should be escalated to feature as a principal risk.
16. Other minor amendments to the Principal Risk Register are for clarification, to provide further detail, or to communicate updated information following liaison with the relevant Service Manager, Assistant Director or overall Risk Owner.

Comments from Audit Committee

17. The Principal Risk Register was considered by Audit Committee 13 February 2026.
18. Officers have considered a suggestion from Audit Committee to include the new customer services system within the Principal Risk Register. EMT at their meeting 24 February 2026 determined that this is a project/programme risk that is subject to its own governance and risk arrangements which includes a risk log and separate member overview and therefore has not been included within the Principal Risk Register.

19. Audit Committee requested a further review of the residual risk score for PR17 – Climate and Ecological Emergency suggesting that the score of 3 seemed low. The Service Manager and Risk Owner met and agreed to revise to a 6 / Medium score, with some additional detail added to the overview & mitigation section around NFDC responsibilities as a coastal landowner.
20. Audit Committee also suggested that some additional detail be added in the overview & mitigation section for PR18 – Working Practices to recognise that whilst fairness and parity in working practices is sought across the council, there is also recognition that different roles and services have their own specific requirements necessitating distinct standard operating procedures. This proposal was accepted and updates made.

Corporate plan priorities

21. The recommendations aim to improve the effective execution of all corporate plan priorities by presenting risk mitigation strategies that tackle the overarching vulnerabilities faced by the Council.

Options appraisal

22. An options appraisal is not applicable for this report.

Consultation undertaken

23. Consultation has been undertaken with Senior/Service Managers with responsibility for a Service Risk Register, particularly in areas where changes have been proposed.

Financial and resource implications

24. There are none arising directly from this report, although strong risk management and a solid understanding of risk helps to support robust financial management.

Legal implications

25. Although there are no direct legal implications arising from this report, the identification of principal risks and associated mitigations support a reduced likelihood of the Council failing to meet its statutory legal obligations.

Risk assessment

26. The risk management implications are set out within the content of this report.

Environmental / Climate and nature implications

27. If the climate principal risks are not managed this does bring risk to the council.

Equalities implications

28. There are no direct equality implications from this report.

Crime and disorder implications

29. There are no direct crime and disorder implications from this report.

Data protection / Information governance / ICT implications

30. There are no direct data protection / information governance / ICT implications from this report.

Appendices:

Appendix 1 – Principal Risk Register (February 2026)

Background Papers:

Audit Committee - 27 June 2025:
[Principal Risk Register Review](#)

Audit Committee – 13 February 2026:
[Principal Risk Register Review](#)

Principal Risk Register
February 2026

Ref	Risk Title	Corporate Plan Theme	Risk Owner	Risk Rating	Risk Event	Overview and Mitigation																																																																								
Operations																																																																														
PR1	Cyber Security	Transformation Priority 4: Designing modern and innovative services	Chief Executive	<p>Inherent Risk Score</p> <p>High</p> <table border="1"> <tr><td>Probability</td><td>4</td><td>4</td><td>8</td><td>12</td><td>16</td></tr> <tr><td>3</td><td>3</td><td>6</td><td>9</td><td>12</td><td></td></tr> <tr><td>2</td><td>2</td><td>4</td><td>6</td><td>8</td><td></td></tr> <tr><td>1</td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td colspan="5">Impact</td></tr> </table> <p>Residual Risk Score</p> <p>High</p> <table border="1"> <tr><td>Probability</td><td>4</td><td>4</td><td>8</td><td>12</td><td>16</td></tr> <tr><td>3</td><td>3</td><td>6</td><td>9</td><td>12</td><td></td></tr> <tr><td>2</td><td>2</td><td>4</td><td>6</td><td>8</td><td></td></tr> <tr><td>1</td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td colspan="5">Impact</td></tr> </table>	Probability	4	4	8	12	16	3	3	6	9	12		2	2	4	6	8		1	1	2	3	4			1	2	3	4			Impact					Probability	4	4	8	12	16	3	3	6	9	12		2	2	4	6	8		1	1	2	3	4			1	2	3	4			Impact					Malicious attack results in significant loss of sensitive data and/or significant disruption to Council operations	<ul style="list-style-type: none"> • Dedicated ICT security team in place to manage and maintain the organisations security posture. • ICT Security & Information Governance Policy approved by EMT in place for all to adhere to. • End user awareness provided by eLearning modules. • Cyber incident response service in place to support actual or suspected breaches and expert assistance in the event of an incidence. • The Council funds a reserve to quickly respond in the event of an attack. • Compliance gained and renewed annually to accreditations including PSN. • Regular internal vulnerability scans taking place with remedial action undertaken. • Full IT health check undertaken annually by an external accredited tester with remedial action undertaken
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Principal Risk Register
February 2026

