

# NOTICE OF MEETING

**Meeting:** RESOURCES AND TRANSFORMATION OVERVIEW AND SCRUTINY PANEL

**Date and Time:** THURSDAY, 22 JANUARY 2026, AT 10.00 AM

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

**Enquiries to:** Email: [lee.ellis@nfdc.gov.uk](mailto:lee.ellis@nfdc.gov.uk)  
Lee Ellis Tel: 023 8028 5719

## **PUBLIC INFORMATION:**

This agenda can be viewed online (<https://democracy.newforest.gov.uk>). It can also be made available on audio tape, in Braille and large print.

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

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

## **PUBLIC PARTICIPATION:**

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

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

Anyone wishing to 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, 19 January 2026.

**Kate Ryan**  
Chief Executive

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

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# AGENDA

## Apologies

### 1. MINUTES

To confirm the minutes of the meeting held on 20 November 2025 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. ANNUAL UPDATE FROM CITIZENS ADVICE NEW FOREST (Pages 5 - 8)

To receive the annual update from Citizens Advice, New Forest.

### 5. CORPORATE PLAN: KEY PERFORMANCE DATA FOR QUARTER 2 2025-2026 (Pages 9 - 40)

To receive the portfolio performance data.

### 6. NEW FOREST ENTERPRISE CENTRE - FUTURE GOVERNANCE (Pages 41 - 46)

To receive a report on the New Forest Enterprise Centre and its future governance.

### 7. TRANSFORMATION PROGRAMME UPDATE (Pages 47 - 58)

To receive an update on progress with the Transformation Programme.

### 8. CORPORATE PEER CHALLENGE FEEDBACK VISIT REPORT (Pages 59 - 76)

To receive a progress update on the Corporate Peer Challenge.

### 9. ASSET MAINTENANCE AND REPLACEMENT PROGRAMME AND GENERAL FUND CAPITAL PROGRAMME 2026/27 (Pages 77 - 90)

To receive a report on the Asset Maintenance and Replacement Programme and General Fund Capital Programme 2026/27.

### 10. CAPITAL STRATEGY 2026/27 (Pages 91 - 106)

To receive the Capital Strategy 2026/27.

### 11. PORTFOLIO HOLDER'S UPDATE

An opportunity for the Portfolio Holder's to provide an update to the Panel on developments within their portfolio.

**12. WORK PROGRAMME (Pages 107 - 108)**

To agree the work programme to guide the Panel's activities over the coming months.

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

To: **Councillors**

Alan O'Sullivan (Chairman)  
John Sleep (Vice-Chairman)  
Alan Alvey  
Jack Davies  
Jacqui England

**Substitutes**

John Adams  
Peter Armstrong  
Philip Dowd

**Councillors**

Barry Rickman  
Alex Wade  
Christine Ward  
Phil Woods

**Substitutes**

David Harrison  
Alvin Reid  
Joe Reilly

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## Resources and Transformation Overview and Scrutiny Panel – 22 January 2026

### Annual Update from Citizens Advice New Forest

Purpose	For Review
Classification	Public
Executive Summary	<p>The Council recognises the work Citizens Advice New Forest do to support our residents across the district on a variety of matters, many of whom are vulnerable, and that they are a key partner of the Council.</p> <p>This report provides a summary of the current funding arrangement to support Citizens Advice New Forest.</p>
<b>Recommendation</b>	<b>1. That the Panel note the contents of this report and the presentation from Citizens Advice New Forest.</b>
Reasons for recommendation	To fulfil the funding agreement that Citizens Advice New Forest provide an annual update to the Panel of their work and activities to support our residents.
Wards	All
Portfolio Holder	Councillor Jeremy Heron – Finance & Corporate
Strategic Director	Alan Bethune – Strategic Director Corporate Resources and Section 151 Officer
Officer Contact	<p>Ryan Stevens</p> <p>Service Manager Revenues, Benefits and Customer Services</p> <p>02380 285693</p> <p><a href="mailto:Ryan.stevens@nfdc.gov.uk">Ryan.stevens@nfdc.gov.uk</a></p>

## **Introduction and background**

1. Citizens Advice New Forest (CANF) is an independent charity run by a board of trustees, which includes representatives from the District Council. It provides free, independent confidential and impartial advice to residents on a range of matters from debt, benefits, housing and employment, as part of its core work, which support many of the Council functions. Additional support and advice is undertaken through specific funded projects which usually target vulnerable groups or specific issues, such as the Money and Pensions Service funded debt advisers, Energy Advice, and MacMillan case worker.
2. CANF receive no government funding, with income derived from the Council, Town and Parish's, project and grant applications, which can be short term, donations and fund raising.
3. During 2024/25 CANF supported over 6,800 residents on a variety of issues, with many residents seeking support with more than one issue.

## **Current funding agreement**

4. To provide CANF with secure longer term core funding certainty, and enabling CANF to budget and plan ahead, the Council has provided three-year funding arrangements, originally commencing on 1 April 2019, and subsequently reviewed. The current 3-year funding agreement is as follows:  
  
Year 1 commencing 1st April 2025: £195,306  
Year 2 commencing 1st April 2026: £195,306  
Year 3 commencing 1st April 2027: £195,306
5. The core funding provided by the Council enables CANF to bid for additional project funding to support and benefit our residents, which is predominantly short-term and ring-fenced for targeted projects with specified outcomes.
6. Service Managers meet quarterly with the Chief Officer of CANF for a report and to provide an update on caseload, project work and to discuss any issues. There is also Officer and Member attendance at CANF Board meetings.

## **Service delivery**

7. CANF continues to review their service delivery model, including reducing costs, increasing income, and how its advice services are delivered. This includes working from community hubs and providing outreach support to increase visible presence in communities, operating from Ringwood library, co-locating at New Milton Town Hall for face-to-face drop-ins and appointments, which the Council is providing free of charge, and more recently outreach work in Fordingbridge, with other locations being considered.

## **Working with the Council**

8. The Council and CANF work collaboratively to support our residents and teams, for example those with debt, where we are signposting to their Financial Capability Officer work, helping with claiming Pension Credit and Universal Credit, applying for financial support via the Household Support Fund, Discretionary Housing Payments, and energy vouchers, and supports residents in arrears with their council tax and/or rent, or who at risk of homelessness. CANF is a key member of the New Forest partnership network, working with numerous local organisations, and attends community hubs and food larders to provide outreach advice and information.

## **Corporate plan priorities**

9. Proving funding to CANF supports the Corporate Plan priority of supporting our vulnerable residents, including the provision of advice and information to those in financial hardship, and working with our partners to provide advice and information to residents.

## **Options appraisal**

10. There are no options appraisals arising directly from this report.

## **Financial and resource implications**

11. The current funding is significant but reflects the work of CANF and the work they do across the district. The are financial implications with providing ongoing funding to CANF, which are included in the Medium-Term Financial Plan.

## **Legal implications**

12. There are no legal implications arising directly from this report.

## **Risk assessment**

13. There are no risk assessments required.

## **Environmental / Climate and nature implications**

14. There are no environmental or climate and nature implications arising from this report.

## **Equalities implications**

15. The Councils funding to CANF enables them to provide advice, information, and support on a range of issues to residents across the district, some of whom are vulnerable, for example those struggling financially, or who are elderly, disabled, or suffering with mental health. This support can be face to face and over a period of time, as many customer queries can involve multiple issues which can be complex. CANF provide additional advice, for example to maximise benefit income, signpost to other forms of support, and advocate for those who are unable to do so themselves.

## **Crime and disorder implications**

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

## **Data protection / Information governance / ICT implications**

17. There are no data protection, information governance or ICT implications arising from this report. Where CANF contacts the Council about a resident, for example to ascertain their current council tax account balance, consent from the resident is always provided.

## **Appendices**

There are none

## **Background Papers:**

CANF presentation to Panel

## Resources and Transformation Overview and Scrutiny Panel – 22 January 2026

### Corporate Plan: Key Performance Data for Quarter 2 2025-2026

Purpose	For Review
Classification	Public
Executive Summary	This report presents the Key Performance Indicators (KPIs) for Quarter 2 (July to September 2025). Measure IDs 35 through 48 only are for Resources and Transformation review.
<b>Recommendation(s)</b>	<b>1. That panel consider and review the Q2 2025-2026 dashboard; and 2. Comments will be passed for onward consideration by Cabinet.</b>
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 Q2 covering July 2025 to the end of September 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 Q2 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 2 2025/2026**

5. Data is presented for 30 of the KPIs. 10 KPIs marked for consideration at Resources and Transformation Overview and Scrutiny panel.

