

NOTICE OF MEETING

Meeting: PLACE AND SUSTAINABILITY OVERVIEW AND SCRUTINY PANEL

Date and Time: THURSDAY, 12 MARCH 2026, AT 6.00 PM

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

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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.

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PUBLIC PARTICIPATION:

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

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

Anyone wishing to 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 Monday, 9 March 2026.

Kate Ryan
Chief Executive

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AGENDA

Apologies

1. MINUTES

To confirm the minutes of the meeting held on 15 January 2026 as a correct record.

2. DECLARATIONS OF INTEREST

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

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

3. PUBLIC PARTICIPATION

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

4. ECONOMIC DEVELOPMENT STRATEGY (Pages 3 - 42)

To consider an Economic Development Strategy.

5. CLIMATE AND NATURE EMERGENCY MEMBER TASK AND FINISH GROUP - OUTCOME REPORT (Pages 43 - 66)

To receive a report and presentation on the work of the Climate and Nature Emergency Task and Finish Group.

6. CORPORATE PLAN: KEY PERFORMANCE INDICATOR DASHBOARD FOR QUARTER 3 - 2025/26 (Pages 67 - 94)

To receive the Corporate Plan: Key Performance Indicator Dashboard for Quarter 2 - 2025/26 for items falling under this Panel.

7. PORTFOLIO HOLDERS' UPDATES

An opportunity for the Portfolio Holders to provide an update on developments within the portfolios relating to this Panel.

8. WORK PROGRAMME (Pages 95 - 96)

To note the Panel's future work programme.

9. ANY OTHER ITEMS WHICH THE CHAIRMAN DECIDES ARE URGENT

To: **Councillors**

Steve Rippon-Swaine (Chairman)
Alvin Reid (Vice-Chairman)
Peter Armstrong
Allan Glass
Matthew Hartmann

Substitutes

Steve Clarke
Kate Crisell
Nigel Linford
Caroline Rackham

Councillors

Stephanie Osborne
Adam Parker
Neville Penman
Malcolm Wade

Substitutes

Joe Reilly
Janet Richards
Phil Woods

Place and Sustainability Overview and Scrutiny Panel

Thursday 12th March 2026

Draft New Forest Economic Development Strategy 2026–2030

Purpose	For Decision
Classification	Public
Executive Summary	<p>This report presents a Draft New Forest Economic Development Strategy 2026–2030, which sets out a proposed approach for the council to adopt in supporting a vibrant, inclusive and resilient economy. The Strategy seeks to respond to significant demographic, environmental and economic challenges while seeking to maximise major opportunities linked to the Solent Freeport, green technologies, skills growth, and town centre regeneration.</p> <p>The Panel are asked to provide feedback and comment prior to it being considered for formal adoption in June at Cabinet and at council in July.</p>
Recommendation(s)	<p>That Place and Sustainability Overview and Scrutiny Panel:</p> <ol style="list-style-type: none"> 1. provide feedback on the Draft New Forest Economic Development Strategy 2026–2030, as set out in Appendix 1, and 2. subject to further revision to incorporate appropriate feedback from the Panel and focussed consultation, support the Strategy being considered for final approval at Cabinet and Council
Reasons for recommendation(s)	<p>The Draft Strategy proposes a comprehensive framework to help support sustainable and inclusive economic growth, delivering the council’s prosperity priorities, responding proactively to major opportunities including the Solent Freeport and strengthening the council’s</p>

	position when seeking external funding and working with strategic partners.
Ward(s)	All
Portfolio Holder(s)	Councillor Derek Tipp – Planning and Economy
Strategic Director(s)	Tracey Coleman – Interim Strategic Director for Place, Operations and Sustainability
Officer Contact	Jeannie Satchell Economic Development Manager jeannie.satchell@nfdc.gov.uk

Introduction and background

1. The New Forest faces a unique combination of demographic pressures, environmental constraints, and emerging economic opportunities. The district has an ageing and declining working-age population, high housing costs, limited transport connectivity and digital challenges.
2. At the same time, economic strengths and opportunities include the intrinsic attraction and value of the New Forest as a place, its port and marine economy, renewed visitor economy, rising levels of higher-level qualifications, growth in the green energy sector, and significant potential arising from the Solent Freeport and port-related land at Dibden Bay and Marchwood.
3. Hampshire County Council’s Economic Profile (2025) highlights that the local economy is valued at £6.4bn, supports 84,000 jobs, and contains 7,820 enterprises, but faces challenges including productivity below the UK average and underrepresentation of knowledge-intensive sectors.
4. The previous Economic Development Strategy which covered the period from 2018 – 2023 required extensive updating to reflect newly available data, shifts in economic trends and changing local, regional and national priorities.
5. This Draft Strategy has been developed to respond to these challenges and opportunities, deliver on Corporate Plan priorities, and guide economic aspects of the Local Plan Review. A review of the previous economic development strategy was required to identify changes in terms of economic structure, business base, productivity and skills. An analysis has also been undertaken of the latest regional

and local economic development data to provide a strong evidence base for future delivery.

Strategic priorities of the Draft Economic Development Strategy

6. The Draft Strategy sets out six priorities:

- **Championing key growth sectors** (tourism, port & logistics, marine, agriculture & forestry, green tech, creative industries);
- **Accelerating the low carbon transition**, including supporting businesses to reduce emissions and promoting sustainable transport;
- **Developing skills for the future**, including implementation of the New Forest Skills Action Plan 2025–30, a focus on digital skills, and targeted support for priority groups;
- **Revitalising town centres** through regeneration, masterplanning and CIL funded projects (Totton, Ringwood, Lymington, Milford on Sea);
- **Unlocking investment through strategic partnerships**, particularly with Solent Freeport, ABP, HCC, NFNPA and the Hampshire Prosperity Partnership; and
- **Fostering enterprise and innovation**, including supporting SMEs, encouraging start-ups, regulatory improvements, and access to funding.

7. The Draft Strategy goes on to propose a series of actions and measures which would be monitored for their implementation through annual reporting.

Corporate Plan priorities

8. The Draft Strategy would directly support the Prosperity theme of the Corporate Plan, specifically:

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

9. It also has the potential to contribute to the People and Place themes through skills delivery, sustainable transport, regeneration and environmental improvement.

Options appraisal

10. Three options have been identified in relation to preparing the Draft Economic Development Strategy.

Option 1 – Approve the Draft Strategy for consultation (Recommended)

- Proposes a clear, evidence-based framework for economic development activity.
- Sets out a draft strategy to supports inward investment, partnership working, funding bids and policy development.
- Would position the council to respond effectively to strategic opportunities including Freeport growth and port development.

Option 2 – Do Nothing

- Would leave the council without a coherent economic development framework.
- Weakens ability to maximise benefits from strategic developments or secure external investment.
- Risks fragmentation of activity and reduced alignment with Corporate Plan and Local Plan Review.

Option 3 – Produce a Narrower or Sector Limited Strategy

- Rejected because economic challenges and opportunities are interdependent and require a coordinated, district-wide approach.

Consultation undertaken

11. In preparing the Draft Strategy, officers have been mindful of the work of key partners including the County Council, National Park Authority, established New Forest business networks, education providers and the Freeport. A focussed consultation is being undertaken with these key partners and is due to close after the agenda papers have been circulated.
12. Initial feedback received indicates strong support for the emerging strategy. Key partners welcome its clear direction, alignment with regional priorities, and practical focus on delivery. The proposed emphasis on partnership working, small and medium enterprise support, skills, sustainability and place-based growth has been observed as timely and well-judged.
13. There is particular support for recognising the importance of small businesses, and for including priorities such as green growth, digital connectivity and town centre revitalisation. Overall, the feedback received to date indicates that the emerging strategy is a coherent, forward looking plan, and partners are keen to work with the council to help deliver it.

14. Any further feedback received will be reported at the meeting of the Panel, along with any officer comments in response. The Draft Strategy will be updated to consider any changes arising from this consultation, and the feedback of the Panel, prior to a final version being anticipated to be considered for formal approval by Cabinet on 3rd June 2026, followed by council on 13 July 2026.

Financial and resource implications

15. The preparation, including consultation of this draft Strategy, is to be funded from existing budgets and resourced within the Economic Development team.
16. Implementation of the Strategy, once finalised, will require ongoing engagement with external funding opportunities (e.g. Freeport retained rates, Hampshire Prosperity Partnership calls, government grants).
17. Some regeneration projects are already supported by approved CIL allocations. Any future bids will follow appropriate governance processes.

Legal implications

18. There are no direct legal implications arising from preparing and consulting upon the strategy.

Risk assessment

19. No formal risk assessment is required for this report. Nevertheless, it is acknowledged that key risks for the final strategy include:
 - failure to secure external funding which may slow delivery.
 - Infrastructure constraints (transport, utilities) could limit growth without partner cooperation.
 - Environmental constraints may restrict land availability.
20. Mitigation includes partnership working, clear monitoring, alignment with Local Plan Review, and early engagement with statutory bodies.

Environmental / Climate and nature implications

21. The Draft Strategy supports the council's climate and nature emergency commitments. Actions include promoting low-carbon mobility, supporting green technologies, and strengthening low-carbon design and construction skills. Regeneration proposals incorporate sustainable transport and public realm improvements.