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PR2	Emergency Planning	Transformation Priority 4: Designing modern and innovative services	Strategic Director Housing & Communities	<p>Inherent Risk Score</p> <p>Medium</p> <table border="1"> <tr><td>4</td><td>4</td><td>8</td><td>12</td><td>16</td></tr> <tr><td>3</td><td>3</td><td>6</td><td>9</td><td>12</td></tr> <tr><td>2</td><td>2</td><td>4</td><td>6</td><td>8</td></tr> <tr><td>1</td><td>1</td><td>2</td><td>3</td><td>4</td></tr> <tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td></tr> </table> <p>Impact</p> <p>Residual Risk Score</p> <p>Medium</p> <table border="1"> <tr><td>4</td><td>4</td><td>8</td><td>12</td><td>16</td></tr> <tr><td>3</td><td>3</td><td>6</td><td>9</td><td>12</td></tr> <tr><td>2</td><td>2</td><td>4</td><td>6</td><td>8</td></tr> <tr><td>1</td><td>1</td><td>2</td><td>3</td><td>4</td></tr> <tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td></tr> </table> <p>Impact</p>	4	4	8	12	16	3	3	6	9	12	2	2	4	6	8	1	1	2	3	4		1	2	3	4	4	4	8	12	16	3	3	6	9	12	2	2	4	6	8	1	1	2	3	4		1	2	3	4	An inadequate emergency planning response violates the Council’s obligations under the Civil Contingencies Act and undermines both responsibilities and effective results.	<p>The Council is collaborating with the Hampshire Resilience Forum and works closely with partners at a local and national level to ensure effective preparedness for response and recovery to incidents, alongside continued working with communities to develop community plans which identify risks and relevant agencies to support with mitigation measures.</p> <p>In April a new relationship was established with Southampton City Council and an Emergency Planning Coordinator role was recruited into, to support the planning, training and exercising of officers at all levels across the Council (Strategic, Tactical and Operational) to prepare and deliver a robust response to incidents across the district. A successful large scale multi-agency COMAH exercise was completed at Fawley in the last calendar quarter of 2025.</p> <p>A wider audit has commenced and any findings or recommendations will be implemented.</p>
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Principal Risk Register
February 2026

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PR3	Homelessness	Transformation Priority 4: Designing modern and innovative services	Strategic Director Housing & Communities	<p>Inherent Risk Score</p> <p>Medium</p> <table border="1"> <tr><td>Probability</td><td>4</td><td>4</td><td>8</td><td>12</td><td>16</td></tr> <tr><td>3</td><td>3</td><td>6</td><td>9</td><td>12</td><td></td></tr> <tr><td>2</td><td>2</td><td>4</td><td>6</td><td>8</td><td></td></tr> <tr><td>1</td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td colspan="5">Impact</td></tr> </table> <p>Residual Risk Score</p> <p>Medium</p> <table border="1"> <tr><td>Probability</td><td>4</td><td>4</td><td>8</td><td>12</td><td>16</td></tr> <tr><td>3</td><td>3</td><td>6</td><td>9</td><td>12</td><td></td></tr> <tr><td>2</td><td>2</td><td>4</td><td>6</td><td>8</td><td></td></tr> <tr><td>1</td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td colspan="5">Impact</td></tr> </table>	Probability	4	4	8	12	16	3	3	6	9	12		2	2	4	6	8		1	1	2	3	4			1	2	3	4			Impact					Probability	4	4	8	12	16	3	3	6	9	12		2	2	4	6	8		1	1	2	3	4			1	2	3	4			Impact					Inability to fulfil our legal obligations to the homeless (and/or to utilise our statutory authority to assist them) in a timely, effective, and efficient manner could negatively affect our financial position. This poses health and safety risks related to homelessness, as well as reputational risks, and could lead to another increase in homelessness.	To address current demand, urgent efforts are being made to increase temporary accommodation options, while medium-term plans outlined in the Housing strategy are in progress. Funding has been increased and we are investing in homelessness prevention strategies, it should be noted that this is a demand led service with Government funding streams and requirements can therefore fluctuate and be sometimes unpredictable.
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Principal Risk Register
February 2026

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PR4	Business Continuity	All	Strategic Director Housing & Communities	<p>Inherent Risk Score</p> <p style="text-align: center;">High</p> <table border="1"> <tr> <td>Probability</td> <td>4</td> <td>4</td> <td>8</td> <td>12</td> <td>16</td> </tr> <tr> <td>3</td> <td>3</td> <td>6</td> <td>9</td> <td>12</td> <td></td> </tr> <tr> <td>2</td> <td>2</td> <td>4</td> <td>6</td> <td>8</td> <td></td> </tr> <tr> <td>1</td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td></td> </tr> <tr> <td></td> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td>Impact</td> </tr> </table> <p>Residual Risk Score</p> <p style="text-align: center;">Medium</p> <table border="1"> <tr> <td>Probability</td> <td>4</td> <td>4</td> <td>8</td> <td>12</td> <td>16</td> </tr> <tr> <td>3</td> <td>3</td> <td>6</td> <td>9</td> <td>12</td> <td></td> </tr> <tr> <td>2</td> <td>2</td> <td>4</td> <td>6</td> <td>8</td> <td></td> </tr> <tr> <td>1</td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td></td> </tr> <tr> <td></td> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td>Impact</td> </tr> </table>	Probability	4	4	8	12	16	3	3	6	9	12		2	2	4	6	8		1	1	2	3	4				1	2	3	4						Impact	Probability	4	4	8	12	16	3	3	6	9	12		2	2	4	6	8		1	1	2	3	4				1	2	3	4						Impact	Ineffective business continuity response enables an event to seriously disrupt Council operations	<p>The Council acknowledges the previous resource shortfall. In April 2025 the Council embarked on a new working relationship with Southampton City Council to support in the review of its business continuity arrangements. An officer has been successfully recruited to implement any changes identified, focussing on adapting to changes in working patterns and the digital environment, as well as emphasising operational resilience rather than responding to specific events. The Council is well positioned to respond effectively and the BC and Emergency Planning provision has progressed.</p> <p>A new Business Continuity Policy and plan is in place. Service Managers are in the process of reviewing and updating their individual business continuity plans.</p>
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**Principal Risk Register
February 2026**