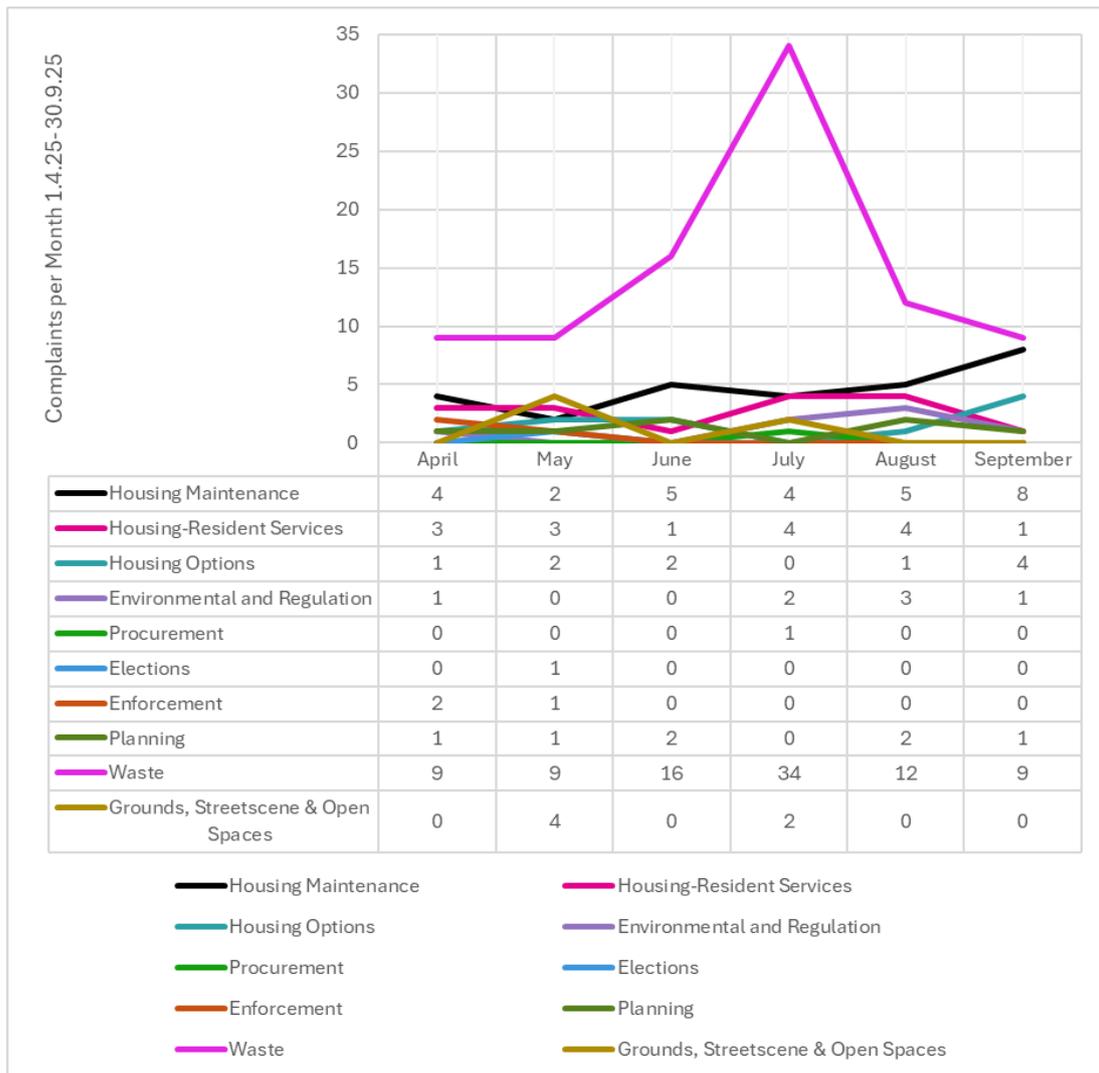
## Highlights

ID	Observation
<b>Resources and Transformation</b>	
37	Vacancies filled first time has been green-rated over the last four quarters.
38	Although this is an annual measure and not reported this quarter, follow-up actions have continued from the year-end position. HR is actively pursuing leaver questionnaires and has introduced a new dashboard providing greater insight into this KPI, which is now regularly presented to the HR Committee.
39	Sickness days moves from green to amber. The average sickness days is attributed to a small number of long-term sickness cases. HR work closely with managers to support returns to work.
41 and 42	Financial Monitoring is within range and is taken separately to Cabinet.
43 and 44	Council tax and rate collection. Both perform consistently close to the target profiles.
45	Benefits realisation from ICT investment is performing well and continues to be green-rated.
46	ICT incidents resolved within the SLA remains green-rated despite a higher than normal number of incidents in the last quarter.
47	93% of annual ICT work programme is forecast to be delivered on time and within budget, being green-rated through the year.

6. At the last panel (18th September 2025), the panel considered the mid-year complaints report, with particular attention given to the waste and transport service. During discussion, the panel requested that additional detail be provided.
7. Complementary to our response, panel may wish to explore the reports presented to Cabinet on 3 September 2025 and then to Full

Council on 15 September 2025. These reports offer a more comprehensive overview of the service rollout, issues identified, learning undertaken, and the mitigation and control measures implemented. The reports, together with their associated appendices, can be accessed via the following link: [Waste Report.pdf](#)

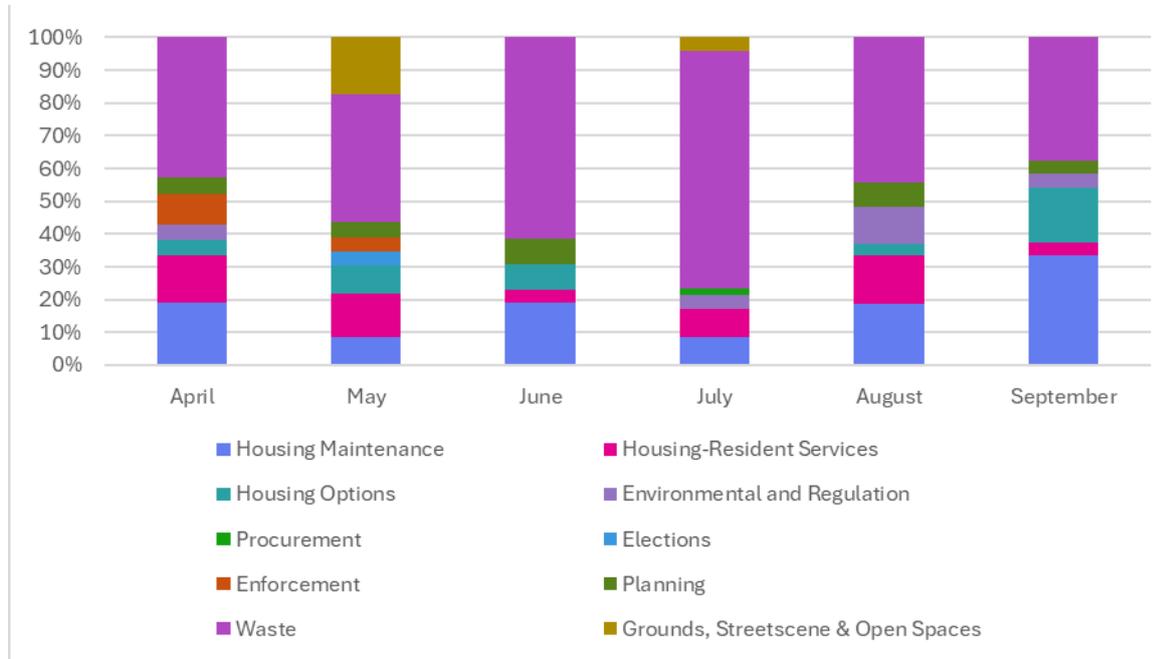
8. In response to the specific question raised at the Resources and Transformation Panel, key points from the mid-year complaints report are summarised below to provide context, covering the period from April to September 2025.
  - 53% (89 of 168) of all complaints related to waste and transport.
  - Of these 89 complaints, 69 (78%) concerned missed bin collections.
  - 75% of missed bin complaints within waste and transport originated from residents in the Phase 1 rollout area.
9. The data indicates that waste and transport services account for a significant proportion of overall complaints, with missed collections being the predominant issue. The concentration of complaints within the Phase 1 area suggests that operational challenges associated with the initial rollout may be impacting the service during those early stages.
10. The complaints team have been able to provide further insight:



11. At its peak in July 2025, the Waste and Transport service received 34 complaints. None were received in July 2024. This coincided with the Phase 1 rollout, which commenced in June 2025 and involved significant operational changes, including:
  - Introduction of wheelie bins for approximately 31,000 households
  - Transition to alternate weekly collections
  - Launch of food waste recycling
  - Implementation of new staff terms and conditions
  - Adoption of revised policies and working practices
12. Given the scale of this undertaking, the volume of complaints remains relatively modest, though understandably emotive and frustrating for affected residents. The service has outlined several changes in approach, drawing on lessons learned from Phase 1 applied to Phase 2. Nevertheless, it is reasonable to anticipate an

increase in complaints as a direct consequence of implementing such significant changes.

13. Over this period, waste made the larger proportion of complaints received.



14. Residents have been kept up-to-date with regular news items and direct emails to those subscribed to receive these, complementing other universal communications.
15. The Portfolio Holder, Cllr Geoffrey Blunden wrote several open communications to our residents, highlighting that learning was taken seriously and being applied to the service.
16. He highlighted that 74% of all complaints were resolved at the first stage, with 64% upheld or partly upheld, meaning the council accepted an issue and took action.
17. Alongside formal complaints, the council dealt with 342 service requests, such as requests for replacement containers, which were resolved without needing to escalate through the complaints process
18. On the 16th December, he added that recycling rates have been increasing which highlights that residents are responding positively to the changes.
19. Recycling rates are on an upward trend as shown on the Corporate Plan dashboard with latest data being well above the increased target.