Equalities implications

22. The Draft Strategy promotes inclusive growth and targets support for groups with greater barriers to employment: women returners, NEETs, people aged 50+, job changers and aspiring entrepreneurs.

Crime and disorder implications

23. None directly

Data protection / Information governance / ICT implications

24. No direct implications

New Forest National Park / Cranborne Chase National Landscape implications

25. A significant proportion of the district lies within or adjacent to the New Forest National Park and partly within the Cranborne Chase National Landscape. The Draft Strategy supports sustainable tourism, employment and land use patterns that respect environmental constraints and enhance natural capital. No adverse impact on National Landscape objectives is anticipated.

Conclusion

26. The Draft New Forest Economic Development Strategy sets out a timely and strategic response to the district's economic challenges and opportunities. It aligns strongly with the Corporate Plan and supports effective delivery of the Local Plan Review, regeneration, climate objectives and skills initiatives.
27. Subject to feedback from this Panel and the focussed consultation with key partners, it is expected that finalising and adopting the Strategy will enable coordinated implementation and strengthen the district's capacity to secure investment and sustainable economic growth.

Appendices:

Appendix 1 – New Forest Economic Development Strategy 2026–2030

Background Papers:

Economic Profile 2025 - [NFDC Economic Profile_Dec-25.docx](#)



Draft New Forest Economic Development Strategy

Economic Development

January 2026

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Executive summary

- i. The New Forest District comprises four sub-areas:
 - Totton and the Waterside
 - Avon Valley and Downlands
 - National Park
 - Southern Coastal Towns.
- ii. The district has an outstanding natural environment and is attractive for visitors and those wishing to live in a more rural location.
- iii. The district is experiencing a declining and ageing population with a shrinking working age population.
- iv. This Economic Development Strategy will help the council to meet the priorities in the Corporate Plan, particularly those under the prosperity theme. It will need to work in partnership with local and regional/sub-regional partners to deliver the strategy.
- v. Hampshire County Council has prepared a detailed economic profile of the district (Appendix 1):
 - Economy valued at £6.4bn (GDP 2023)
 - Strong output growth in knowledge-intensive services, tourism and leisure uses since the pandemic
 - The area hosts 7,820 enterprises and 84,000 jobs
 - Productivity challenges persist with GVA per head 10.5% below the UK average.
- vi. The economic profile and consideration of the opportunities and challenges have led the council to set the following vision for the Economic Development Strategy:

The New Forest local economy will be vibrant, inclusive and resilient where people, businesses and communities thrive. It will deliver sustainable growth – fostering innovation, supporting enterprise and unlocking opportunities for residents of all ages.

- vii. In order to deliver the vision and address the opportunities and challenges for economic development in the New Forest, this Economic Development Strategy sets out six strategic priorities with related actions. These are:
- Championing key growth sectors
 - Accelerating the low carbon transition
 - Developing skills for the future
 - Revitalising towns and local centres
 - Unlocking investment through strategic partnerships
 - Fostering a culture of enterprise and innovation.
- viii. The key growth sectors are:
- Tourism
 - Port, transport and logistics uses along the Waterside and Solent coast
 - Agriculture and forestry
 - Marine industries
 - Green technologies, (particularly around net zero energy production)
 - Creative economy.
- ix. The council will monitor progress on implementing the Economic Development Strategy through the measures set out in the monitoring framework. The Portfolio Holder will receive an annual report on progress against these measures.

1 Introduction

Context

- 1.1 The New Forest is located on the south coast between the large urban areas of Southampton and Bournemouth/Christchurch/Poole. The district is predominantly rural with the main centres of population located around the New Forest National Park which covers approximately 68% of the land area but contains just 19% of the population. There are four distinct sub areas: Totton and the Waterside; Avon Valley and Downlands; the National Park and South Coastal Towns. The district is preparing for changes in regional governance as Hampshire transitions toward a mayoral combined authority, creating opportunities to strengthen the New Forest's influence and access new funding streams.
- 1.2 The New Forest benefits from an outstanding natural environment but is also well connected, with transport links across the south coast and a quick mainline rail connection to London. The district is attractive for visitors and those seeking to live in a more rural location, particularly those recently retired to planning their retirement. The acceleration of remote working has enabled people to live in the New Forest when their employer may not be local.
- 1.3 The district experienced population decline between 2011 and 2021. It is predicted that there will be a significant increase in the number of older people and a decline in the working age population in the short/medium term¹.

¹ [New Forest Housing Needs Assessment 2025](#)

- 1.4 Totton and the Waterside is located on the western side of Southampton Water and is characterised by 20th century suburban development, with opportunities for growth constrained by the National Park located immediately to the west. Significant opportunities for economic development exist through the potential to expand the Port of Southampton at Associated British Ports (ABP) Strategic Land Reserve at Marchwood and at the former Fawley Power Station site in the south of the sub-area.
- 1.5 Avon Valley and the Downslands include the market towns of Ringwood and Fordingbridge and is more rural in character with a number of villages, including those within the Cranborne Chase National Landscape. Opportunities for growth are constrained by the boundary with Dorset Council and BCP to the west and the National Park to the east as well as the National Landscape to the North West.
- 1.6 The New Forest National Park is a significant tourist destination and although it doesn't contain any large towns, settlements such as Lyndhurst and Brockenhurst are extremely important as centres of the tourism industry. The National Park is also home to a number of significant visitor attractions in their own right, including Paultons Park (including Peppa Pig World) and Beaulieu Motor Museum. The opportunities and scope for growth are set out in the New Forest National Park Authority Local Plan.
- 1.7 The South Coastal Towns are located between the National Park and the sea. Much of the land outside of existing built-up areas is designated as greenbelt, although its suitability for development will be assessed through the Local Plan Review.

The Role of the Council

- 1.8 The New Forest District Council **Corporate Plan 2024 – 2028** has been organised into the thematic areas of People, Place and Prosperity. Whilst this Economic Development Strategy is relevant to priorities under the People and Place themes it is most directly related to delivering the priorities under the Prosperity theme. These are:

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

1.9 The Council has an important place leadership role, including utilising Community Infrastructure Levy (CIL) funding to support regeneration and infrastructure delivery, alongside wider economic development work to support local economic growth. To help achieve the Corporate Plan priorities the council will carry out or facilitate a range of functions to support economic growth in the district. These include:

- Supporting businesses and economic centres
 - Oversee work with businesses to promote local economic development
 - Support/promote high street initiatives through projects and media communications
- Place identity, regeneration and marketing
 - Oversee place-based marketing initiatives
 - Support strategic regeneration activities
 - Create positive media content with partners to raise the profile of the New Forest
- Skills development and access to jobs
 - Implement the Skills Action Plan
- Attracting economic growth and investment
 - Support services in embedding economic development principles
 - Bid development
 - Commission projects and services
 - Create positive media content to raise the profile of the New Forest
- Monitoring and reporting of key economic activity and related data

- Provide information and insights to senior officers, members and business networks
- Research and intelligence gathering
- Preparation of presentations and reports
- Ensure regional and sub-regional strategic growth opportunities are maximised, including the Freeport
 - Prepare Economic Development Strategy
 - Input into wider regional/sub-regional strategy development
 - Prepare bids
 - Ensure skills development is intrinsically related to strategic opportunities, especially those arising through the Freeport
- Working with key partners across the New Forest
 - Lead on and/or attending key business networks
 - Work with businesses to promote economic development initiatives
 - Work with partners on project delivery.

1.10 A structured engagement model with businesses, partners and communities, underpinned by improved local economic data and analysis, will support targeted delivery and better outcomes. By working in partnership with different organisations and interests across the New Forest the council will remain agile and responsive with the ability to adapt to new opportunities as they arise, particularly where external funding may become available. Whilst not an exclusive list the following partners are particularly relevant:

- Town and Parish Councils
- New Forest National Park Authority
- Hampshire County Council
- Hampshire Prosperity Partnership
- Solent Freeport
- Local businesses and business networks
- Local landowners and developers
- Tourism South East (LVEP)
- Go New Forest
- New Forest Business Partnership

- Hampshire Fair.
 - Local transport providers
 - Further and Adult education providers
 - The voluntary and community sectors
- 1.11 Alongside the delivery of an appropriate level of housing, the council needs to identify land to meet the need for economic development through its Local Plan Review in order to deliver sustainable development. The New Forest District Council Local Plan only refers to land outside of the National Park, with the National Park Authority responsible for producing its own Local Plan to cover the National Park. To inform policies and allocations of its Local Plan, the council has commissioned an Economic Needs Assessment (covering office, industrial and storage and distribution uses) and a Port and Marine Business Needs Assessment (looking specifically at the expansion needs of the Port of Southampton). The council has also assessed the suitability of land that may be available for employment or residential development in the Housing and Economic Land Availability Assessment.
- 1.12 The council's Economic Development Team will input to wider regional/sub-regional strategy development and promote the district where interventions can accelerate economic growth in the New Forest. The Team will also be a key consultee within the council to respond to the proposals within the expected Development Consent Order application for port development at the site now known as Solent Gateway 2 and will aim to ensure that the economic benefits of the development are accessible to local residents.