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PR5	Health and Safety	Transformation Priority 2: Being an employer of choice	Chief Executive	<p>Inherent Risk Score</p> <p>Medium</p> <table border="1"> <tr><td>Probability</td><td>4</td><td>4</td><td>8</td><td>12</td><td>16</td></tr> <tr><td>3</td><td>3</td><td>6</td><td>9</td><td>12</td><td></td></tr> <tr><td>2</td><td>2</td><td>4</td><td>6</td><td>8</td><td></td></tr> <tr><td>1</td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td colspan="5">Impact</td></tr> </table> <p>Residual Risk Score</p> <p>Low</p> <table border="1"> <tr><td>Probability</td><td>4</td><td>4</td><td>8</td><td>12</td><td>16</td></tr> <tr><td>3</td><td>3</td><td>6</td><td>9</td><td>12</td><td></td></tr> <tr><td>2</td><td>2</td><td>4</td><td>6</td><td>8</td><td></td></tr> <tr><td>1</td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td colspan="5">Impact</td></tr> </table>	Probability	4	4	8	12	16	3	3	6	9	12		2	2	4	6	8		1	1	2	3	4			1	2	3	4			Impact					Probability	4	4	8	12	16	3	3	6	9	12		2	2	4	6	8		1	1	2	3	4			1	2	3	4			Impact					A serious health and safety incident occurs in the workplace, compromising the safety and wellbeing of our staff. This includes fatal incidents and incidents within the scope of RIDDOR 2013.	<p>Implementation of the Council's H&S management system, including proactive monitoring and review of H&S arrangements, risk assessments, Safe System of work, training and performance monitoring.</p> <p>Regular meetings of safety panels and regular H&S audits are undertaken by the internal H&S team who also take on the role of 'competent person' as identified under regulation 7 of the Management of Health and Safety at Work Regulations 1999.</p>
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PR6	Information Governance	All	Strategic Director Corporate Resources Section 151 Officer	<p>Inherent Risk Score</p> <p>High</p> <table border="1"> <tr><td>Probability</td><td>4</td><td>4</td><td>8</td><td>12</td><td>16</td></tr> <tr><td>3</td><td>3</td><td>6</td><td>9</td><td>12</td><td></td></tr> <tr><td>2</td><td>2</td><td>4</td><td>6</td><td>8</td><td></td></tr> <tr><td>1</td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td colspan="5">Impact</td></tr> </table> <p>Residual Risk Score</p> <p>Medium</p> <table border="1"> <tr><td>Probability</td><td>4</td><td>4</td><td>8</td><td>12</td><td>16</td></tr> <tr><td>3</td><td>3</td><td>6</td><td>9</td><td>12</td><td></td></tr> <tr><td>2</td><td>2</td><td>4</td><td>6</td><td>8</td><td></td></tr> <tr><td>1</td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td colspan="5">Impact</td></tr> </table>	Probability	4	4	8	12	16	3	3	6	9	12		2	2	4	6	8		1	1	2	3	4			1	2	3	4			Impact					Probability	4	4	8	12	16	3	3	6	9	12		2	2	4	6	8		1	1	2	3	4			1	2	3	4			Impact					<p>A serious data breach occurs and/or other significant instance of non-compliance with data legislation, leading to imposition of fines by the Information Commissioner's Officer (ICO), reputational risks and risk of litigation.</p>	<p>Implementation of the Council's GDPR action plan continues overseen by the Council's Data Protection Officer and supported by the Information Governance team.</p> <p>This action plan includes provision of training, raising corporate awareness, introduction of Data Protection Leaders, impact assessments to assess data risks for new projects, data sharing/processing agreements, breach response plan and breach log. Demand on the team has increased which has led to some restructuring and creation of additional posts to support with the demand - LGR will also likely involve substantial resource implications for the team to ensure full compliance with legal and regulatory requirements over the transition to the new authority.</p>
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PR7	Safeguarding	People Priority 1: Helping those in our community with the greatest need	Strategic Director Housing & Communities	<p>Inherent Risk Score</p> <p style="text-align: center;">High</p> <table border="1"> <tr><td>Probability</td><td>4</td><td>4</td><td>8</td><td>12</td><td>16</td></tr> <tr><td>3</td><td>3</td><td>6</td><td>9</td><td>12</td><td></td></tr> <tr><td>2</td><td>2</td><td>4</td><td>6</td><td>8</td><td></td></tr> <tr><td>1</td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td colspan="5" style="text-align: center;">Impact</td></tr> </table> <p>Residual Risk Score</p> <p style="text-align: center;">Medium</p> <table border="1"> <tr><td>Probability</td><td>4</td><td>4</td><td>8</td><td>12</td><td>16</td></tr> <tr><td>3</td><td>3</td><td>6</td><td>9</td><td>12</td><td></td></tr> <tr><td>2</td><td>2</td><td>4</td><td>6</td><td>8</td><td></td></tr> <tr><td>1</td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td colspan="5" style="text-align: center;">Impact</td></tr> </table>	Probability	4	4	8	12	16	3	3	6	9	12		2	2	4	6	8		1	1	2	3	4			1	2	3	4			Impact					Probability	4	4	8	12	16	3	3	6	9	12		2	2	4	6	8		1	1	2	3	4			1	2	3	4			Impact					A safeguarding incident occurs which, through action or omission by the Council, might otherwise have been prevented.	