NFDC ID NO.24: Percentage of household waste sent for recycling																				
	2024/5		2025/6		Supporting information															
	Q3	Q4	Q1	Q2																
<b>Performance</b>	36.00%	32.40%	40.20%	42.80%	<b>Target</b> >41%															
<b>Target</b>	38.50%	38.50%	41.00%	41.00%	<b>Desired DOT</b> ▲															
<table border="1"> <caption>Performance vs Target Data</caption> <thead> <tr> <th>Quarter</th> <th>Performance (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>2024/5 Q3</td> <td>36.00%</td> <td>38.50%</td> </tr> <tr> <td>2024/5 Q4</td> <td>32.40%</td> <td>38.50%</td> </tr> <tr> <td>2025/6 Q1</td> <td>40.20%</td> <td>41.00%</td> </tr> <tr> <td>2025/6 Q2</td> <td>42.80%</td> <td>41.00%</td> </tr> </tbody> </table>					Quarter	Performance (%)	Target (%)	2024/5 Q3	36.00%	38.50%	2024/5 Q4	32.40%	38.50%	2025/6 Q1	40.20%	41.00%	2025/6 Q2	42.80%	41.00%	<b>Format</b> %
					Quarter	Performance (%)	Target (%)													
					2024/5 Q3	36.00%	38.50%													
					2024/5 Q4	32.40%	38.50%													
					2025/6 Q1	40.20%	41.00%													
					2025/6 Q2	42.80%	41.00%													
					<b>Frequency</b>	Quarterly														
					<b>Metric type</b>	Snapshot/point in time														
					<b>Leadership team member</b>	Liz Mockeridge														
					<b>Portfolio holder</b>	Cllr Geoffrey Blunden														
<b>Overview and scrutiny</b>	Place and Sustainability																			
<b>RAG Status</b>																				
2024/5		2025/6																		
Q3	Q4	Q1	Q2																	
Yellow	Yellow	Yellow	Green																	
<b>Supporting narrative</b>																				
<b>2024/5 Q3</b>	The decrease in quarter 3 is likely due to the seasonal nature of the garden waste service and the reduction in collected tonnages over the winter months.																			
<b>2024/5 Q4</b>	The overall recycling rate for 2024/25 was 37%																			
<b>2025/6 Q1</b>	<b>NEW</b> - Performance is inline and within 1% of target																			
<b>2025/6 Q2</b>	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.																			

## Summary

20. While complaint volumes peaked at 34 in July, they remain relatively modest given the scale of change, though understandably frustrating for residents. The service has implemented improvements based on lessons from Phase 1. Communication with residents has been proactive through news updates, emails, and open letters from the Portfolio Holder, who confirmed that 74% of complaints were resolved at the first stage and recycling rates are trending upward, indicating positive engagement with the new system.

## Overview and Scrutiny panel comments

21. The quarter 2 dashboard will be presented to all three panels:
- 15/01/2026 – Place and Sustainability Overview and Scrutiny panel
  - 21/01/2026 – Housing and Communities Overview and Scrutiny panel
  - 22/01/2026 – Resources and Transformation Overview and Scrutiny panel
22. The dashboard will then be presented to Cabinet on the 04/02/2025 for final approval.
23. Any comments arising from panels will be added to covering reports as the dashboard makes its way through the reporting cycle.

## **Corporate plan priorities**

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

## **Options appraisal**

25. 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**

26. 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**

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

## **Legal implications**

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

## **Risk assessment**

29. 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**

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

## **Equalities implications**

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

### **Crime and disorder implications**

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

### **Data protection / Information governance / ICT implications**

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

### **New Forest National Park implications**

34. 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**

35. 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:**

Q2 Corporate Performance  
Dashboard 202526.pdf

#### **Background Papers:**

None

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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	1
	12	Number of affordable council homes delivered against the 2026 target set			AMBER	0
	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	0
	15	Percentage scores for the 5 safety and compliance management (TSMs)			N/A	7

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	2
	23	Emissions from the council's vehicle fleet			AMBER	2
	24	Percentage of household waste sent for recycling			GREEN	6
	25	Number of fly-tipping incidents per 1,000 people			TBC	0
27	Equivalent number of 0.5 litre bottles filled at water-filling stations – waste averted			N/A	1	

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	2
	46	Percentage of ICT incidents resolved within SLA			GREEN	8
47	Percentage of annual ICT work programme delivered on time and on budget			TBC	0	
48	Percentage unscheduled downtime for critical systems			N/A	3	

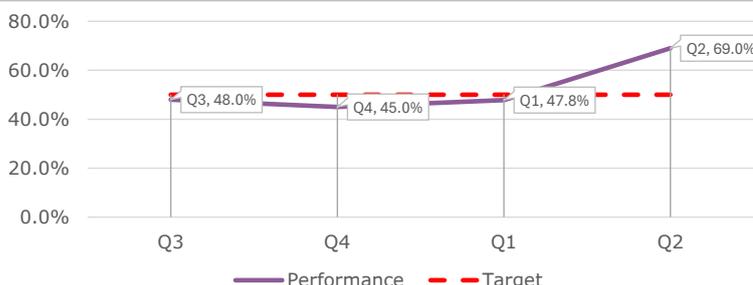
\*NOTE KPIs No 5, 6, 26, 30, 34, 36 have been removed.

## 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	
	Q3	Q4	Q1	Q2		
<b>Performance</b>	48.0%	45.0%	47.8%	69.0%	<b>Target</b>	>50%
<b>Target</b>	50.0%	50.0%	50.0%	50.0%	<b>Desired DOT</b>	▲
					<b>Format</b>	%
					<b>Frequency</b>	Quarterly
					<b>Metric type</b>	Snapshot/point in time
					<b>Leadership team member</b>	Chris Pope
					<b>Portfolio holder</b>	Cllr Steve Davies
					<b>Overview and scrutiny</b>	Housing and Communities
<b>RAG Status</b>						
	2024/5		2025/6			
	<b>Q3</b>	<b>Q4</b>	<b>Q1</b>	<b>Q2</b>		



#### Supporting narrative

<b>2024/5 Q3</b>	The current private rented sector remains challenging, with several factors affecting renters. Including the limited number of rental properties, changes to landlord circumstances resulting in sale of the property, increasing demands from letting agents, including rent advanced payments and rent guarantors, all creating barriers and difficulties for potential tenants.
<b>2024/5 Q4</b>	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.
<b>2025/6 Q1</b>	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.
<b>2025/6 Q2</b>	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.

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

	2024/5		2025/6		Supporting information	
	Q3	Q4	Q1	Q2		
<b>Performance</b>	48	51	56	61	<b>Target</b>	<50
<b>Target</b>	50	50	50	50	<b>Desired DOT</b>	▼
					<b>Format</b>	%
					<b>Frequency</b>	Quarterly
					<b>Metric type</b>	Snapshot/point in time
					<b>Leadership team member</b>	Chris Pope
					<b>Portfolio holder</b>	Cllr Steve Davies
					<b>Overview and scrutiny</b>	Housing and Communities
<b>RAG Status</b>						
	2024/5		2025/6			
	<b>Q3</b>	<b>Q4</b>	<b>Q1</b>	<b>Q2</b>		



#### Supporting narrative

<b>2024/5 Q3</b>	Significant due to increasingly larger families often with complex needs and affordability of private accommodation.
<b>2024/5 Q4</b>	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.
<b>2025/6 Q1</b>	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.
<b>2025/6 Q2</b>	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.

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

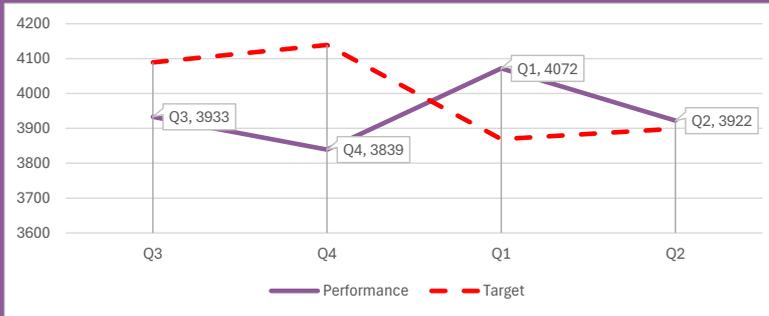
	2024/5		2025/6		Supporting information	
	Q3	Q4	Q1	Q2	Target	Desired DOT
<b>Performance</b>	7	5	6	2	<7	▼
<b>Target</b>	7	7	7	7	Format	Numerical
					Frequency	Quarterly
					Metric type	Snapshot/point in time
					Leadership team member	Chris Pope
					Portfolio holder	ClIr Steve Davies
					Overview and scrutiny	Housing and Communities
<b>RAG Status</b>						
	2024/5		2025/6			
	Q3	Q4	Q1	Q2		



Supporting narrative	
<b>2024/5 Q3</b>	EA for households with children is only used when no other accommodation is available in the location that the family needs. Moving families in to accommodation with no shared facilities remains a priority. We must consider the needs of the family when seeking accommodation including school/education, doctor or health facilities, family support networks, employment factors or other complex needs.
<b>2024/5 Q4</b>	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.
<b>2025/6 Q1</b>	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.
<b>2025/6 Q2</b>	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.