Economic profile

- 1.13 Hampshire County Council has prepared a detailed economic profile of the district, and the full report is at Appendix 1. The latest figures, published in January 2026, will be incorporated into operational plans to ensure that the most up to date trends. These updates are produced on a regular basis ensuring that our projects and programmes are responsive to need and emerging trends.

1.14 In terms of locally significant sectors, there has been strong output growth in knowledge intensive services since 2019, driven by professional, scientific and ICT sectors. Tourism and leisure industries have rebounded strongly since the pandemic, including visitor attractions such as Paultons Park. Advance manufacturing remains a strategic strength but faces employment contraction.

1.15 The main findings are summarised below:

- The district is ageing rapidly and losing working age residents, creating a shrinking labour pool.
- Housing affordability is the worst in Hampshire, deterring younger workers and reinforcing demographic pressures.
- Overall labour market performance is strong but still recovering from the pandemic's impact.
- High levels of part-time employment and reliance on lower paid service sectors limit economic growth and economic resilience.
- Strong growth in high growth businesses is creating a foundation for future economic expansion.
- The share of residents with advanced qualifications (Level 4+) has increased sharply.
- This combination of business dynamism and a more skilled population could enable a shift towards higher value-services, which remain undeveloped.
- Advance manufacturing and emerging green industries provide a strong platform for high value growth.

1.16 New Forest hosts 7,820 enterprises operating across 9,045 business units, with business growth stabilising in 2025 after years of decline. The local economy valued at £6.4bn (GDP) in 2023, with economic output (GVA) estimated at £5.7bn. Output is dominated by local private services and production sectors, while knowledge intensive services remain underrepresented - despite being the main driver of post-pandemic GVA growth. Productivity challenges persist, with GVA per head 10.5% below UK average. Employment has remained broadly stable since 2019, with 84,000 jobs in 2023, outperforming Hampshire, the Solent and the UK overall. Job density exceeds both regional and national averages. Vacancy levels have normalised post pandemic, with current demand in accommodation, care, food and beverage and health sectors, while manufacturing and knowledge intensive services show weaker demand. The economic profile data indicates that GVA is concentrated in the Waterside (30%) & Coastal (25%) economic sub-areas, together accounting for over half of total output. Alternatively, this could be expressed as Totton (14%) and Waterside combined at 44% (Note: Coastal includes land from Beaulieu to Ashurst in the National Park).

Opportunities and challenges

1.17 The district benefits from a range of opportunities

- To scale up knowledge intensive services and close the gap with Hampshire and the Solent and the national average.
- To build on its established strengths in advanced manufacturing and several emerging frontier industries where strong local concentrations provide a platform for innovation, high skilled employment and integration with clean energy technologies.
- To take advantage of the exceptional natural environment by maintaining and develop the tourism and visitor economy with an emphasis on green/sustainable tourism.

- Freeport designation of customs and tax sites will accelerate economic growth and provide funding through business rates retention. These retained business rates will support programmes and projects across the whole district, not solely in or adjacent to designated tax sites.
- Significant land available for economic growth at the ABP strategic land reserve at Dibden Bay and the former Fawley Power Station site. Dibden Bay represents both a major strategic economic opportunity and a significant environmental and infrastructure challenge due to its scale and sensitivity.
- Local labour agreements linked to major development sites could help local residents to directly benefit from growth.
- Potential diversification and innovation opportunities at the ExxonMobil site as the country moves to zero net carbon.
- Education – a recent increase in people of working age with advanced skills (RQF4+ qualifications) which has effectively closed the skills gap with Hampshire and the Solent which enhances New Forest’s competitiveness, capacity to attract investment and the growth of higher-value added knowledge-intensive sectors.

1.18 The district also faces some significant challenges

- Tourism and leisure will continue to underpin rural communities, but their predominance in lower paid roles (often part time and seasonal) highlights the need to complement them with higher value activities.
- The provision of infrastructure is critical to ensure sustainable development. In particular:
 - Transport infrastructure in the New Forest is fragmented with the major settlements surrounding the rural National Park and a high reliance on private car use.
 - The provision of transport infrastructure to facilitate major development in the Waterside area – to ensure residents of New Forest and South Hampshire can access employment opportunities by public transport.

- Digital connectivity – infrastructure in rural areas is essential to facilitate rural businesses and remote working or study.
- Housing is expensive and outward migration of younger age groups has accelerated the rate at which the population is ageing, and the working age population is shrinking, which means labour supply could potentially constrain growth.
- The exceptional natural environment of the New Forest restricts the availability of land and means that the costs environmental mitigation can affect the viability of potential employment generating development.

Vision

1.19 The economic profile and consideration of the opportunities and challenges have led the council to set the following vision for the Economic Development Strategy:

The New Forest local economy will be vibrant, inclusive and resilient where people, businesses and communities thrive. It will deliver sustainable growth – fostering innovation, supporting enterprise and unlocking opportunities for residents of all ages.

1.20 In order to deliver the vision and address the opportunities and challenges for economic development in the New Forest, this Economic Development Strategy sets out six strategic priorities with related actions. These are:

- Championing key growth sectors
- Accelerating the low carbon transition
- Developing skills for the future
- Revitalising towns and local centres
- Unlocking investment through strategic partnerships
- Fostering a culture of enterprise and innovation.

1.21 Across these priorities, the council will be proactive in seeking funding opportunities and will work strategically with partners in the region to secure inward investment and infrastructure to support businesses to locate and grow in the New Forest.

2 Strategic priorities and actions

Championing key growth sectors

- 2.1 The council will support and drive innovation and expansion in key sectors where the New Forest has a competitive advantage. These include:
- Tourism
 - Port, transport and logistics uses along the Waterside and Solent Coast, Agriculture and forestry
 - Marine industries
 - Green technologies, (particularly around net zero energy production)
 - Creative economy.
- 2.2 The natural environment is a major attraction for the New Forest with the presence of the National Park, the coast, and the Cranborne Chase National Landscape. It is also home to a number of national visitor attractions including Paultons Park (incorporating Peppa Pig World) and Beaulieu Motor Museum. The Economic Profile identifies that tourism and leisure employment has increased by 10% since pre-pandemic, with business numbers up by 3.5%.
- 2.3 Accommodation services, hospitality and retail businesses all benefit from increased visitor numbers and overnight stays. Improvements to facilities will be encouraged within the context of the historic and natural environments that need to be protected. Sustainable tourism will be promoted, both in terms of the way visitor facilities relate to the natural environment and the way in which visitors arrive in and travel around the New Forest. Opportunities to enhance active travel and public transport should be progressed.

- 2.4 The Waterside part of New Forest District adjoins Southampton Water and forms part of the wider Solent Maritime economy. The port is one of the UK's busiest and plays a key national role in both passenger and freight transportation. In 2025 the council commissioned Prior + Partners to prepare the New Forest Port and Marine Business Needs Assessment ([250910_FINAL_Port_and_Marine_Business_Needs_Assessment_Report.pdf](#)). This concludes that there will be growth in forecast volumes for containers, automobiles, dry bulk and cruise passengers, which are the main activity types handled by the Port of Southampton, alongside demand for additional land for port related industries.
- 2.5 Associated British Ports (ABP) owns and operates the Port of Southampton and published a draft masterplan in 2016. This makes it clear that opportunities for growth lie within New Forest District and in particular on the strategic land reserve owned by ABP at Dibden Bay. The Solent Freeport designation also recognises the potential for economic growth related to the port in New Forest with the designation of tax and customs sites at Solent Gateway (Marchwood), ABP strategic land reserve, ExxonMobil Fawley Complex and Fawley Waterside (former Fawley power station).
- 2.6 Whilst agriculture and forestry make small economic contributions in terms of numbers of jobs and economic output, they are essential to maintaining the natural landscape which makes the New Forest such an attractive location. There are particular pressures faced by the commoners who maintain the natural landscape through traditional methods of keeping animals. The commoners should be supported, and recognition is given to their need for backup grazing land to continue their management of the New Forest.

- 2.7 Access to the water along the south coast, rivers and Southampton Water means that the New Forest has a history of marine based industries. There are numerous wharves, yacht clubs, boat yards and marinas along the coastline. These are critical to the tourism industry and provide skilled jobs in boat construction and maintenance. The Economic Profile identifies that the number of marine businesses is lower than pre-pandemic levels, but that employment has remained broadly stable, compared to a national decline. There are important local plan policies that require that any new development will ensure the retention of existing wharves, boat launching facilities and vehicular access.
- 2.8 The New Forest does not have a history of development of green technologies. However, the Economic Profile identifies that the Low Carbon and Renewable Energy Economy is growing rapidly, with local employment estimated at 1,600 jobs in 2023 – up 83% since 2015.
- 2.9 Diversification and innovation opportunities exist at the ExxonMobil oil refinery complex for the practical adaptation of the site as the country transitions to a low carbon economy. Land at the former Fawley power station site is currently allocated for a mixed-use development by Policy SS4 of the adopted Local Plan. However, this is not achievable as the development would not be feasible or viable and the 1,380 dwellings originally envisaged to be delivered at this site have already been removed from the council’s housing land supply. The promoter is currently proposing a scheme for renewable energy generation and marine focused employment development on the site. Redevelopment of the site will follow the regulation and management of the temporary storage and distribution uses. The council is currently working with the site promoter to ensure a feasible, viable and appropriate future for this brownfield site.
- 2.10 The Economic Profile identifies that creative industries remain relatively small locally, but employment has grown by 14% (2019 – 2024), outpacing national and regional averages. There is a strong local collective of creative and cultural organisations and professionals in the New Forest that come together under the Folio network to provide support, networking opportunities and training. Folio share arts and culture resources, funding advice and news via a monthly e-newsletter.