<p>Under the supervision of the Hampshire Safeguarding Boards, the Community Safety Team remains engaged in safeguarding issues, supported by Designated Safeguarding Reporting Officers (DSROs). They implement effective processes and training programs in housing, ensuring a comprehensive approach to safeguarding measures.</p> <p>The service has completed a recent QA Audit by the Hampshire Childrens Safeguarding partnership which recognised the golden thread approach of safeguarding and how it is embedded within all services.</p> <p>A wider audit has commenced and any findings or recommendations will be implemented</p>
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PR8	Legal & Governance	All	Assistant Director Strategy & Engagement (Monitoring Officer)	<p>Inherent Risk Score</p> <p>Medium</p> <table border="1"> <tr><td>Probability</td><td>4</td><td>4</td><td>8</td><td>12</td><td>16</td></tr> <tr><td>3</td><td>3</td><td>6</td><td>9</td><td>12</td><td></td></tr> <tr><td>2</td><td>2</td><td>4</td><td>6</td><td>8</td><td></td></tr> <tr><td>1</td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td colspan="5">Impact</td></tr> </table> <p>Residual Risk Score</p> <p>Medium</p> <table border="1"> <tr><td>Probability</td><td>4</td><td>4</td><td>8</td><td>12</td><td>16</td></tr> <tr><td>3</td><td>3</td><td>6</td><td>9</td><td>12</td><td></td></tr> <tr><td>2</td><td>2</td><td>4</td><td>6</td><td>8</td><td></td></tr> <tr><td>1</td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td colspan="5">Impact</td></tr> </table>	Probability	4	4	8	12	16	3	3	6	9	12		2	2	4	6	8		1	1	2	3	4			1	2	3	4			Impact					Probability	4	4	8	12	16	3	3	6	9	12		2	2	4	6	8		1	1	2	3	4			1	2	3	4			Impact					Weakness in our legal and governance framework - or non-compliance with it - leading to unlawful or procedurally improper decisions, findings of maladministration, avoidable financial loss, service disruption, and reputational damage.	<p>The Council maintains a robust constitutional and decision-making framework with legal and financial assurance and statutory officer oversight. This is reinforced by training, transparent management of interests/conflicts, and documented consultation and impact assessments. Procurement, contracts and partnerships operate under clear rules and gateway reviews, with early legal involvement for complex matters. Complaints handling, internal/external audit and the Annual Governance Statement provide independent assurance and drive learning.</p> <p>Increased demand, including the implications of LGR will also likely involve substantial resource implications for teams supporting the legal and governance framework. Additional senior legal capacity is being added to support full-compliance with legal and regulatory requirements both for the council and as part of transition to a new authority.</p>
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PR9	Local Government Reform / Devolution	All	Chief Executive	<p>Inherent Risk Score</p> <p style="text-align: center;">High</p> <table border="1"> <tr> <td>Probability</td> <td>4</td> <td>4</td> <td>8</td> <td>12</td> <td>16</td> </tr> <tr> <td>3</td> <td>3</td> <td>6</td> <td>9</td> <td>12</td> <td></td> </tr> <tr> <td>2</td> <td>2</td> <td>4</td> <td>6</td> <td>8</td> <td></td> </tr> <tr> <td>1</td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td></td> </tr> <tr> <td></td> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> <tr> <td></td> <td></td> <td colspan="4" style="text-align: center;">Impact</td> </tr> </table> <p>Residual Risk Score</p> <p style="text-align: center;">High</p> <table border="1"> <tr> <td>Probability</td> <td>4</td> <td>4</td> <td>8</td> <td>12</td> <td>16</td> </tr> <tr> <td>3</td> <td>3</td> <td>6</td> <td>9</td> <td>12</td> <td></td> </tr> <tr> <td>2</td> <td>2</td> <td>4</td> <td>6</td> <td>8</td> <td></td> </tr> <tr> <td>1</td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td></td> </tr> <tr> <td></td> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> <tr> <td></td> <td></td> <td colspan="4" style="text-align: center;">Impact</td> </tr> </table>	Probability	4	4	8	12	16	3	3	6	9	12		2	2	4	6	8		1	1	2	3	4				1	2	3	4			Impact				Probability	4	4	8	12	16	3	3	6	9	12		2	2	4	6	8		1	1	2	3	4				1	2	3	4			Impact				<p>The capacity and resources required to deliver LGR present a strategic risk to the organisation. There is a risk that focus on LGR diverts capacity away from business-as-usual activity and delivery of corporate plan priorities, alongside potential financial pressures arising from implementation costs.</p> <p>Ongoing uncertainty around LGR and devolution may also increase the risk of staff attrition and recruitment challenges, which in turn could impact service delivery and organisational resilience.