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

	2024/5		2025/6		Supporting information	
	Q3	Q4	Q1	Q2	Target	Desired DOT
<b>Performance</b>	3933	3839	4072	3922	3899	▲
<b>Target</b>	4089	4139	3869	3899	Format	Numerical
					Frequency	Quarterly
					Metric type	Snapshot/point in time
					Leadership team member	Brian Byrne
					Portfolio holder	ClIr Dan Poole
					Overview and scrutiny	Housing and Communities
<b>RAG Status</b>						
	2024/5		2025/6			
	Q3	Q4	Q1	Q2		

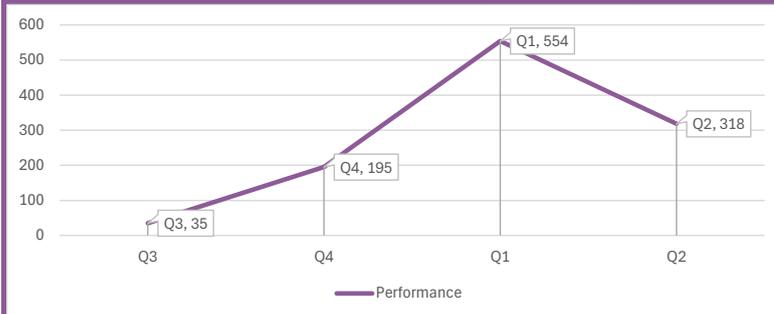


Supporting narrative	
<b>2024/5 Q3</b>	Although 52 new customers joined careline services in October and November, over the same period we experienced higher monthly averages in cancellations of 59 clients, with a reduction of 118 services. Of these 59 clients, 21 were deceased and 31 moved into full time residential or nursing care placements. This is in line with seasonal expectations i.e. flu etc. December in comparison, between cancellations and installations saw a positive uplift of 8 services overall.
<b>2024/5 Q4</b>	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.
<b>2025/6 Q1</b>	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.
<b>2025/6 Q2</b>	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.

NFDC ID NO.7: Investment in and rollout of public space CCTV system					
	2024/5		2025/6		Supporting information
	Q3	Q4	Q1	Q2	
<b>Performance</b>	£66,000	£66,000	£3,471.48	£20,075.73	<b>Target</b> Monitor towards £80,000
<b>Target</b>	£30,000	£40,000	MONITOR	MONITOR	<b>Desired DOT</b> ▲
					<b>Format</b> £
					<b>Frequency</b> Quarterly
					<b>Metric type</b> Cumulative/year to date
					<b>Leadership team member</b> Brian Byrne
					<b>Portfolio holder</b> Cllr Dan Poole
					<b>Overview and scrutiny</b> Housing and Communities
<b>RAG Status</b>					
<b>2024/5</b>		<b>2025/6</b>			
<b>Q3</b>	<b>Q4</b>	<b>Q1</b>	<b>Q2</b>		
Green	Green	N/A	N/A		
<b>Supporting narrative</b>					
<b>2024/5 Q3</b>	The installation plan over Q3 has enabled a partnership to be developed with a large retail store, allowing siting of cameras on their buildings, simplifying the installation process and reducing costs. This will cover locations including Holbury, Bransgore and Fordingbridge. Additional locations have been secured in Fawley, Gangwarily and Ashley. 17 cameras from the Hardley depot have interlinked with the CCTV control room and it is anticipated a further 10 live monitored cameras will be installed by end of January.				
<b>2024/5 Q4</b>	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.				
<b>2025/6 Q1</b>	During the Q1 period, 9 additional cameras have been installed. Additional installations continue to progress. <b>NEW</b> - Expenditure has now been confirmed for Q1 as £3,471.48.				
<b>2025/6 Q2</b>	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.				

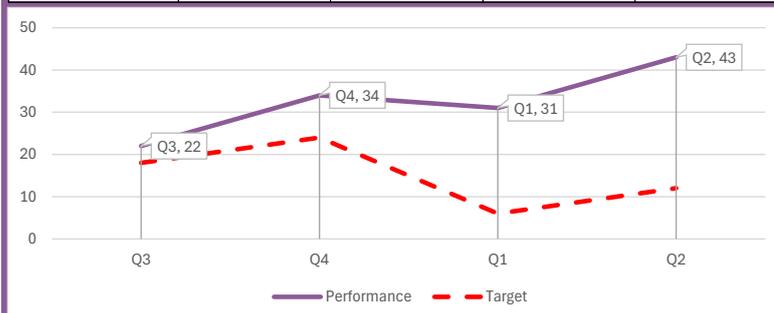
NFDC ID NO.8: Number of education and awareness sessions in relation to serious crime					
	2024/5		2025/6		Supporting information
	Q3	Q4	Q1	Q2	
<b>Performance</b>	47	1	3	9	<b>Target</b> Monitor
<b>Target</b>	MONITOR	MONITOR	MONITOR	MONITOR	<b>Desired DOT</b> N/A
					<b>Format</b> Numerical
					<b>Frequency</b> Quarterly
					<b>Metric type</b> Snapshot/point in time
					<b>Leadership team member</b> Brian Byrne
					<b>Portfolio holder</b> Cllr Dan Poole
					<b>Overview and scrutiny</b> Housing and Communities
<b>RAG Status</b>					
<b>2024/5</b>		<b>2025/6</b>			
<b>Q3</b>	<b>Q4</b>	<b>Q1</b>	<b>Q2</b>		
N/A	N/A	N/A	N/A		
<b>Supporting narrative</b>					
<b>2024/5 Q3</b>	47 sessions were delivered to 289 attendees with participant breakdown being 55% male and 45% female.				
<b>2024/5 Q4</b>	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.				
<b>2025/6 Q1</b>	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.				
<b>2025/6 Q2</b>	Dedicated workshop on weapons, the law, social and medical implications. Educations awareness delivered 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.				

NFDC ID NO.9: Number of positive interventions in response to Public Spaces Protection Orders (1 and 2)						
	2024/5		2025/6		Supporting information	
	Q3	Q4	Q1	Q2	Target	Monitor
<b>Performance</b>	35	195	554	318	<b>Desired DOT</b>	N/A
<b>Target</b>	MONITOR	MONITOR	MONITOR	MONITOR	<b>Format</b>	Numerical
					<b>Frequency</b>	Quarterly
					<b>Metric type</b>	Snapshot/point in time
					<b>Leadership team member</b>	Brian Byrne
					<b>Portfolio holder</b>	Cllr Dan Poole
					<b>Overview and scrutiny</b>	Housing and Communities
<b>RAG Status</b>						
	2024/5		2025/6			
	Q3	Q4	Q1	Q2		
	N/A	N/A	N/A	N/A		



Supporting narrative	
<b>2024/5 Q3</b>	Quarter 3 showed a reduced number of interactions which is anticipated outside of the main holiday season. Of the 35 engagements, 2 related to fire with the remaining 33 relating to petting of animals. No interactions required escalation necessitating the issuing of any fixed penalty notices. Yearly fire data compiled for the Safer New Forest annual strategic assessment on crime and disorder, show incidents of fire have reduced over the past year since the order was approved. Further monitoring will continue to consider all aspects that have contributed to this reduction.
<b>2024/5 Q4</b>	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.
<b>2025/6 Q1</b>	<b>NEW</b> - 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.
<b>2025/6 Q2</b>	<b>NEW</b> - 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.

NFDC ID NO.10: Number of cultural events and activities supported by New Forest District Council						
	2024/5		2025/6		Supporting information	
	Q3	Q4	Q1	Q2	Target	24 by end of year
<b>Performance</b>	22	34	31	43	<b>Desired DOT</b>	▲
<b>Target</b>	18	24	6	12	<b>Format</b>	Numerical
					<b>Frequency</b>	Quarterly
					<b>Metric type</b>	Cumulative/year to date
					<b>Leadership team member</b>	Joanne McClay
					<b>Portfolio holder</b>	Cllr Dan Poole
					<b>Overview and scrutiny</b>	Housing and Communities
<b>RAG Status</b>						
	2024/5		2025/6			
	Q3	Q4	Q1	Q2		



Supporting narrative	
<b>2024/5 Q3</b>	Grant for new project Suitcase Stories in partnership with Forest Forge. Resource and support shared in supporting HCT take over the Folio network and sector support function. Funding allocated to the development of ROAM arts festival, bid writer funded by NFDC at this stage.
<b>2024/5 Q4</b>	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.
<b>2025/6 Q1</b>	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.
<b>2025/6 Q2</b>	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.

### People: Meeting housing needs

#### NFDC ID NO.11: Number of affordable homes delivered by NFDC and its partners

	2024/5	2025/6	Supporting information	
<b>Performance</b>	188	N/A*	<b>Target</b>	199 during period
<b>Target</b>	186	387	<b>Desired DOT</b>	On forecast
<b>Supporting narrative</b>			<b>Format</b>	Numerical
*Annual data for the 2025/26 period for KPI no.11 will be reported in the Q4 dashboard.			<b>Frequency</b>	Annually
			<b>Metric type</b>	Cumulative/year to date
			<b>Leadership team member</b>	Tim Davis
			<b>Portfolio holder</b>	Clr Steve Davies
			<b>Overview and scrutiny</b>	Housing and Communities
			<b>RAG Status</b>	
			<b>2024/5</b>	<b>2025/6</b>
	N/A			

#### NFDC ID NO.12: Number of affordable council homes delivered against the 2026 target set

	2024/5	2025/6	Supporting information	
<b>Performance</b>	375	N/A*	<b>Target</b>	87 during period
<b>Target</b>	373	462	<b>Desired DOT</b>	On forecast
<b>Supporting narrative</b>			<b>Format</b>	Numerical
*Annual data for the 2025/26 period for KPI no.12 will be reported in the Q4 dashboard.			<b>Frequency</b>	Annually
			<b>Metric type</b>	Cumulative/year to date
			<b>Leadership team member</b>	Tim Davis
			<b>Portfolio holder</b>	Clr Steve Davies
			<b>Overview and scrutiny</b>	Housing and Communities
			<b>RAG Status</b>	
			<b>2024/5</b>	<b>2025/6</b>
	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	
<b>Performance</b>	84%	N/A	<b>Target</b>	82.1%
<b>Target</b>	81.6%	82.1%	<b>Desired DOT</b>	▲
<b>Supporting narrative</b>			<b>Format</b>	%
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.			<b>Frequency</b>	Annually
			<b>Metric type</b>	Snapshot/point in time
			<b>Leadership team member</b>	Kirsty Farmer
			<b>Portfolio holder</b>	Clr Steve Davies
			<b>Overview and scrutiny</b>	Housing and Communities
			<b>RAG Status</b>	
			<b>2024/5</b>	<b>2025/6</b>
	N/A			