- 2.11 Go New Forest is an industry-led local not-for-profit community interest company that provides a destination-wide partnership to help manage and develop tourism and the visitor economy throughout the district. The organisation is an advocate for visitors, residents and the environment and the collaboration helps members optimise their development, operations and promotion delivering high quality valuable experiences for visitors.
- 2.12 The New Forest is part of the Hampshire, Portsmouth and Southampton Local Visitor Economy Partnership (LVEP). This is part of a national network of LVEPs and enables collaboration on activities that work better at a regional level, including opportunities to bid for funding and share information and resources with local businesses.
- 2.13 The council is preparing a New Forest Creative and Cultural Framework to support and promote the growth of creative industries in the New Forest. It proposes to consult on a draft document in early 2026.
- 2.14 In order to support key sectors in the New Forest economy, the council will:
- Promote the New Forest as an attractive location for business and inward investment.
 - Identify suitable land for economic development (outside of the National Park).
 - Facilitate cross sector networks to help businesses connect and collaborate.

Accelerating the low-carbon transition

- 2.15 In October 2021 New Forest District Council declared a climate and nature emergency. This reflects national policy/targets as set out in the Climate Change Act 2008 (as amended in 2019) that legally commits the UK government to achieving net zero carbon emissions by 2050.

- 2.16 The council has adopted a Climate Change Supplementary Planning Document which encourages the assessment of carbon through reducing demand through design and the inclusion of renewable energy generation within the development. Local construction companies will be well placed to develop expertise in meeting requirements for low carbon design that can help meet demand beyond the local area.
- 2.17 Per capita carbon emissions are significantly higher than the average for Hampshire and the Solent. The largest source of greenhouse gas emissions is transport, which reflects the rural nature of the district, reliance on private vehicles and limited public transport connectivity. Industry and waste also play a more prominent role than they do in the rest of Hampshire and the Solent.
- 2.18 Targeted interventions to support low-carbon mobility are urgently needed to reduce emissions from transport. Expanding sustainable transport infrastructure, improving public transport connectivity and encouraging active travel, could help reduce reliance on private vehicles. Similarly continued investment in energy efficiency and renewable energy provision within the domestic housing stock will be essential to reduce emissions whilst improving living standards and reducing energy costs for residents. Addressing the rise in waste related emissions will require enhanced waste management strategies, including improved recycling rates and circular economy initiatives.
- 2.19 The council has invested in funding the **EcoBoost Business Grant**, delivered in partnership with the IncuHive Group. This is a pilot programme created to help local shops, pubs and small businesses cut energy use to cut costs and build long term resilience. Businesses taking part gain access to a practical package of support including:
- Free workshops exploring simple, effective ways to cut energy use
 - Tailored advice from sustainability specialists, focused on achievable improvements for premises
 - On-site visits to identify immediate cost saving measures such as insulation upgrades, draft-proofing and efficient equipment

- Grants of up to £2,000 (minimum 25% match funded) to help pay for energy-saving improvements that make a measurable difference to the bottom line.

2.20 The council will continue to encourage and support local businesses to accelerate the transition to a low carbon future. This includes:

- Providing advice and guidance to businesses on how to meet increasing regulatory requirements – particularly through the planning and building control processes.
- Monitoring and updating of the Climate Change Supplementary Planning Document to ensure that examples of best practice are up to date and easily available for local businesses – particularly those involved in building design and construction.
- Monitoring the carbon calculations for new developments and promoting those which achieve significant reductions, beyond the requirements of building regulations.
- Low carbon principles will also be embedded across town centre regeneration, skills development and strategic partnerships to ensure consistent alignment with district-wide environmental goals.

Developing skills for the future

2.21 The **New Forest Skills Action Plan 2025 – 30** sets out a clear, place-based strategy to ensure that all residents and businesses in the New Forest can thrive in a rapidly changing economy. The plan responds to local challenges such as an ageing population, young people moving away from the area, skills shortages and the need to transition to a low carbon economy. It capitalises on major opportunities, including the Solent Freeport, and aligns with wider initiatives such as the Hampshire Skills Partnership and Hampshire Skills training programmes to maximise impact and collaboration.

2.22 The Skills Action Plan includes four strategic objectives:

- Inclusive growth

- A nature positive transition to a low carbon economy whilst also supporting key established sectors
 - Lifelong learning for all
 - Effective coordination of skills delivery.
- 2.23 The plan sets out 32 high level actions which will be developed by the Economic Development Service with strategic oversight from the New Forest Skills Group (which will coordinate implementation of the action plan). This group will work collaboratively with partners across the public, private, education and voluntary sectors to align skills investment with local priorities; coordinate joint initiatives (including targeted grant funding and employer engagement); and support the development of the Local Plan Review (ensuring skills planning is embedded in wider regeneration and infrastructure strategies).
- 2.24 Cutting across the strategic objectives and key sectors there is need to ensure that the resident population has sufficient training in digital skills and opportunities for innovation through utilising these skills. Digital skills are likely to become even more important in all sectors in the future and it will be important that growth and opportunities for residents are not restricted due to a lack of digital skills.
- 2.25 The research and engagement carried out to inform the plan identified five groups and communities that merit particular consideration in ensuring that their potential is enabled through skills delivery:
- Women entering or re-entering the workforce
 - Young people, especially those not in education, employment or training (NEETs)
 - People aged 50+
 - Job changers
 - Aspiring entrepreneurs and those seeking self-employment.
- 2.26 The council will assist in developing skills for the future in the district. This includes:
- Investing in local talent by enhancing access to training and employment opportunities
 - Implementing the **Skills Action Plan** which was agreed in 2025

- Consideration of a policy approach in the Local Plan Review to help secure employment and training opportunities for local people through the submission of an Employment and Skills Plan related to major development
- A focus on digital skills and the specific needs of the New Forest economy – for example, marine industries, tourism and hospitality, agriculture and forestry.

Revitalising town centres

2.27 The main towns of Totton, Hythe, Lymington, New Milton, Ringwood, Fordingbridge and Lyndhurst provide a good range of services and facilities and employment opportunities for the communities living around them. Changes to the way we shop, and access services mean that the role of town and local centres is changing. There may be opportunities for redevelopment and renewal in these town centres that can come forward on individual sites or more comprehensively.

2.28 Where appropriate there may be a need to provide guidance on the type and form of development and how different sites should relate to each other. The council may prepare masterplans or planning briefs for individual sites to guide and facilitate renewal and redevelopment. In other circumstances, it may engage with developers through its pre-application planning service on individual sites or support Town and Parish Councils that may wish to prepare a neighbourhood plan. The allocation of CIL funds and use of funding from planning obligations can assist with improvements to highways and the public realm to increase footfall in town centres and act as a catalyst for private investment.

- 2.29 The council has committed funds accumulated through the Community Infrastructure Levy to prepare a masterplan for the regeneration of Totton town centre and concept designs for two schemes that could be delivered alongside the masterplan work. The council is considering a proposal to develop a new town square that would provide Totton with a sense of community through a new central space which would incorporate markets and events. Alongside public realm/highway enhancements this could inspire shopping centre improvements and fast track redevelopment of publicly owned buildings in the Civic Quarter. The other proposal delivers town centre walking access improvements through footpath enhancements to enable a safe pedestrian route from the western side of Totton to the town centre.
- 2.30 The council has allocated CIL funds to prepare a masterplan and for highways and public realm improvements as part of the 'Thriving Market Place' project for Ringwood town centre. In addition to highways works to improve pedestrian safety, the public realm improvements could include tree planting, wayfinding signage, heritage improvements, market improvement, expansion and consolidation, infrastructure improvements and public art.
- 2.31 The council has also allocated CIL funds to deliver schemes at Milford on Sea seafront and Bath Road, Lymington. The emerging concept plan for Milford on Sea includes wayfinding (walking and cycling improvements), supporting commercial opportunities through 'pop up' buildings, creating additional children's play areas, a contribution to sea wall defence works and raised footpath creation. The Lymington project centres around the enhancement of the existing open space at Bath Road. Initial ideas are for a new play area (combined with a splash park facility or water feature), removal of the sea water pond and bandstand, increased space provision for cultural performances and music events, landscaping and tree planting.