</p>	<p>The council is putting in place significant resources to enable it to manage the LGR process. Initially £150k was included in the base revenue budget and a £500k reserve was created. An increase in the reserve to £2m was recently approved by Cabinet. A number of new roles to support Phase 1 have been determined supporting Communications, IT, HR, Planning and Programme Management.</p> <p>Ahead of the forthcoming spring decision we are working closely with other local authority partners to establish governance and implementation arrangements to stand up our response to the decision at pace.</p> <p>Mitigations of staffing issues include development of employer proposition, consideration of other non-pay benefits, provision of flexibly/hybrid working. Maintaining talent pool, career progression opportunities, leadership development and upskilling of existing staff; more learning resource in place due to People Strategy to assist managers.</p>
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PR11	Income and Financial Position	Transformation Priority 3: Being financially responsible	Strategic Director Corporate Resources Section 151 Officer	<p>Inherent Risk Score</p> <p>High</p> <table border="1"> <tr> <td>Probability</td> <td>4</td> <td>4</td> <td>8</td> <td>12</td> <td>16</td> </tr> <tr> <td>3</td> <td>3</td> <td>6</td> <td>9</td> <td>12</td> <td></td> </tr> <tr> <td>2</td> <td>2</td> <td>4</td> <td>6</td> <td>8</td> <td></td> </tr> <tr> <td>1</td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td></td> </tr> <tr> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td></td> </tr> <tr> <td></td> <td colspan="5" style="text-align: center;">Impact</td> </tr> </table> <p>Residual Risk Score</p> <p>Medium</p> <table border="1"> <tr> <td>Probability</td> <td>4</td> <td>4</td> <td>8</td> <td>12</td> <td>16</td> </tr> <tr> <td>3</td> <td>3</td> <td>6</td> <td>9</td> <td>12</td> <td></td> </tr> <tr> <td>2</td> <td>2</td> <td>4</td> <td>6</td> <td>8</td> <td></td> </tr> <tr> <td>1</td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td></td> </tr> <tr> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td></td> </tr> <tr> <td></td> <td colspan="5" style="text-align: center;">Impact</td> </tr> </table>	Probability	4	4	8	12	16	3	3	6	9	12		2	2	4	6	8		1	1	2	3	4			1	2	3	4			Impact					Probability	4	4	8	12	16	3	3	6	9	12		2	2	4	6	8		1	1	2	3	4			1	2	3	4			Impact					Income volatility / poor finance settlement / extreme event causing significant financial challenge	Ongoing reviews of the MTFP as part of the 2026/27 budget setting process include adjustments following the change to Government resources following the Fair Funding Review, the council is fully committed to ensuring both immediate and future financial stability. This is evidenced by the proposed balanced budget for 2026/2027 and the financial strategy to ensure this continues over the MTFP. Additionally, sufficient reserves are in place, alongside business continuity plans and council-wide emergency planning.
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PR12	Fraud	Transformation Priority 3: Being financially responsible	Strategic Director Corporate Resources Section 151 Officer	<p>Inherent Risk Score</p> <p style="text-align: center;">High</p> <table border="1"> <tr> <td>Probability</td> <td>4</td> <td>4</td> <td>8</td> <td>12</td> <td>16</td> </tr> <tr> <td>3</td> <td>3</td> <td>6</td> <td style="border: 2px solid black;">9</td> <td>12</td> <td></td> </tr> <tr> <td>2</td> <td>2</td> <td>4</td> <td>6</td> <td>8</td> <td></td> </tr> <tr> <td>1</td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td></td> </tr> <tr> <td></td> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> <tr> <td></td> <td></td> <td colspan="4" style="text-align: center;">Impact</td> </tr> </table> <p>Residual Risk Score</p> <p style="text-align: center;">Medium</p> <table border="1"> <tr> <td>Probability</td> <td>4</td> <td>4</td> <td>8</td> <td>12</td> <td>16</td> </tr> <tr> <td>3</td> <td>3</td> <td>6</td> <td>9</td> <td>12</td> <td></td> </tr> <tr> <td>2</td> <td>2</td> <td>4</td> <td style="border: 2px solid black;">6</td> <td>8</td> <td></td> </tr> <tr> <td>1</td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td></td> </tr> <tr> <td></td> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> <tr> <td></td> <td></td> <td colspan="4" style="text-align: center;">Impact</td> </tr> </table>	Probability	4	4	8	12	16	3	3	6	9	12		2	2	4	6	8		1	1	2	3	4				1	2	3	4			Impact				Probability	4	4	8	12	16	3	3	6	9	12		2	2	4	6	8		1	1	2	3	4				1	2	3	4			Impact				<p>While the risk of internal fraud is low, the potential for external fraud remains a concern. This underscores the necessity for the Council to prioritise external fraud prevention strategies ensuring that measures are in place to mitigate the risk.</p>	<p>The Council's approach is set out in the Anti-Fraud and Corruption Strategy, which has recently been reviewed and approved by Audit Committee.</p> <p>Every Service area has a Fraud Risk Survey carried out and continually reviewed.</p> <p>All staff complete fraud e-learning every two years.</p>