NFDC ID NO.14: Number of council homes achieving Energy Performance Certification band C				
	2024/5		2025/6	
<b>Performance</b>	2744		N/A*	
<b>Target</b>	2646		2946	
<b>Supporting narrative</b>				
*Annual data for the 2025/26 period for KPI no.14 will be reported in the Q4 dashboard.				
<b>Supporting information</b>				
<b>Target</b>	2946			
<b>Desired DOT</b>	▲			
<b>Format</b>	Numerical			
<b>Frequency</b>	Annually			
<b>Metric type</b>	Cumulative/year to date			
<b>Leadership team member</b>	Sophie Tuffin			
<b>Portfolio holder</b>	Cllr Steve Davies			
<b>Overview and scrutiny</b>	Housing and Communities			
<b>RAG Status</b>				
<b>2024/5</b>		<b>2025/6</b>		
Green		N/A		

NFDC ID NO.15: Percentage scores for the 5 safety and compliance management Tenant Satisfaction Measures (TSMs)					
	2024/5		2025/6		
	Q3	Q4	Q1	Q2	
<b>Performance</b>	97.67%	100.00%	99.60%	99.80%	<b>Target</b>
<b>Target</b>	96.80%	96.80%	96.80%	96.80%	96.80%
<b>Supporting information</b>					
<b>Target</b>					96.80%
<b>Desired DOT</b>					▲
<b>Format</b>					%
<b>Frequency</b>					Quarterly
<b>Metric type</b>					Snapshot/point in time
<b>Leadership team member</b>					Sophie Tuffin
<b>Portfolio holder</b>					Cllr Steve Davies
<b>Overview and scrutiny</b>					Housing and Communities
<b>RAG Status</b>					
<b>2024/5</b>		<b>2025/6</b>			
<b>Q3</b>	<b>Q4</b>	<b>Q1</b>	<b>Q2</b>		
Green	Green	Green	Green		
<b>Supporting narrative</b>					
<b>2024/5 Q3</b>	Our 5 safety and compliance management measures continue to perform very well.				
<b>2024/5 Q4</b>	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.				
<b>2025/6 Q1</b>	Our Q1 value represents excellent performance against our five safety and compliance measures.				
<b>2025/6 Q2</b>	Our five safety and compliance management measures continue to perform very 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	
	Q3	Q4	Q1	Q2	Target	
<b>Performance</b>	83.0%	92.0%	100.0%	100.0%	<b>Target</b>	85.0%
<b>Target</b>	85.0%	85.0%	85.0%	85.0%	<b>Desired DOT</b>	▲
<b>Gov. target</b>	60.0%	60.0%	60.0%	60.0%	<b>Format</b>	%
					<b>Frequency</b>	Quarterly
					<b>Metric type</b>	Snapshot/point in time
					<b>Leadership team member</b>	Mark Wyatt
					<b>Portfolio holder</b>	CIlr Derek Tipp
					<b>Overview and scrutiny</b>	Place and Sustainability
<b>RAG Status</b>						
	2024/5		2025/6			
	Q3	Q4	Q1	Q2		



#### Supporting narrative

<b>2024/5 Q3</b>	Although flagged as amber, should be noted the local target is set at 25% above the Government target of 60%.
<b>2024/5 Q4</b>	Performance exceeds both local and Government targets.
<b>2025/6 Q1</b>	Performance is above both government and locally set targets. An increase on last quarter.
<b>2025/6 Q2</b>	Performance exceeds both local and Government targets.

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

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



#### Supporting narrative

<b>2024/5 Q3</b>	Improvement on last quarter and above target.
<b>2024/5 Q4</b>	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.
<b>2025/6 Q1</b>	Performance is above both government and locally set targets. An increase on last quarter.
<b>2025/6 Q2</b>	Performance is above government set target but has fallen slightly 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	
	Q3	Q4	Q1	Q2	Target	
<b>Performance</b>	95.0%	97.0%	95.0%	95.0%	<b>Target</b>	95.0%
<b>Target</b>	95.0%	95.0%	95.0%	95.0%	<b>Desired DOT</b>	▲
<b>Gov. target</b>	80.0%	80.0%	80.0%	80.0%	<b>Format</b>	%
					<b>Frequency</b>	Quarterly
					<b>Metric type</b>	Snapshot/point in time
					<b>Leadership team member</b>	Mark Wyatt
					<b>Portfolio holder</b>	CLlr Derek Tipp
					<b>Overview and scrutiny</b>	Place and Sustainability
<b>RAG Status</b>						
	2024/5		2025/6			
	Q3	Q4	Q1	Q2		

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

NFDC ID NO.19: Percentage of allowed planning appeals						
	2024/5		2025/6		Supporting information	
	Q3	Q4	Q1	Q2	Target	
<b>Performance</b>	60.0%	0.0%	0.0%	1.0%	<b>Target</b>	<10%
<b>Target</b>	10.0%	10.0%	10.0%	10.0%	<b>Desired DOT</b>	▼
					<b>Format</b>	%
					<b>Frequency</b>	Quarterly
					<b>Metric type</b>	Snapshot/point in time
					<b>Leadership team member</b>	Mark Wyatt
					<b>Portfolio holder</b>	CLlr Derek Tipp
					<b>Overview and scrutiny</b>	Place and Sustainability
<b>RAG Status</b>						
	2024/5		2025/6			
	Q3	Q4	Q1	Q2		

Supporting narrative	
<b>2024/5 Q3</b>	3 appeals allowed, 2 appeals dismissed. Between October and December 2024 there were 195 decisions made, 173 granted and 22 refused.
<b>2024/5 Q4</b>	6 appeals, all dismissed.
<b>2025/6 Q1</b>	The total amount of planning decisions made was 255, 6 were appealed and all 6 were dismissed at appeal.
<b>2025/6 Q2</b>	1 appeal allowed of 217 decisions made.

NFDC ID NO.20: The total outstanding net dwelling supply as set out in our development plan								
	2023/4		2024/5		Supporting information			
<b>Performance</b>	8443		5974		<b>Target</b>	8059		
<b>Target</b>	8241		8059		<b>Desired DOT</b>	▼		
<b>Supporting narrative</b>					<b>Format</b>	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>					<b>Frequency</b>	Annually		
					<b>Metric type</b>	Snapshot/point in time		
					<b>Leadership team member</b>	Tim Guymer		
					<b>Portfolio holder</b>	Cllr Derek Tipp		
					<b>Overview and scrutiny</b>	Place and Sustainability		
					<b>RAG Status</b>			
					<b>2023/4</b>		<b>2024/5</b>	
N/A								

**Place: Protecting our climate, coast and natural world**

NFDC ID NO.21: Kilogrammes of non-recycled waste produced per household																					
	2024/5		2025/6		Supporting information																
	Q3	Q4	Q1	Q2	Target	106.00Kg/per HH															
<b>Performance</b>	335.20	449.60	103.00	200.00	<b>Desired DOT</b>	▼															
<b>Target</b>	342.00	456.00	110.00	216.00	<b>Format</b>	kg															
<table border="1"> <caption>Waste Production Data</caption> <thead> <tr> <th>Quarter</th> <th>Performance</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Q3 2024/5</td> <td>335.20</td> <td>342.00</td> </tr> <tr> <td>Q4 2024/5</td> <td>449.60</td> <td>456.00</td> </tr> <tr> <td>Q1 2025/6</td> <td>103.00</td> <td>110.00</td> </tr> <tr> <td>Q2 2025/6</td> <td>200.00</td> <td>216.00</td> </tr> </tbody> </table>					Quarter	Performance	Target	Q3 2024/5	335.20	342.00	Q4 2024/5	449.60	456.00	Q1 2025/6	103.00	110.00	Q2 2025/6	200.00	216.00	<b>Frequency</b>	Quarterly
Quarter	Performance	Target																			
Q3 2024/5	335.20	342.00																			
Q4 2024/5	449.60	456.00																			
Q1 2025/6	103.00	110.00																			
Q2 2025/6	200.00	216.00																			
					<b>Metric type</b>	Cumulative/year to date															
					<b>Leadership team member</b>	Liz Mockeridge															
					<b>Portfolio holder</b>	Cllr Geoffrey Blunden															
					<b>Overview and scrutiny</b>	Place and Sustainability															
<b>Supporting narrative</b>																					
<b>2024/5 Q3</b>	-																				
<b>2024/5 Q4</b>	Performance is inline with target.																				
<b>2025/6 Q1</b>	<b>NEW</b> - Performance is inline with target.																				
<b>2025/6 Q2</b>	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.																				
<b>RAG Status</b>																					
<b>2024/5</b>		<b>2025/6</b>																			
<b>Q3</b>	<b>Q4</b>	<b>Q1</b>	<b>Q2</b>																		

NFDC ID NO.22: Households using our chargeable garden waste service as percentage of total properties in NFDC										
	2024/5		2025/6		Supporting information					
	Q3	Q4	Q1	Q2	Target					
<b>Performance</b>	29.0%	29.0%	28.0%	28.0%	<b>Desired DOT</b>	▲				
<b>Target</b>	27.0%	27.0%	29.0%	30.0%	<b>Format</b>	%				
					<b>Frequency</b>	Quarterly				
					<b>Metric type</b>	Cumulative/year to date				
					<b>Leadership team member</b>	Liz Mockridge				
					<b>Portfolio holder</b>	Cllr Geoffrey Blunden				
					<b>Overview and scrutiny</b>	Place and Sustainability				
					RAG Status					
					2024/5		2025/6			
Q3	Q4	Q1	Q2							
Supporting narrative										
<b>2024/5 Q3</b>	-									
<b>2024/5 Q4</b>	End of year performance exceeds target.									
<b>2025/6 Q1</b>	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.									
<b>2025/6 Q2</b>	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.									