2.32 The council will use its resources (particularly through communications channels) to support partners arranging events in the district. Town and Parish Councils are likely to take the lead in promoting local initiatives and the council will attend events and support businesses where appropriate. Events can help with marketing town centres through raising their profile and generating increased footfall

2.33 The council will facilitate the revitalisation of its towns and local centres through its regeneration and placemaking activities. This includes:

- Monitoring land availability and liaison with key landowners to examine the potential for development on any significant opportunity sites
- Preparation of planning guidance to lead to the regeneration of key town centres where opportunities exist for redevelopment
- Including policies to control development in designated town and local centres through the Local Plan Review
- Facilitating Town and Parish Councils to prepare Neighbourhood Plans to help guide development where communities wish to take the lead on a locally based approach.

Unlocking investment through strategic partnerships

- 2.34 The council needs to work with other authorities that have responsibilities for delivering services within the district, especially Hampshire County Council and the New Forest National Park Authority. Infrastructure providers are also key to delivering successful and sustainable economic growth in the district, especially transport infrastructure. Whilst most statutory undertakers have a legal duty to service new development, the provision of transport infrastructure is fragmented between Hampshire County Council, National Highways, Network Rail and train and bus operating companies. The District Council does not have direct responsibility for transport infrastructure but needs to ensure that sufficient provision is made as part of new development and acts in a gate keeper role as proposed development is brought forward. This will be particularly important as proposals for the expansion of the Port of Southampton are brought forward at Dibden Bay, given the likely scale of development. As governance arrangements evolve towards a mayoral combined authority, the council will position the New Forest to secure investment and a strong voice within the wider Solent and Hampshire economy.
- 2.35 Fawley Waterside is the site of a former oil-fired power station. The site is currently allocated in the adopted Local Plan 2016 – 2036 Part 1 for residential-led mixed use development, including 10 ha of employment land and up to around 10,000 sqm of ancillary community, retail, leisure and service uses under Policy SS4. However, the outline planning application 19/10581 for 1,380 new homes and 95,300 sqm of new commercial, civic and employment space (for which a resolution to grant subject to a S106 agreement was given in July 2020) was withdrawn in July 2024 due to a lack of viability. The site is now a designated tax site within the Solent Freeport. The council is currently working with the site promoter to ensure a feasible, viable and appropriate future for this brownfield site.

- 2.36 The council has previously engaged in sub-regional partnerships to help unlock growth, for example, through the Partnership for South Hampshire (PfSH). A notable success of the partnership was to provide a strategic scheme of mitigation to prevent harm to protected birds on the coast through an increase in recreational disturbance and allow development to come forward in compliance with the habitat regulations. A similar partnership has been formed with the National Park Authority to help mitigate the impact of recreational disturbance on protected sites within the New Forest.
- 2.37 The role of the **Hampshire Prosperity Partnership** is to work collectively across sectors and geography to the benefit of the regional economy, including making recommendations to Hampshire County Council on economic development priorities. It also has a role in making recommendations on the use of the legacy reserves from the local enterprise partnerships, following the transfer of financial assets to the upper tier local authorities. It has issued a call for projects that contribute to sustainable and inclusive economic growth in Hampshire, with a preference to support projects that involve substantial match funding. It is worth noting that as governance arrangements evolve, the specific role and remit of the Partnership may change; the Council will remain flexible to adapt to the new structure.
- 2.38 The council will aim to unlock development through strategic partnerships including:
- Collaboration with the Solent Freeport to attract investment and ensure that sub-regional plans are beneficial to New Forest residents
 - Engagement with Associated British Ports on proposed port development at Solent Gateway 2 and Marchwood Military Port
 - Engagement with landowners at the former Fawley Power Station site to examine a viable and appropriate future for this brownfield site
 - Collaboration with the Hampshire Prosperity Partnership.

Fostering a culture of enterprise and innovation

- 2.39 The council needs to work with other authorities that have responsibilities for delivering services within the district, especially Hampshire County Council and the New Forest National Park Authority. Infrastructure providers are also key to delivering successful and sustainable economic growth in the district, especially transport infrastructure. Whilst most statutory undertakers have a legal duty to service new development, the provision of transport infrastructure is fragmented between Hampshire County Council, National Highways, Network Rail and train and bus operating companies. The District Council does not have direct responsibility for transport infrastructure but needs to ensure that sufficient provision is made as part of new development and acts in a gate keeper role as proposed development is brought forward. This will be particularly important as proposals for the expansion of the Port of Southampton are brought forward at Solent Gateway 2, given the likely scale of development.
- 2.40 Whilst more significant proposals may individually generate the need for infrastructure, the council will assess the cumulative need for the infrastructure needed to support the growth proposed in its Local Plan (through the Infrastructure Delivery Plan) and how it will be provided. This may include the requirement for S106 funding as part of a planning permission or the use of Community Infrastructure Levy funding.
- 2.41 The council has many interactions with local businesses through its regulatory functions (such as planning and licensing). The council aims to provide an effective and efficient service to keep costs for businesses to a minimum. The council will provide bespoke guidance through its website and also offers a pre-application advice service with the aim of ensuring that planning applications can be determined within recommended government timescales when submitted.

<https://incuhive.co.uk/acceleration-investment/new-forest-business-support>

The Council will work proactively with all partners to identify, pursue and secure funding opportunities. This will include making or co-ordinating bids with public sector partners, as well as actively seeking and responding to focussed local, regional and national funding routes. The council will also signpost and assist where funding is available to local businesses to continue with start up and enterprise support and mentoring. 2.42The council will aim to foster a culture of enterprise and innovation by creating the conditions for entrepreneurs and small to medium sized enterprises to flourish. This includes:

- Ensuring the provision of infrastructure to support development
- Creating a business-friendly environment for regulatory service provision
- Providing access and signposting to funding opportunities and business support.

3 Implementation and monitoring framework

- 3.1 The council will monitor progress on implementing the Economic Development Strategy through the measures set out in the monitoring framework below. The Portfolio Holder will receive an annual report on progress against these measures. Delivery will be phased and proportional to the Economic Development Teams capacity, with actions prioritised to remain realistic within the available resources and reviewed regularly with the Portfolio Holder.

N.B. – The draft action list below will be kept under review during the consultation period and updated prior to the final document being prepared

Strategic priority	Action	By when	Measure
Championing key growth sectors	Respond to consultations on planning applications by highlighting the benefits of development in key growth sectors	Ongoing	Development of new employment floorspace
	Work in partnership with Hampshire Prosperity Partnership Board to continue to promote inward investment in the New Forest	Ongoing	Inward investment secured
	Respond to opportunities to bid for public funding to support growth in key sectors.	Ongoing	Number of funding bids
Accelerating the low carbon transition	Support businesses to reduce carbon use	Ongoing	Number of businesses receiving support and/or grants to reduce carbon use
Developing skills for the future	Build upon the work already undertaken within the New Forest Skills Action Plan	Ongoing	Delivering of the priority actions

	Consideration of a policy approach in the Local Plan Review to secure the submission of an Employment and Skills Plan related to major development	December 2026	Employment and Skills Plans policy related to new development
Revitalising town centres	Support and promote events in town centres to increase footfall	Ongoing	Number of events taking place
	Monitor land availability and liaise with key landowners to realise the potential for development on any significant town centre opportunity sites	Ongoing	Delivery of regeneration proposals
	Prepare planning guidance to lead the regeneration of key town centre sites where opportunities exist for redevelopment	Ongoing	Delivery of regeneration proposals
	Delivery of Totton town centre masterplan and regeneration schemes	December 2026	Adoption of masterplan and completion of regeneration works
	Comprehensive business support initiatives that also enable the development of thriving market places and pop up shops in empty premises	April 26 – Marh 27	Number of businesses supported Number of start up enterprises

Unlocking investment through strategic partnerships	Collaboration with the Solent Freeport to attract investment and ensure that sub-regional plans are beneficial to New Forest residents.	Ongoing	Delivery of development proposals and related Employment and Skills Plans
	Engagement with Associated British Ports on proposed port development at Dibden Bay and Marchwood.	December 2026	ABP proposals for delivery of development proposals and related Employment and Skills Plan
	Engagement with landowners at the former Fawley Power Station site to examine development opportunities as part of preparation of the new Local Plan.	December 2026	Local Plan Review policy for Fawley Waterside
	Collaboration with the Hampshire Prosperity Partnership	Ongoing	Delivery of actions in Economy and Growth Plan for Hampshire
Fostering a culture of enterprise and innovation	Maintain dialogue with infrastructure providers on an ongoing basis to prepare an Infrastructure Delivery Plan to support the new Local Plan and ensure sufficient infrastructure is provided for major development.	December 2026	Preparation of Infrastructure Delivery Plan

	Provide information and signposting to small businesses through the NFDC website.	Ongoing	N/A
	Provide business support and advice on funding opportunities through IncuHive.	Ongoing	Number of businesses receiving support through IncuHive