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PR13	Procurement	Transformation Priority 3: Being financially responsible	Strategic Director Corporate Resources Section 151 Officer	<p>Inherent Risk Score</p> <p>High</p> <table border="1"> <tr><td>Probability</td><td>4</td><td>4</td><td>8</td><td>12</td><td>16</td></tr> <tr><td>3</td><td>3</td><td>6</td><td>9</td><td>12</td><td></td></tr> <tr><td>2</td><td>2</td><td>4</td><td>6</td><td>8</td><td></td></tr> <tr><td>1</td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td colspan="5">Impact</td></tr> </table> <p>Residual Risk Score</p> <p>Medium</p> <table border="1"> <tr><td>Probability</td><td>4</td><td>4</td><td>8</td><td>12</td><td>16</td></tr> <tr><td>3</td><td>3</td><td>6</td><td>9</td><td>12</td><td></td></tr> <tr><td>2</td><td>2</td><td>4</td><td>6</td><td>8</td><td></td></tr> <tr><td>1</td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td colspan="5">Impact</td></tr> </table>	Probability	4	4	8	12	16	3	3	6	9	12		2	2	4	6	8		1	1	2	3	4			1	2	3	4			Impact					Probability	4	4	8	12	16	3	3	6	9	12		2	2	4	6	8		1	1	2	3	4			1	2	3	4			Impact					Procurement activity takes place which is not in the best interests of the Council and its stakeholders and/or is in breach of legislation.	<p>The Procurement Act 2023 is now in force. The procurement team have undertaken Cabinet Office training and updated Contract Standing Orders, tender documents and associated guidance for officers.</p> <p>Spend analysis is completed three times per year and shared with the leadership team.</p> <p>Central procurement processes have become more agile and resilient, and contract oversight is enhancing. However, some residual risk remains with the Services. It is essential to initiate contract management and tender processes well in advance.</p>
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PR14	Waste Strategy Implementation	Place Priority 3: Caring for our facilities, neighbourhoods and open spaces in a modern and responsive way	Strategic Director Place, Operations and Sustainability	<p>Inherent Risk Score</p> <p>High</p> <table border="1"> <tr><td>Probability</td><td>4</td><td>4</td><td>8</td><td>12</td><td>16</td></tr> <tr><td>3</td><td>3</td><td>6</td><td>9</td><td>12</td><td></td></tr> <tr><td>2</td><td>2</td><td>4</td><td>6</td><td>8</td><td></td></tr> <tr><td>1</td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td>Impact</td><td></td><td></td><td></td><td></td></tr> </table> <p>Residual Risk Score</p> <p>Medium</p> <table border="1"> <tr><td>Probability</td><td>4</td><td>4</td><td>8</td><td>12</td><td>16</td></tr> <tr><td>3</td><td>3</td><td>6</td><td>9</td><td>12</td><td></td></tr> <tr><td>2</td><td>2</td><td>4</td><td>6</td><td>8</td><td></td></tr> <tr><td>1</td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td>Impact</td><td></td><td></td><td></td><td></td></tr> </table>	Probability	4	4	8	12	16	3	3	6	9	12		2	2	4	6	8		1	1	2	3	4			1	2	3	4			Impact					Probability	4	4	8	12	16	3	3	6	9	12		2	2	4	6	8		1	1	2	3	4			1	2	3	4			Impact					The transformational waste strategy fails to conclude within the programmed delivery window for service change, bringing a substantial threat of reputational risk to the council, failure to meet legislative requirements such as food waste leading to potential legal repercussions and loss of funding.	<p>Continuous monitoring and reviews of the waste strategy roll out have supported the implementation of the new service.</p> <p>The programme is governed by the Waste Programme Board and additional resources were committed to address reputational risks pertaining to animal interactions with Food Waste containers in the open Forest.</p> <p>Regular updates have been provided with a comprehensive report provided to Cabinet on 3 September 2025 including a specific Waste Programme Risk Log. https://democracy.newforest.gov.uk/documents/s33885/Waste%20Report.pdf</p> <p>Communication remains key as we continue with the roll out through phase 3. The Council should continue to utilise its media channels to ensure clear and consistent messaging to residents.</p>
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PR15	Political Environment	All	Chief Executive	<p>Inherent Risk Score</p> <p>Medium</p> <table border="1"> <tr><td>Probability</td><td>4</td><td>4</td><td>8</td><td>12</td><td>16</td></tr> <tr><td>3</td><td>3</td><td>6</td><td>9</td><td>12</td><td></td></tr> <tr><td>2</td><td>2</td><td>4</td><td>6</td><td>8</td><td></td></tr> <tr><td>1</td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td colspan="5">Impact</td></tr> </table> <p>Residual Risk Score</p> <p>Medium</p> <table border="1"> <tr><td>Probability</td><td>4</td><td>4</td><td>8</td><td>12</td><td>16</td></tr> <tr><td>3</td><td>3</td><td>6</td><td>9</td><td>12</td><td></td></tr> <tr><td>2</td><td>2</td><td>4</td><td>6</td><td>8</td><td></td></tr> <tr><td>1</td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td