NFDC ID NO.23: Emissions from the council's vehicle fleet										
	2024/5		2025/6		Supporting information					
	Q3	Q4	Q1	Q2	Target					
<b>Performance</b>	1658		N/A*		<b>Desired DOT</b>	▼				
<b>Target</b>	MONITOR		MONITOR		<b>Format</b>	Tonnes of CO2e				
<b>Supporting narrative</b>  *Annual data for KPI no.23 will be reported in the 2025/6 Q4 dashboard.					<b>Frequency</b>	Annual				
					<b>Metric type</b>	Snapshot/point in time				
					<b>Leadership team member</b>	Chris Noble				
					<b>Portfolio holder</b>	Cllr Geoffrey Blunden				
					<b>Overview and scrutiny</b>	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		Supporting information					
	Q3	Q4	Q1	Q2	Target	>41%				
<b>Performance</b>	36.00%	32.40%	40.20%	42.80%	<b>Desired DOT</b>	▲				
<b>Target</b>	38.50%	38.50%	41.00%	41.00%	<b>Format</b>	%				
					<b>Frequency</b>	Quarterly				
					<b>Metric type</b>	Snapshot/point in time				
					<b>Leadership team member</b>	Liz Mockridge				
					<b>Portfolio holder</b>	Cllr Geoffrey Blunden				
					<b>Overview and scrutiny</b>	Place and Sustainability				
					RAG Status					
					2024/5		2025/6			
Q3	Q4	Q1	Q2							
Supporting narrative										
<b>2024/5 Q3</b>	The decrease in quarter 3 is likely due to the seasonal nature of the garden waste service and the reduction in collected tonnages over the winter months.									
<b>2024/5 Q4</b>	The overall recycling rate for 2024/25 was 37%									
<b>2025/6 Q1</b>	<b>NEW</b> - Performance is inline and within 1% of target									
<b>2025/6 Q2</b>	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.									

**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		Supporting information					
	Q3	Q4	Q1	Q2	Target	14 by end of year				
<b>Performance</b>	2.85	3.96	4.94	10.15	<b>Desired DOT</b>	▼				
<b>Target</b>	13.94	13.94	4.11	7.66	<b>Format</b>	Numerical				
					<b>Frequency</b>	Quarterly				
					<b>Leadership team member</b>	Snapshot/point in time				
					<b>Data owner</b>	Chris Noble				
					<b>Portfolio holder</b>	Cllr Geoffrey Blunden				
					<b>Overview and scrutiny</b>	Place and Sustainability				
					RAG Status					
					2024/5		2025/6			
Q3	Q4	Q1	Q2							
Supporting narrative										
<b>2024/5 Q3</b>	The reported figure is based on the total of 502 fly-tipping incidents occurring in Q3.									
<b>2024/5 Q4</b>	The reported figure is based on the total of 696 fly-tipping incidents occurring in Q4.									
<b>2025/6 Q1</b>	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. This is a revised metric, to more closely reflect the councils desire to tackle fly tipping as an issue across the forest. After a period of review it was felt appropriate to lower the threshold and make the metric more challenging, given understandable concern over the issue. 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.									
<b>2025/6 Q2</b>	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.									

NFDC ID NO.27: Number of 0.5 litre bottles filled at water-filling stations																					
	2024/5		2025/6		Supporting information																
	Q3	Q4	Q1	Q2	Target																
<b>Performance</b>	25598	25598	16100	34558	<b>Desired DOT</b>	▲															
<b>Target</b>	23000	23000	9200	23000	<b>Format</b>	Numerical															
<table border="1"> <caption>Chart Data</caption> <thead> <tr> <th>Quarter</th> <th>Performance</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Q3</td> <td>25598</td> <td>23000</td> </tr> <tr> <td>Q4</td> <td>25598</td> <td>23000</td> </tr> <tr> <td>Q1</td> <td>16100</td> <td>9200</td> </tr> <tr> <td>Q2</td> <td>34558</td> <td>23000</td> </tr> </tbody> </table>					Quarter	Performance	Target	Q3	25598	23000	Q4	25598	23000	Q1	16100	9200	Q2	34558	23000	<b>Frequency</b>	Quarterly
					Quarter	Performance	Target														
					Q3	25598	23000														
					Q4	25598	23000														
					Q1	16100	9200														
Q2	34558	23000																			
<b>Metric type</b>	Cumulative/year to date																				
<b>Leadership team member</b>	Chris Noble																				
<b>Portfolio holder</b>	Cllr Geoffrey Blunden																				
<b>Overview and scrutiny</b>	Place and Sustainability																				
<b>RAG Status</b>																					
		2024/5		2025/6																	
		Q3	Q4	Q1	Q2																
Supporting narrative																					
<b>2024/5 Q3</b>	Short period of operation during Q3 before units turned off for winter. Units are not operational during winter months.																				
<b>2024/5 Q4</b>	Units are not operational during the winter months and therefore there is no additional data available for Q4.																				
<b>2025/6 Q1</b>	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.																				
<b>2025/6 Q2</b>	The final water bottle meter readings for Q2 shows the total water volume dispensed was 9.229m3, equivalent to 18,458 0.5l bottles. The units are now non-operational for the autumn/winter months and therefore the next available data will be reported in Q1 2026/27.																				

\*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	
<b>Performance</b>	21,209	23,809	<b>Target</b> Monitor	
<b>Target</b>	MONITOR	MONITOR	<b>Desired DOT</b> ▲	
<b>Supporting narrative</b>			<b>Format</b> Sqm	
There was a net addition of 2,600sqm employment floorspace completed in 2024/25.			<b>Frequency</b> Annually	
			<b>Metric type</b> Snapshot/point in time	
			<b>Leadership team member</b> Tim Guymer	
			<b>Portfolio holder</b> Cllr Derek Tipp	
			<b>Overview and scrutiny</b> Place and Sustainability	
			<b>RAG Status</b>	
			2023/4	2024/5
N/A	N/A			

NFDC ID NO.29: Level (£) of retained business rates (at source)				
	2024/5	2025/6	Supporting information	
<b>Performance</b>	£0	N/A*	<b>Target</b> £450,000	
<b>Target</b>	£0	£450,000	<b>Desired DOT</b> ▲	
<b>Supporting narrative</b>			<b>Format</b> £	
*Annual data for KPI no.29 will be reported in the 2025/6 Q4 dashboard.			<b>Frequency</b> Annually	
			<b>Metric type</b> Snapshot/point in time	
			<b>Leadership team member</b> Ryan Stevens	
			<b>Portfolio holder</b> Cllr Derek Tipp	
			<b>Overview and scrutiny</b> Place and Sustainability	
			<b>RAG Status</b>	
			2024/5	2025/6
N/A	N/A			

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

NFDC ID NO.31: Vacancies of retail premises within town/local centres				
	2024/5	2025/6	Supporting information	
<b>Performance</b>	7.10%	N/A*	<b>Target</b> Monitor	
<b>Target</b>	MONITOR	MONITOR	<b>Desired DOT</b> ▼	
<b>Supporting narrative</b>			<b>Format</b> %	
*Annual data for KPI no.31 will be reported in the 2025/6 Q4 dashboard.			<b>Frequency</b> Annually	
			<b>Metric type</b> Snapshot/point in time	
			<b>Leadership team member</b> Tim Guymer	
			<b>Portfolio holder</b> Cllr Derek Tipp	
			<b>Overview and scrutiny</b> Place and Sustainability	
			<b>RAG Status</b>	
			2024/5	2025/6
N/A	N/A			

**Prosperity: Championing skills and access to job opportunities**

NFDC ID NO.32: Employment rate percentage of working age adults (aged 16-64)				
	2023	2024	Supporting information	
<b>Performance</b>	82.3%	78%	<b>Target</b> Monitor	
<b>Target</b>	MONITOR	MONITOR	<b>Desired DOT</b> ▲	
<b>Supporting narrative</b>			<b>Format</b> %	
*2025 Annual data for KPI no.32 will be reported when available from the ONS.			<b>Frequency</b> Annually	
			<b>Metric type</b> Snapshot/point in time	
			<b>Leadership team member</b> Jeannie Satchell	
			<b>Portfolio holder</b> Cllr Derek Tipp	
			<b>Overview and scrutiny</b> Place and Sustainability	
			<b>RAG Status</b>	
			<b>2023</b> N/A	<b>2024</b> N/A