Place & Sustainability Overview & Scrutiny Committee – 12 March 2026

Climate Change and Nature Emergency Task and Finish Group Outcomes

Purpose	For Review
Classification	Public
Executive Summary	<p>The Climate Change and Nature Emergency (CCNE) Task and Finish (T&F) Group received six presentations covering the council’s current approach to responding to the declared Climate Change and Nature Emergency. The first of these presentations covered where we are now with climate action, and the following four sessions covered the programme areas – Carbon Reduction, Climate Adaptation, Nature Recovery and Programme Management – with Members being invited to feed into the priorities. The final session consolidated the feedback provided by Members and discussed a set of priorities across the four programme areas.</p>
Recommendation(s)	<p>It is recommended that the Place and Sustainability Overview and Scrutiny Panel:</p> <ol style="list-style-type: none"> 1. Notes the outcomes of the Climate Change and Nature Emergency Task and Finish Group. 2. Consider the Climate Change and Nature Emergency priorities as suggested by the CCNE Task and Finish Group and attached in Appendix 1, to provide feedback to the Portfolio Holder for Environment & Sustainability.
Reasons for recommendation(s)	<p>The CCNE T&F group has undertaken a detailed review of the council’s current approach, with Member feedback taken regarding priorities across the four programme areas.</p>

	Consideration and discussion of the priorities will ensure they take account of the views of Panel Members, align with the current context and position NFDC to deliver in the areas that are of most importance to the council.
Ward(s)	All
Portfolio Holder(s)	Councillor Geoffrey Blunden, Environment and Sustainability
Strategic Director(s)	Tracey Coleman Interim Strategic Director – Place, Operations and Sustainability
Officer Contact	Steve Garner Climate and Sustainability Lead 023 8028 5054 Steve.garner@nfdc.gov.uk Ros Carvell Sustainability Officer 02380 285630 Ros.carvell@nfdc.gov.uk

Introduction and background

1. New Forest District Council declared a Climate Change and Nature Emergency (CCNE) in 2021, with an action plan implemented the following year. This set out the council’s commitment to achieve net zero by 2050 and to respond to the nature emergency.
2. The CCNE Task and Finish Group (T&F) was established with the following purposes, as set out within the agreed terms of reference:

To develop recommendations for:
 - A. Long term CCNE Strategy; and
 - B. Short term action plan priorities for the council and New Forest area.
3. Members of the Task and Finish Group convened for six sessions to look at the work of the council in response to the declared CCNE. The first of these provided an introduction and overview, followed by a

session for each of the four programme areas, as detailed below. These presentations were split into two parts, with one part focusing on the activities of the council (“internal”), and the other part focusing on the wider New Forest area (“external”). The final session brought together the feedback of Members from the previous sessions, where Members consolidated and discussed the proposed priorities.

Overview of the Task and Finish Group Sessions

Session 1 – Where We Are Now, Past and Present Climate Action

4. The first session introduced the CCNE. Part 1 (council/internal) included:
 - What climate change is and its impact
 - The key drivers of our climate action (including legislation, declared emergency, Corporate Plan, Transformation Program)
 - The role of local councils
 - Introduction to the current strategies and priorities for each of the programme areas
 - Past and present action for each of these programmes
 - Stakeholder/partner expectations

Part 2 (external/area wide):

- The global context (including Conference of Parties, Sustainable Development Goals)
 - Area wide targets (including Partnership Programme, other local council climate change strategies)
 - Partnership working
 - Closer look at current/delivered projects (including Barton beach facilities, greener housing, Community Energy New Forest).
5. Whilst feedback at this early stage did not directly inform the priorities as set out within the Terms of Reference, several points were raised by Members during this session. These included the need for greater collaboration between agencies, the carbon literacy course for Members, the value that local parish councils can add, and the opportunity this represents to work more closely within communities on local projects.

Session 2 – Carbon Reduction

6. Session 2 was focused on Carbon Reduction with Part 1 (Council/internal) content including:

- What carbon and greenhouse gas emissions are and their effect
- NFDC's total emissions and a breakdown into specific areas/categories (e.g. fleet, heating, business travel)
- Fleet emissions (diesel emissions, Hydrogenated Vegetable Oil (HVO) fuel, plan for charging infrastructure, whole life costs and benefits)
- A closer look at our estate (utility bills, Strategic Asset Management Plan, achievements, challenges, opportunities)

Part 2 (External/area wide):

- Sector emissions
 - Transport in communities (data, adopted Local Plan 2016-2036, Local Transport Plan, Local Cycling and Walking Infrastructure Plans)
 - Housing (Greener Housing Strategy, EPC's, Warmer Homes Grant, additional funding)
7. Feedback from Members for future internal priorities included continuing to focus on reducing fleet emissions. Encouragement was also given to continue implementing further carbon reduction measures across the corporate estate.
 8. In relation to NFDC's external priorities, Members identified the need for the council to lead by example in influencing industry and partners through policies, leadership and our procurement of suppliers. Encouraging active and sustainable transport initiatives through the new Local Plan and lobbying for long term government funding to support sustainable transport was endorsed by Members. For housing, Members supported carbon reduction through its Greener Housing Strategy and to lobby for long term Government funding to support home energy efficiency.
 9. Members expressed several high level or overarching responses for carbon reduction. This included support for sustainability and carbon reduction in council strategies, policies and through procurement practises. In addition, Members understood the importance of promoting local green skills development to support local delivery of carbon reduction initiatives, upskilling operatives and supporting apprenticeship schemes.

Session 3 – Climate Adaptation

10. Session 3 was focused on climate adaptation with Part 1 (external) content including:
 - The Climate Adaptation Report
 - Projected seasonal changes and sea level rise

- Changing demographics
- Key hazards (flooding, coastal erosion, heatwaves, air quality)
- Summaries and action guides
- Emergency planning response to climate change
- New Forest National Park Authority's adaptation report

Part 2 (internal):

- Services risk assessments
- Member risk assessment

11. Members engaged in discussion on both the NFDC and NFNPA Adaptation Report and stressed the importance of flood prevention and urging statutory agencies to instigate preventative works. Discussion also centred on the importance of emergency planning and preparedness.
12. Members of T&F were individually also given the opportunity to feedback their understanding of climate change and their adaptation priorities, at a ward level and district wide, as well as the services of the council. At ward and district level the majority of Members felt that flooding was the most significant hazard, followed by heatwaves. When looking at these effects on the services of the council, flooding was again identified as the most significant hazard, followed by coastal erosion. Members also fed back on actions that should be prioritised to address these hazards, with the most frequent actions suggested including a focus on education and awareness raising and local resilience planning. Other prioritised actions included supporting existing strategies and floodproofing.
13. A wider survey was subsequently undertaken of all District Councillors who were asked to understand the probability and impact that they considered climate change would have on their ward in terms of the following factors: *physical aspects, residents' health and wellbeing, community resilience and their work as a Councillor*. Members were also asked to provide suggested mitigation actions. A total of 20 Members responded to the risk assessment. A summary of the feedback on the risk assessments is included in Table 1 below. This table shows what the majority of respondents felt the probability and impact of each factor was, and summarises the most commonly suggested mitigation actions.

Factor	Probability	Impact	Mitigation Actions
<i>Physical Aspects</i>	Likely	Moderate	Better drainage, digging out ditches
<i>Residents Health and Wellbeing</i>	Likely	Moderate	Education, protecting the young and elderly
<i>Community Resilience</i>	Likely	Moderate	Creating emergency plans, education
<i>Work as a Councillor</i>	Unlikely	Moderate	Communicate with and listen to ward Members

Table 1: Feedback from Member Risk Assessments

Session 4 – Nature Recovery

14. Session 4 was focused on nature recovery and started with an introduction to what nature recovery is and what it means for the New Forest. The session was then split into two parts with Part 1 (external) covering the following content:

- The work of the NFNPA (including site designations such as Sites of Special Scientific Interest (SSSI) and RAMSAR, protected landscape targets and outcomes framework, indicators, Nature Recovery strategies and partnerships, Re:New Nature)
- Local Nature Recovery Strategy (how it will be used, process, timeline, engagement, issues and opportunities, mapping, potential measures)

Part 2 (internal/council) then addressed the following matters:

- Local Plan (what it is, current review, key elements, what's in place, evidence to measure progress, possible new policies)
- NFDC ecologists (development management, ecological enhancements, recreation mitigation, local plan, enhanced biodiversity duty)
- Open Spaces (introduction to managed spaces and examples of work, biodiversity and habitats, constraints, partnership working, signage, successes, SANGS, problems/aspirations, work with other departments/service areas)

15. For New Forest wide areas, T&F Members expressed strong support for partnerships strategies and actions plans. Internally Members

responses included the need to increase biodiversity on Suitable Alternative Natural Greenspace (SANG)/ Alternative Natural Recreational Greenspace (ANRG) land. Members also supported initiatives and projects on our own land such as the 'Let it Bee' campaign and support for tree planting in town and village centres.

Session 5 – Programme Management

16. Session 5 was focused on Programme Management which provides important structures and processes to enable and report on action. Members were introduced to what Programme Management is, the current priorities and objectives and achievements to date. Further content of the presentation can be seen below and for Part 1 (internal) included:

- Communications (including the Climate and Sustainability SharePoint page, Climate Change Champions, future internal comms)
- Governance (Review, addition of project and working groups)
- Policy Framework (gaps in the framework)
- CCNE report (what it is, most recent report, Overview and Scrutiny)
- Managing risk (Climate change on the principal risk register and Climate change risk assessments incorporated in service planning)
- Funding (sustainability budget, general fund bids, specific workstream funding)

Part 2 (external/area wide):

- Communications (public events, A35 project, Look Out For Our Forest campaign (LOFOF))
- Data (used in the annual report)
- Partnerships (examples of partnership working)

17. Member feedback from the Programme Management presentation included:

- Importance of internal communications, and good and effective governance, and awareness of all funding opportunities
- Importance of communication to residents and partners, accessible data and the power of partnerships.