colspan="5">Impact</td></tr> </table>	Probability	4	4	8	12	16	3	3	6	9	12		2	2	4	6	8		1	1	2	3	4			1	2	3	4			Impact					Probability	4	4	8	12	16	3	3	6	9	12		2	2	4	6	8		1	1	2	3	4			1	2	3	4			Impact					<p>Significant change in national and local political landscape including devolution and LGR, elections in 2026, 27 and 28, and finely-balanced political control in NFDC may have an implication on the ability of the Council to make timely decisions</p>	<p>Regular liaison with MPs, MCHLG and key officials, utilising sector support from LGA and District Councils Network. Scenario-planning for LGR and other political scenarios, regular meetings with Group Leaders. Constructively engaging and supporting collaboration and partnership working.</p>
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PR16	Planning and regulatory system upgrade	Transformation Priority 4: Designing modern and innovative services	Strategic Director Housing & Communities	<p>Inherent Risk Score</p> <p style="text-align: center;">High</p> <table border="1"> <tr><td>Probability</td><td>4</td><td>4</td><td>8</td><td>12</td><td>16</td></tr> <tr><td>3</td><td>3</td><td>6</td><td>9</td><td>12</td><td></td></tr> <tr><td>2</td><td>2</td><td>4</td><td>6</td><td>8</td><td></td></tr> <tr><td>1</td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td colspan="5" style="text-align: center;">Impact</td></tr> </table> <p>Residual Risk Score</p> <p style="text-align: center;">Medium</p> <table border="1"> <tr><td>Probability</td><td>4</td><td>4</td><td>8</td><td>12</td><td>16</td></tr> <tr><td>3</td><td>3</td><td>6</td><td>9</td><td>12</td><td></td></tr> <tr><td>2</td><td>2</td><td>4</td><td>6</td><td>8</td><td></td></tr> <tr><td>1</td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td colspan="5" style="text-align: center;">Impact</td></tr> </table>	Probability	4	4	8	12	16	3	3	6	9	12		2	2	4	6	8		1	1	2	3	4			1	2	3	4			Impact					Probability	4	4	8	12	16	3	3	6	9	12		2	2	4	6	8		1	1	2	3	4			1	2	3	4			Impact					<p>The planning system may face challenges and potential failures without effective management. This underscores the importance of utilising dependable planning software to promote efficient processes and successful project outcomes, which could also impact the transformation program and regulatory services.</p>	<p>The RS replacement project has been under regular review to determine the most appropriate outcome for the services and alignment with the Council's ambitions and LGR interdependencies.</p> <p>Support from the incumbent supplier for the existing system has been secured through to June 2027, but upgrades to the Council's IT infrastructure, and security risks remain an ongoing risk.</p> <p>It is likely the LGR decision in March 2025 will determine a clearer set of future options to take this project forward, and officers have acknowledged this as a priority activity in forming the new councils.</p>
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PR17	Climate and Nature Emergency	Place Priority 2: Protecting our climate, coast, and natural world	Strategic Director Place, Operations and Sustainability	<p>Inherent Risk Score</p> <p style="text-align: center;">High</p> <table border="1"> <tr><td>Probability</td><td>4</td><td>4</td><td>8</td><td>12</td><td>16</td></tr> <tr><td>3</td><td>3</td><td>6</td><td>9</td><td>12</td><td></td></tr> <tr><td>2</td><td>2</td><td>4</td><td>6</td><td>8</td><td></td></tr> <tr><td>1</td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td colspan="5" style="text-align: center;">Impact</td></tr> </table> <p>Residual Risk Score</p> <p style="text-align: center;">Medium</p> <table border="1"> <tr><td>Probability</td><td>4</td><td>4</td><td>8</td><td>12</td><td>16</td></tr> <tr><td>3</td><td>3</td><td>6</td><td>9</td><td>12</td><td></td></tr> <tr><td>2</td><td>2</td><td>4</td><td>6</td><td>8</td><td></td></tr> <tr><td>1</td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td colspan="5" style="text-align: center;">Impact</td></tr> </table>	Probability	4	4	8	12	16	3	3	6	9	12		2	2	4	6	8		1	1	2	3	4			1	2	3	4			Impact					Probability	4	4	8	12	16	3	3	6	9	12		2	2	4	6	8		1	1	2	3	4			1	2	3	4			Impact					<p>Failure to meet climate change-related goals leading to non-compliance with UK net zero legislation and failure to achieve Corporate Plan and Transformation objectives.</p>	<p>Council has convened a Member Task and Finish Group to inform the councils strategic approach and response.</p> <p>Officers have continued to work with partners to implement the Council's Climate and Nature Emergency Action Plan.</p> <p>Financial resources have been reprofiled to build a necessary staff structure around the programme of activity and Service plans across the organisation will be updated to include climate risk assessment to ensure this risk is being addressed through service delivery.</p> <p>Regular review of budget allocation, seeking alternative funding sources, prioritising projects based on impact and funding availability.</p> <p>NFDC acknowledges its corporate responsibility as community leader, and in some parts landowner, in driving action to address the Climate Change and Nature Emergency. This includes activity to mitigate and adapt to the impacts of extreme weather and climate change, for example working with partners to manage coastal erosion and flood risk.</p>