NFDC ID NO.33: Proportion (in percentage terms) of employee jobs with hourly pay below the living wage				
	2023	2024	Supporting information	
<b>Performance</b>	13.30%	14.20%	<b>Target</b> Monitor	
<b>Target</b>	MONITOR	MONITOR	<b>Desired DOT</b> ▼	
<b>Supporting narrative</b>			<b>Format</b> %	
*2025 Annual data for KPI no.33 will be reported when available from the ONS.			<b>Frequency</b> Annually	
			<b>Metric type</b> Snapshot/point in time	
			<b>Leadership team member</b> Jeannie Satchell	
			<b>Portfolio holder</b> Cllr Derek Tipp	
			<b>Overview and scrutiny</b> Place and Sustainability	
			<b>RAG Status</b>	
			<b>2023</b> N/A	<b>2024</b> 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	
<b>Performance</b>	88.5%		N/A*		<b>Target</b>	70%
<b>Target</b>	70.0%		70.0%		<b>Desired DOT</b>	Maintain
<b>Supporting narrative</b>					<b>Format</b>	%
*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.					<b>Frequency</b>	Annually
					<b>Metric type</b>	Snapshot/point in time
					<b>Leadership team member</b>	Rich Bird/Kim Gray
					<b>Portfolio holder</b>	CLlr Jeremy Heron
					<b>Overview and scrutiny</b>	Resources & Transformation
<b>RAG Status</b>						
			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			
	Q3	Q4	Q1	Q2	Target			
<b>Performance</b>	88.0%	81.0%	79.2%	82.0%	<b>Desired DOT</b>	▲		
<b>Target</b>	80.0%	80.0%	80.0%	80.0%	<b>Format</b>	%		
					<b>Frequency</b>	Quarterly		
					<b>Metric type</b>	Snapshot/point in time		
					<b>Leadership team member</b>	Heleana Aylett		
					<b>Portfolio holder</b>	Leader CLlr Jill Cleary		
					<b>Overview and scrutiny</b>	Resources & Transformation		
<b>RAG Status</b>								
		2024/5		2025/6				
	Q3	Q4	Q1	Q2				

#### Supporting narrative

<b>2024/5 Q3</b>	33 vacancies were filled first time.
<b>2024/5 Q4</b>	End of year position exceeds target.
<b>2025/6 Q1</b>	We have had 24 vacancies and filled 19 first time.
<b>2025/6 Q2</b>	We have had 34 vacancies and filled 28 first time.

#### NFDC ID NO.38: Percentage staff turnover

	2024/5		2025/6		Supporting information			
<b>Performance</b>	13.00%		N/A*		<b>Target</b>	11%		
<b>Target</b>	11.00%		11.00%		<b>Desired DOT</b>	▼		
<b>Supporting narrative</b>					<b>Format</b>	%		
*Annual data for KPI no.38 will be reported in the 2025/6 Q4 dashboard.					<b>Frequency</b>	Annually		
					<b>Metric type</b>	Snapshot/point in time		
					<b>Leadership team member</b>	Heleana Aylett		
					<b>Portfolio holder</b>	Leader CLlr Jill Cleary		
					<b>Overview and scrutiny</b>	Resources & Transformation		
<b>RAG Status</b>								
			2024/5		2025/6			
					N/A*			

NFDC ID NO.39: Average number of days sickness absence per employee					
	2024/5		2025/6		Supporting information
	Q3	Q4	Q1	Q2	
<b>Performance</b>	9.33	8.80	8.00	8.80	<b>Target</b>
<b>Target</b>	8.00	8.00	8.00	8.00	8
					<b>Desired DOT</b>
					▼
					<b>Format</b>
					Numerical
					<b>Frequency</b>
					Quarterly
					<b>Metric type</b>
					Snapshot/point in time
					<b>Leadership team member</b>
					Heleana Aylett
					<b>Portfolio holder</b>
					Leader Cllr Jill Cleary
					<b>Overview and scrutiny</b>
					Resources & Transformation
<b>RAG Status</b>					
		2024/5		2025/6	
		Q3	Q4	Q1	Q2



Supporting narrative	
<b>2024/5 Q3</b>	Whilst we are always finding ways to reduce sickness and absence levels to meet our targets, this is of largely out of our direct control. Every step is taken to be satisfied that sickness absence is genuine, that sickness is reducing and that we are managing sickness effectively to keep this figure reducing. HR work closely with managers to apply our policies effectively to manage sickness.
<b>2024/5 Q4</b>	Sickness per FTE has come down since last quarter and continues to come down as can be seen with historical data.
<b>2025/6 Q1</b>	Although sickness days have reduced since the end of last quarter, FTE has increased, resulting in a reported figure in line with previous performance.
<b>2025/6 Q2</b>	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.

NFDC ID NO.40: Number of council apprenticeships					
	2024/5		2025/6		Supporting information
	Q3	Q4	Q1	Q2	
<b>Performance</b>	18		N/A*		<b>Target</b>
<b>Target</b>	10		15		15
					<b>Desired DOT</b>
					▲
					<b>Format</b>
					Numerical
					<b>Frequency</b>
					Annually
					<b>Metric type</b>
					Snapshot/point in time
					<b>Leadership team member</b>
					Heleana Aylett
					<b>Portfolio holder</b>
					Leader Cllr Jill Cleary
					<b>Overview and scrutiny</b>
					Resources & Transformation
<b>RAG Status</b>					
		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	
	Q3	Q4	Q1	Q2	Target	+/- 3%
<b>Performance</b>	0.0%	-10.09%	N/A	0.0%	<b>Desired DOT</b>	▲ or ▼
<b>Upper range</b>	3.0%	3.0%	3.0%	3.0%	<b>Format</b>	%
<b>Lower range</b>	-3.0%	-3.0%	-3.0%	-3.0%	<b>Frequency</b>	Quarterly
					<b>Metric type</b>	Snapshot/point in time
					<b>Leadership team member</b>	Paul Whittles
					<b>Portfolio holder</b>	Cllr Jeremy Heron
					<b>Overview and scrutiny</b>	Resources & Transformation
					<b>RAG Status</b>	
2024/5		2025/6				
Q3	Q4	Q1	Q2			
Green	Red	Grey	Green			

#### Supporting narrative

<b>2024/5 Q3</b>	Indicative figures as at 21 January 2025, final figures will be confirmed as set out in the Financial Monitoring Report taken to Cabinet 5 February 2025.
<b>2024/5 Q4</b>	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
<b>2025/6 Q1</b>	No financial monitoring report was released during Q1. The next scheduled report will be September 2025.
<b>2025/6 Q2</b>	Data from financial monitoring report which will be taken to Cabinet in November.

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

	2024/5		2025/6		Supporting information	
	Q3	Q4	Q1	Q2	Target	+/- 3%
<b>Performance</b>	-0.50%	-3.97%	N/A	0.4%	<b>Desired DOT</b>	▲ or ▼
<b>Upper range</b>	3.00%	3.00%	3.00%	3.00%	<b>Format</b>	%
<b>Lower range</b>	-3.00%	-3.00%	-3.00%	-3.00%	<b>Frequency</b>	Quarterly
					<b>Metric type</b>	Snapshot/point in time
					<b>Leadership team member</b>	Paul Whittles
					<b>Portfolio holder</b>	Cllr Jeremy Heron
					<b>Overview and scrutiny</b>	Resources & Transformation
					<b>RAG Status</b>	
2024/5		2025/6				
Q3	Q4	Q1	Q2			
Green	Red	Grey	Green			

#### Supporting narrative

<b>2024/5 Q3</b>	Indicative figures as at 21 January 2025, final figures will be confirmed as set out in the Financial Monitoring Report taken to Cabinet 5 February 2025.
<b>2024/5 Q4</b>	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
<b>2025/6 Q1</b>	No financial monitoring report was released during Q1. The next scheduled report will be September 2025.
<b>2025/6 Q2</b>	Data from financial monitoring report which will be taken to Cabinet in November.

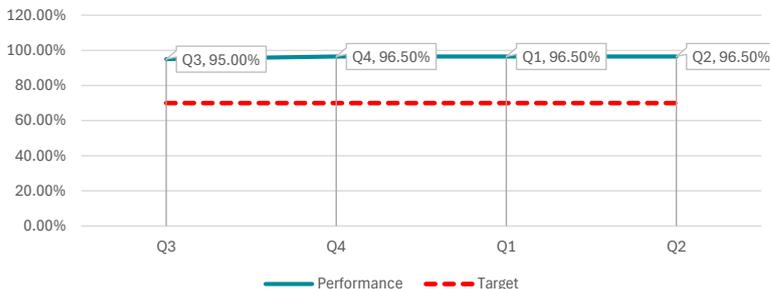
NFDC ID NO.43: Percentage of Council Tax collected in year						
	2025/6		Q3	Q4	Supporting information	
	Q1	Q2			Target	Desired DOT
<b>Performance</b>	29.57%	57.13%			57.6%	▲
<b>Target</b>	29.90%	57.60%	85.30%	98.50%		%
				<b>Frequency</b> Quarterly <b>Metric type</b> Cumulative/year to date <b>Leadership team member</b> Ryan Stevens <b>Portfolio holder</b> Cllr Jeremy Heron <b>Overview and scrutiny</b> Resources & Transformation		
<b>RAG Status</b>						
		2024/5		2025/6		
		Q3	Q4	Q1	Q2	
Supporting narrative						
<b>2025/6 Q1</b>	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.					
<b>2025/6 Q2</b>	Some instalments have been re-profiled to March 2026 and there was a delay in court date hearings, the first being August 2025.					
<b>2025/6 Q3</b>						
<b>2025/6 Q4</b>						

NFDC ID NO.44: Percentage of Non-domestic Rates collected in year						
	2025/6		Q3	Q4	Supporting information	
	Q1	Q2			Target	Desired DOT
<b>Performance</b>	28.63%	56.23%			57.9%	▲
<b>Target</b>	29.60%	57.90%	84.30%	98.50%		%
				<b>Frequency</b> Quarterly <b>Metric type</b> Cumulative/year to date <b>Leadership team member</b> Ryan Stevens <b>Portfolio holder</b> Cllr Jeremy Heron <b>Overview and scrutiny</b> Resources & Transformation		
<b>RAG Status</b>						
		2024/5		2025/6		
		Q3	Q4	Q1	Q2	
Supporting narrative						
<b>2025/6 Q1</b>	No court dates for 25/26 until August, so there is a delay in recovery proceedings commencing.					
<b>2025/6 Q2</b>	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.					
<b>2025/6 Q3</b>						
<b>2025/6 Q4</b>						