Session 6 – Where We Want to Be, Future Climate Action

18. The final session brought together the feedback of Members from the previous sessions, where Members consolidated their views on priorities. Members endorsed some proposed high-level priorities within the four programme areas. These priorities can be seen in Appendix 1.

Corporate Plan priorities

19. This report closely aligns with the Place priorities in the Corporate Plan, by shaping our place now and for future generations and protecting our climate, coast and natural world. This report strengthens the council's ability to deliver against these commitments, as well as the declared Climate Change and Nature Emergency.

Consultation undertaken

20. The proposed priorities were endorsed by the CCNE Task and Finish Group during its concluding session.

Financial and resource implications

21. Approval of the recommendations of this report, to discuss and consider the work of the Task and Finish Group, has no financial or resource implications.

Legal implications

22. There are no direct legal impacts resulting from this report.

Risk assessment

23. There are no key risks associated with these recommendations.

Environmental / Climate and nature implications

24. Adopting the recommendations would have a beneficial environmental impact by positioning NFDC to continue to deliver against the declared Climate Change and Nature Emergency.

Equalities implications

25. The impacts of climate change disproportionately affect vulnerable Members of the community, and therefore adoption of the recommendations will strengthen NFDC's ability to reduce these impacts.

Crime and disorder implications

26. There are no direction crime or disorder impacts resulting from this report.

Data protection / Information governance / ICT implications

27. There are no data protection, information governance or ICT impacts resulting from this report.

New Forest National Park / Cranborne Chase National Landscape implications

28. Taking action on climate change furthers the interests of the New Forest National Park and Cranbourne Chase National Landscape, as it will would have a positive impact on conserving and enhancing the natural beauty, wildlife and cultural heritage of these areas, and helps to avoid detrimental environmental impacts.

Conclusion

29. The Climate Change and Nature Emergency Task and Finish Group has provided feedback on the priorities for the council's work against the declared Climate Change and Nature Emergency. Over the six sessions, a wide variety of feedback from Members was received, emphasising the importance in areas such as building resilience, supporting communities, working effectively with partners, and ensuring that the council's own operations were demonstrating sustainability.

30. The feedback from the T&F group, along with feedback from this Panel discussion, will be considered by the Portfolio Holder for Environment and Sustainability.

Appendices:

Appendix 1 – Programme priorities as endorsed by CCNE Task and Finish Group

Background Papers:

List documents here on which you have relied on to a material extent in the preparation of the report. Include links where possible.

Appendix 1 – Programme priorities as endorsed by CCNE Task and Finish Group

CARBON REDUCTION			
INTERNAL PRIORITIES		EXTERNAL PRIORITIES	
Fleet	Estates	Road Transport	Homes
Vehicles and Fuel	Energy Efficiency	Sustainable Transport Plans inc. LTP4, LCWIP, Local Plan	Retrofit
Infrastructure	Renewable Energy	Lobbying for Improved Public Transport	Sustainable New Development
BUSINESS AS USUAL IMPROVEMENTS			
Sustainable policies, plans, services & procurement		Net zero infrastructure, investment & engagement	

Table 2: NFDC Council and Area Carbon Reduction Programme

CLIMATE ADAPTATION			
INTERNAL PRIORITIES		EXTERNAL PRIORITIES	
Buildings	Staff	Communities	Environment
Location Risk Assessment	Business Continuity	Community Resilience	Flood Resilience
Building Preparedness	Staff Education	Resident Education	Coastal Erosion Strategy
BUSINESS AS USUAL IMPROVEMENTS			
Service risk assessment, plans & comms		Area risk assessment, plans & comms	

Table 3: NFDC Council and Area Climate Adaptation Programme

NATURE RECOVERY			
INTERNAL PRIORITIES		EXTERNAL PRIORITIES	
Biodiversity	Stewardship	Biodiversity	Infrastructure
NFDC Land Studies	Planning and Open Spaces Strategies	External Strategies and data	Green and Blue Infrastructure
Habitat protection and creation	Maintenance and upkeep	Habitat protection and creation	Built Infrastructure
BUSINESS AS USUAL IMPROVEMENTS			
Policies, strategies & decisions		Protection, enhancement & partnerships	

Table 4: NFDC Council and Area Nature Recovery Programme

PROGRAMME MANAGEMENT			
INTERNAL PRIORITIES		EXTERNAL PRIORITIES	
Communications	Governance	Communications	Partnerships
Staff and Member Communication	Decision Making	Public Communications inc. LOFOF	Leverage Shared Opportunities
Staff Action inc. Climate Change Champions	Funding	Data Performance and Reporting	Connect with Communities Through Groups
BUSINESS AS USUAL IMPROVEMENTS			
CC&NE principles embedded in NFDC culture & services		Residents, businesses, visitors support CC&NE principles	

Table 5: NFDC Council and Area Nature Recovery Programme

Climate Change and Nature Emergency

Task and Finish Group Outcomes

Place & Sustainability Overview & Scrutiny Committee – 12 March
2026





Member Task & Finish group

- Climate Change and Nature Emergency (CCNE) declared in 2021.
- Terms of reference – discuss long term strategy and short term action
- 6 sessions across 2025/26
- Each session had a different focus



Session 1 - Where We Are Now

- Need for greater collaboration between agencies
- Opportunities for training – including Carbon Literacy
- Working closely with Parish Councils and Communities on local projects

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Session 2 – Carbon Reduction

- Focus on reducing fleet emissions
- Carbon Reduction measures across corporate estate
- Lead by example to influence industry and partners
- Encourage active and sustainable travel



Session 3 – Climate adaptation

- Flooding seen as key hazard, with heatwaves and coastal erosion as other priorities
- Education and awareness raising
- Local resilience planning

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Session 4 – Nature Recovery

- Continued support for partnership strategies and action plans
- Increase biodiversity on SANG/ANRG
- Support for initiatives and projects on own land



Session 5 – Programme Management

- Communicate aims and successes clearly
- Social media presence through LOFOF
- Data that is easy to understand
- Continued partnership working

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Session 6 – Where we want to be

- Members edited and endorsed proposed priorities and objectives
- Governance structure and Policy

Carbon Reduction



CARBON REDUCTION			
INTERNAL PRIORITIES		EXTERNAL PRIORITIES	
Fleet	Estates	Road Transport	Homes
Vehicles and Fuel	Energy Efficiency	Sustainable Transport Plans inc. LTP4, LCWIP, Local Plan	Retrofit
Infrastructure	Renewable Energy	Lobbying for Improved Public Transport	Sustainable New Development
BUSINESS AS USUAL IMPROVEMENTS			
Sustainable policies, plans, services & procurement		Net zero infrastructure, investment & engagement	

Climate Adaptation



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CLIMATE ADAPTATION			
INTERNAL PRIORITIES		EXTERNAL PRIORITIES	
Buildings	Staff	Residents	Environment
Location Risk Assessment Building Preparedness	Business Continuity Staff Education	Community Resilience Resident Education	Flood Resilience Coastal Erosion Strategy
BUSINESS AS USUAL IMPROVEMENTS		BUSINESS AS USUAL IMPROVEMENTS	
Service risk assessment, plans & comms		Area risk assessment, plans & comms	

Nature Recovery



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NATURE RECOVERY			
INTERNAL PRIORITIES		EXTERNAL PRIORITIES	
Biodiversity	Stewardship	Biodiversity	Infrastructure
NFDC Land Studies	Planning and Open Spaces Strategies	External Strategies and data	Green and Blue Infrastructure
Habitat protection and creation	Maintenance and upkeep	Habitat protection and creation	Built Infrastructure
BUSINESS AS USUAL IMPROVEMENTS			
Policies, strategies & decisions		Protection, enhancement & partnerships	

Programme Management



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PROGRAMME MANAGEMENT			
INTERNAL PRIORITIES		EXTERNAL PRIORITIES	
Communications	Governance	Communications	Partnerships
Staff Communication Staff Action inc. Climate Change Champions	Decision Making Funding	Public Communications inc. LOFOF Data Performance and Reporting	Leverage Shared Opportunities Connect with Communities Through Groups
BUSINESS AS USUAL IMPROVEMENTS			
CC&NE principles embedded in NFDC culture & services		Residents, businesses, visitors support CC&NE principles	

Implications for panel to consider and discuss



- Where we want to be
- Priorities
- Work currently undertaken by services
- Cost and resource
- Timeframes



Feedback for consideration on next steps by Portfolio Holder, in conjunction with T&F Group Outputs