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PR18	Working practices	Transformation Priority 2: Being an employer of choice	Strategic Director Corporate Resources Section 151 Officer	<p>Inherent Risk Score</p> <p>High</p> <table border="1"> <tr><td>Probability</td><td>4</td><td>4</td><td>8</td><td>12</td><td>16</td></tr> <tr><td>3</td><td>3</td><td>6</td><td>9</td><td>12</td><td></td></tr> <tr><td>2</td><td>2</td><td>4</td><td>6</td><td>8</td><td></td></tr> <tr><td>1</td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td colspan="5">Impact</td></tr> </table> <p>Residual Risk Score</p> <p>High</p> <table border="1"> <tr><td>Probability</td><td>4</td><td>4</td><td>8</td><td>12</td><td>16</td></tr> <tr><td>3</td><td>3</td><td>6</td><td>9</td><td>12</td><td></td></tr> <tr><td>2</td><td>2</td><td>4</td><td>6</td><td>8</td><td></td></tr> <tr><td>1</td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td colspan="5">Impact</td></tr> </table>	Probability	4	4	8	12	16	3	3	6	9	12		2	2	4	6	8		1	1	2	3	4			1	2	3	4			Impact					Probability	4	4	8	12	16	3	3	6	9	12		2	2	4	6	8		1	1	2	3	4			1	2	3	4			Impact					With a large in-house workforce providing such a variety of diverse services, application of local working practices in comparison to standard terms and conditions could result in inconsistencies across the workforce	Updated terms and conditions recently consulted on and implemented within waste services ahead of the roll-out of the new waste service. A recent review of Essential User Allowances has also recently been concluded. The HR service are tasked with carrying out an audit of working practises at least annually and work with services to take action on any discrepancies as required. Officers keep updated and seek advice where necessary from LGA, MHCLG, CIPFA etc. Whilst fairness and parity is sought across the council as a whole, it is important to recognise that certain roles and services have their own specific requirements necessitating distinct standard operating procedures.
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PR20	Health and Wellbeing of tenants in temporary accommodation	People Priority 1: Helping those in our community with the greatest need	Strategic Director Housing & Communities	<p>Inherent Risk Score</p> <p>High</p> <table border="1"> <tr><td>Probability</td><td>4</td><td>4</td><td>8</td><td>12</td><td>16</td></tr> <tr><td>3</td><td>3</td><td>6</td><td>9</td><td>12</td><td></td></tr> <tr><td>2</td><td>2</td><td>4</td><td>6</td><td>8</td><td></td></tr> <tr><td>1</td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td colspan="5">Impact</td></tr> </table> <p>Residual Risk Score</p> <p>Medium</p> <table border="1"> <tr><td>Probability</td><td>4</td><td>4</td><td>8</td><td>12</td><td>16</td></tr> <tr><td>3</td><td>3</td><td>6</td><td>9</td><td>12</td><td></td></tr> <tr><td>2</td><td>2</td><td>4</td><td>6</td><td>8</td><td></td></tr> <tr><td>1</td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td></td></tr> <tr><td></td><td colspan="5">Impact</td></tr> </table>	Probability	4	4	8	12	16	3	3	6	9	12		2	2	4	6	8		1	1	2	3	4			1	2	3	4			Impact					Probability	4	4	8	12	16	3	3	6	9	12		2	2	4	6	8		1	1	2	3	4			1	2	3	4			Impact					Health, wellbeing or other crises in TA (e.g. serious illness, Death, COVID, Mpox, Influenza, MH breakdown, disabilities, Asthma, Neurodivergence, vulnerable groups - infants and the elderly etc.)	<p>Assessment of health and vulnerabilities and Personal Housing Plan (PHP) recognising individual needs assessment. PHP to be kept under review. Property risk assessments alongside personal risk assessments.</p> <p>Suitable placements in accordance with individual needs. Allocation of Support workers as required. Multi-agency working with health providers to ensure joined up support and communication, as and when required. Joint case meetings. Follow official guidance, protocols and regularly engage with clients. Respond to wider view of issues - behaviour, ASB, health etc.</p> <p>Timely response to repairs and property issues. Management oversight of high risk cases identified through risk planning. Alternative accommodation plans as necessary.</p>
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Risk Rating

Risk Score	Risk Level
9-16	High Risk
4-8	Medium Risk
1-4	Low Risk

Risk Matrix

Probability					
Highly Likely	4	4	8	12	16
Likely	3	3	6	9	12
Unlikely	2	2	4	6	8
Highly Unlikely	1	1	2	3	4
		1	2	3	4
		Impact			
		Low	Moderate	Major	Significant

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