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Place and Sustainability Overview and Scrutiny Panel – 12 March 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). Measure IDs 16 through to 33 only are for Place and Sustainability review.
Recommendation(s)	That panel consider and review the Q3 2025-2026 dashboard. Comments will be passed for onward consideration by Cabinet.
Reasons for recommendation(s)	The Key Performance Indicators (KPIs) are a core component of our Corporate Plan 2024–2028. The processes for reporting progress and ensuring accountability against the commitments outlined in the plan are detailed in our Performance Management Framework.
Ward(s)	All
Portfolio Holder(s)	Councillor Jill Cleary, Leader
Strategic Director(s)	Alan Bethune, Strategic Director Corporate Resources S151 and Transformation
Officer Contact	Saqib Yasin Performance and Insight Manager 023 8028 5495 Email address: saqib.yasin@nfdc.gov.uk

Introduction and background

1. The Corporate Plan Key Performance Indicators (KPIs) dashboard is presented for review. The latest dashboard presents data for Q3 covering October 2025 to the end of December 2025, where available.
2. Following EMT approval, the dashboard is now being passed through to panels with associated covering reports. These reports will focus attention to the measures aligned to each panel. Additional feedback from panels will be incorporated into the Cabinet covering report before it is formally presented.
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.
6. 7 KPIs are marked for consideration at Place and Sustainability Overview and Scrutiny panel.
7. Data is awaited for a further 2 Place and Sustainability KPIs. These are:
 - KPI 021 Kilogrammes of non-recycled waste produced per household

- KPI 024 Percentage of household waste sent for recycling

Highlights

ID	Observation
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	<p>Kilogrammes of non-recycled waste produced per household – This figure is expected to be available early March 2026.</p>
22	<p>Households using our chargeable garden waste service has increased by 1% with the target also increasing by 1% for last quarter.</p>
24	<p>Percentage of household waste sent for recycling – This figure is expected to be available early March 2026.</p>
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	<p>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.</p>

Overview and Scrutiny panel comments

8. The quarter 3 dashboard will be 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
9. The dashboard will then be presented to Cabinet on the 01/04/2026 for final approval.
 10. Any comments arising from panels will be added to covering reports as the dashboard makes its way through the reporting cycle.

Corporate plan priorities

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

Options appraisal

12. 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

13. 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

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

Legal implications

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

Risk assessment

16. 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

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

Equalities implications

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

Crime and disorder implications

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

Data protection / Information governance / ICT implications

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

New Forest National Park implications

21. 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

22. 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.

Appendices:

[Q3 Corporate Performance Dashboard 202526.pdf](#)

Background Papers:

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2025/2026 Performance Summary

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

	On target or above target
	Below and up to 10% deviation from the lower threshold of the target
	Over 10% deviation from the lower threshold of the target
	KPI marked TBC due to lag in data availability, context and an estimated data availability is provided in these cases.
	KPI marked N/A due to performance being outside of our direct control and influence, or data not being collected during period.

PEOPLE	ID	KPI Name	RAG	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"> <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				
RAG Status																						
2024/5	2025/6																					
Q4	Q1	Q2	Q3																			
<p>Supporting information</p> <p>Frequency: Quarterly Metric type: Snapshot/point in time Leadership team member: Chris Pope Portfolio holder: Cllr Steve Davies Overview and scrutiny: Housing and Communities</p>																						

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																
<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: orange;"></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				
RAG Status																						
2024/5	2025/6																					
Q4	Q1	Q2	Q3																			
<p>Supporting information</p> <p>Frequency: Quarterly Metric type: Snapshot/point in time Leadership team member: Brian Byrne Portfolio holder: Cllr Dan Poole Overview and scrutiny: Housing and Communities</p>																						

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.			
		Supporting information	
		Target	2946
		Desired DOT	▲
		Format	Numerical
		Frequency	Annually
		Metric type	Cumulative/year to date
		Leadership team member	Sophie Tuffin
		Portfolio holder	Clr Steve Davies
		Overview and scrutiny	Housing and Communities
RAG Status			
		2024/5	2025/6
			N/A

NFDC ID NO.15: Percentage scores for the 5 safety and compliance management Tenant Satisfaction Measures (TSMs)					
	2024/5	2025/6			Supporting information
	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%
					Supporting information Target: 96.80% Desired DOT: ▲ Format: % Frequency: Quarterly Metric type: Snapshot/point in time Leadership team member: Sophie Tuffin Portfolio holder: Clr Steve Davies Overview and scrutiny: Housing and Communities
RAG Status					
		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%	Desired DOT	▲	
Target	95.0%	95.0%	95.0%	95.0%	Format	%	
Gov. target	80.0%	80.0%	80.0%	80.0%	Frequency	Quarterly	
<p>Q4, 97.0% Q1, 95.0% Q2, 95.0% Q3, 97.0%</p> <p>— Performance - - - Target Gov. target</p>					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%	Desired DOT	▼	
Target	10.0%	10.0%	10.0%	10.0%	Format	%	
<p>Q4, 0.0% Q1, 0.0% Q2, 1.0% Q3, 0.0%</p> <p>— Performance - - - Target</p>					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
<p>The chart displays performance (solid green line) and target (dashed red line) for the number of 0.5 litre bottles filled at water-filling stations. The Y-axis ranges from 0 to 40,000. The X-axis shows quarters Q4, Q1, Q2, and Q3. Performance data points are: Q4 (25,598), Q1 (16,100), Q2 (34,558), and Q3 (34,558). The target data points are: Q4 (23,000), Q1 (9,200), Q2 (23,000), and Q3 (23,000).</p>					Frequency	Quarterly
					Metric type	Cumulative/year to date
					Leadership team member	Chris Noble
					Portfolio holder	Cllr Geoffrey Blunden
					Overview and scrutiny	Place and Sustainability
					RAG Status	
					2024/5	2025/6
Q4	Q1	Q2	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 9.229m ³ , 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	
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	
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	
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	%
*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.			Frequency	Annually
			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	▲
					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				
Q4		Q1	Q2	Q3		

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	%
*Annual data for KPI no.38 will be reported in the 2025/6 Q4 dashboard.			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	
2024/5		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		

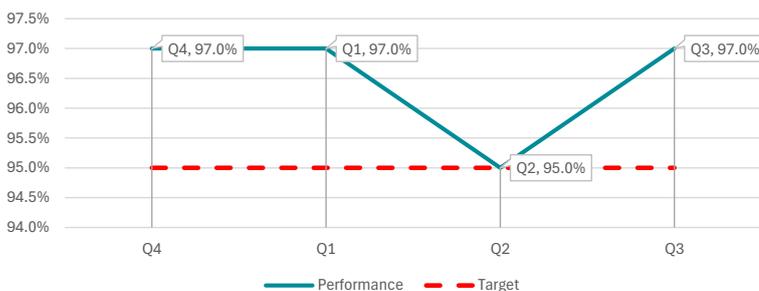


Supporting narrative

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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PLACE AND SUSTAINABILITY OVERVIEW AND SCRUTINY PANEL

WORK PROGRAMME 2026/2027

ITEM	OBJECTIVE	METHOD	LEAD OFFICER
18 JUNE 2026			
Update on Local Plan	To receive an update on the Local Plan	Written Report	Dean Brunton
Corporate Plan: Key Performance Data – Quarter 4 2025/26, and target refresh 2026/27.	To consider the corporate plan dashboard and detail of measures requiring updated targets	Report to Panel	Saqib Yasin
Annual Performance Report 2025/26	To receive the Annual Performance Report 2025/26	Report to Panel	Saqib Yasin
Totton Masterplan	To receive an update on the Totton Masterplan	Report to Panel	Tim Guymer
Waste and Recycling Phase 3 – Operational Update	To receive the Waste and Recycling Phase 3 Operational update.	Written Report	Liz Mockeridge / Chris Noble
10 SEPTEMBER 2026			
Corporate Plan: Key Performance Data (Quarter 1) 2026/27	To receive the corporate plan dashboard.	Report to Panel	Saqib Yasin
Waste and Recycling – initial review of waste roll out programme	To receive an initial report reviewing the waste roll out programme	Report to Panel	Liz Mockeridge/Chris Noble
Update on Building Safety Levy	To receive an update on the introduction of the Building Safety Levy	Written Report	Nick Ford/Tim Guymer
Hurst to Lymington Flood and Coastal Erosion Risk Management Strategy	To receive an update on the development of the Strategy	Written Report	Chris Noble / Steve Cook

ITEM	OBJECTIVE	METHOD	LEAD OFFICER
Update on Design Codes	To receive an update on design codes	Written Report	Dean Brunton / Tim Guymer
Update on Conservation Area Appraisals	To receive an update on Conservation Area Appraisals	Written Report	Dean Brunton / Tim Guymer
14 JANUARY 2027			
Corporate Plan: Key Performance Data (Quarter 2) 2026/27	To receive the corporate plan dashboard.	Report to Panel	Saqib Yasin
11 MARCH 2027			
Corporate Plan: Key Performance Data (Quarter 3) 2026/27	To receive the corporate plan dashboard.	Report to Panel	Saqib Yasin
TO BE CONFIRMED			
Public Realm Strategy	To consider a proposed Public Realm Strategy	Written Report	Chris Noble
Local Plan Updates	Update on local implications and work of Local Plan Working Group	Presentation / Written Report	Tim Guymer