### Future New Forest: Designing modern and innovative services

#### NFDC ID NO.45: Benefits realisation from ICT investment

	2024/5		2025/6		Supporting information	
	Q3	Q4	Q1	Q2	Target	
<b>Performance</b>	95.00%	96.50%	96.50%	96.50%	<b>Target</b>	70.00%
<b>Target</b>	70.00%	70.00%	70.00%	70.00%	<b>Desired DOT</b>	Maintain
					<b>Format</b>	%
					<b>Frequency</b>	Every 6 months
					<b>Metric type</b>	Snapshot/point in time
					<b>Leadership team member</b>	Rich Bird
					<b>Portfolio holder</b>	Cllr Jeremy Heron
					<b>Overview and scrutiny</b>	Resources & Transformation
<b>RAG Status</b>						
		2024/5		2025/6		
		Q3	Q4	Q1	Q2	



#### Supporting narrative

<b>2024/5 Q3</b>	-
<b>2024/5 Q4</b>	Narrative for April 24 - April 25: Azure Migration project = 100% (9/9) Learning Management System (LMS) project = 86% (6/7) (Security training module is targeting go live on LMS on the 17th Jan) Direct Debit = 100% (5/5)
<b>2025/6 Q1</b>	Performance is in line with previously reported percentage.
<b>2025/6 Q2</b>	Project performance remains on track, with no current risks or issues identified that would impact the anticipated completion timelines.

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

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



#### Supporting narrative

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

NFDC ID NO.47: Percentage of annual ICT work programme delivered on time and on budget						
	2024/5		2025/6		Supporting information	
	Q3	Q4	Q1	Q2	Target	
<b>Performance</b>	93.33%	93.33%	93.33%	93.00%	70.0%	Maintain
<b>Target</b>	70.00%	70.00%	70.00%	70.00%	%	
					<b>Frequency</b>	Quarterly
					<b>Metric type</b>	Snapshot/point in time
					<b>Leadership team member</b>	Rich Bird
					<b>Portfolio holder</b>	Cllr Jeremy Heron
					<b>Overview and scrutiny</b>	Resources & Transformation
<b>RAG Status</b>						
<b>2024/5</b>		<b>2025/6</b>				
<b>Q3</b>	<b>Q4</b>	<b>Q1</b>	<b>Q2</b>			
Supporting narrative						
<b>2024/5 Q3</b>	-					
<b>2024/5 Q4</b>	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.					
<b>2025/6 Q1</b>	Performance is above target and in line with previous quarter.					
<b>2025/6 Q2</b>	Project performance remains on track, with no current risks or issues identified that would impact the anticipated completion timelines.					

NFDC ID NO.48: Percentage unscheduled downtime for critical systems						
	2024/5		2025/6		Supporting information	
	Q3	Q4	Q1	Q2	Target	
<b>Performance</b>	0.16%	0.43%	0.41%	1.05%	<5%	▼
<b>Target</b>	5.00%	5.00%	5.00%	5.00%	%	
					<b>Frequency</b>	Quarterly
					<b>Metric type</b>	Snapshot/point in time
					<b>Leadership team member</b>	Kim Gray
					<b>Portfolio holder</b>	Cllr Jeremy Heron
					<b>Overview and scrutiny</b>	Resources & Transformation
<b>RAG Status</b>						
<b>2024/5</b>		<b>2025/6</b>				
<b>Q3</b>	<b>Q4</b>	<b>Q1</b>	<b>Q2</b>			
Supporting narrative						
<b>2024/5 Q3</b>	-					
<b>2024/5 Q4</b>	Performance is within targeted expectation.					
<b>2025/6 Q1</b>	Performance is above target and in line with previous quarter.					
<b>2025/6 Q2</b>	Performance is within targeted expectation.					

\*NOTE KPI Nos 34 and 36 have been removed.

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## Resources & Transformation Overview and Scrutiny Panel - 22 January 2026

### New Forest Enterprise Centre - Future Governance

Purpose	For Information
Classification	Public
Executive Summary	The report assesses future governance options for the New Forest Enterprise Centre and identifies a Community Interest Company (CIC) as the preferred model. A CIC model would safeguard local benefit, strengthen community involvement and reinvest surpluses into economic development across the district. While the Board is keen to progress quickly, the Council must carefully evaluate regulatory, market and operational risks. The next step is to work with the board to define the scope for commissioning consultants to develop the proposal and recommend a way forward.
Recommendation(s)	<ol style="list-style-type: none"> <li><b>1. Panel members are asked to note and comment on the intention to explore the option to transition the New Forest Enterprise Centre to a Community Interest Company model; and</b></li> <li><b>2. support the next steps as presented in the report.</b></li> </ol>
Reasons for recommendation(s)	The recommendation to explore a CIC model for the New Forest Enterprise Centre reflects advantages such as protecting local benefit, keeping surpluses reinvested in enterprise support, aligning with the Centre's original purpose, improving transparency, widening access to funding, increasing operational flexibility, and enabling tailored governance with ring-fenced community benefits.
Ward(s)	All
Portfolio Holder(s)	Councillor Jeremy Heron – Finance and Corporate

Strategic Director(s)	Alan Bethune – Corporate Resources and S151 Officer
Officer Contact	Tim Guymer Assistant Director for Place Development 02380285987 <a href="mailto:tim.guymer@nfdc.gov.uk">tim.guymer@nfdc.gov.uk</a>

## Introduction and background

1. The New Forest Enterprise Centre (NFEC) has played a key role in supporting local business and economic development since its establishment in 1990. Originally set up as a company limited by guarantee, its purpose was to provide space and support for enterprise in New Forest District.
2. The NFEC annual turnover is approximately £1m and generates a healthy surplus over and above operating costs. The operating costs include a ground rent payable to the District Council as landowner of the site. Over the years, surplus income from the Centre has been used to repay initial loans and fund recent refurbishment works, which are now complete.
3. With the Centre now set to generate surplus income, attention has turned to how best to use these funds to benefit the local area. A clause in the original lease agreement (between the Council and the NFEC) entitles the District Council to receive a share of the pre-tax surplus, but interpretations of this clause have varied. Officers have been encouraged to explore future governance options that ensure the Centre continues to deliver meaningful local impact.
4. This work is timely based on the repayment of the loan, the completion of the necessary maintenance and refurbishment works to the centre and has also now gained momentum due to the potential for local government reorganisation. If surplus funds are retained by the centre and/or returned to the Council without a clear local focus, they risk losing their connection to the Centre's original purpose.
5. In response, discussions have taken place with the Enterprise Centre Board (comprising 3 NFDC representatives<sup>1</sup> and 4 independent board members) and senior officers to consider alternative governance models. The preferred option proposed for further exploration supported by both the NFEC board and NFDC officers is transitioning the Centre to a Community Interest Company (CIC). A CIC is a type

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<sup>1</sup> Cllr Heron – Portfolio Holder, Cllr Tipp – Portfolio Holder, and Tim Guymer – Assistant Director Place Development

of social enterprise that uses its profits and assets for public good, with legal safeguards to ensure community benefit remains central.

6. The Board has shown strong interest in the CIC model, recognising its potential to protect local control and align with the Centre's founding goals. However, there is also a shared understanding that the decision must be informed by a structured appraisal of all options, including retaining the current model or returning to the Centre's innovation-focused roots.

### **Strategic Alignment of CIC Proposal**

7. The proposal to transition the New Forest Enterprise Centre to a CIC model aligns with a number of NFDC plans and strategies, including its Corporate Plan by strengthening community benefit, reinvesting surpluses locally, and supporting small business growth. It also reinforces the Council's economic development ambitions by enabling investment in training, apprenticeships, and innovation, while supporting vibrant local economies.
8. The approach complements the New Forest Skills Action Plan by directing resources toward priority groups and expanding opportunities for upskilling in key sectors. It fits the Transformation Programme by offering a more flexible and sustainable governance model, aligns with the Local Plan through promoting regeneration and sustainable placemaking, and supports the Place Development Strategy by enabling balanced social, environmental, and economic development.

### **Recommended Option: Further explore transition to a Community Interest Company (CIC)**

9. The CIC model is recommended as the preferred option for further exploration due to its ability to safeguard local benefit, reinvest surpluses into the community, and align with the Enterprise Centre's original purpose of supporting local enterprise. It offers operational flexibility, access to funding, and enhanced community engagement. The CIC structure also ensures transparency through annual reporting and legal obligations to serve the public good.

### **Alternative Options Considered**

10. Retain as Company Limited by Guarantee - This option maintains the current structure. While this has been a sound model to date, and capable of continued to be operated in the future, the ownership of the Enterprise Centre itself would leave it open to external intervention in the future. Surplus income in the future could be

absorbed into statutory services, reducing broader local economic impact and detract from the core objectives of the Centre.

11. Return to Innovation Hub Model - this option re-establishes the Centre's original intent as a business innovation hub. While it supports start-ups and flexibility, it may reduce revenue and increase vacancy risks. It also requires a significant shift in tenant mix and operational strategy.

### **Consultation undertaken**

12. Consultation has taken place internally, including with the Section 151 Officer, and the Cabinet, including the Portfolio Holder for Finance and Corporate. Input thus far has focused primarily on financial implications, governance risks, and strategic alignment with council priorities. Discussions have also occurred within the Place Development team, who have led the appraisal process and authored this report.
13. External consultation has been focussed on engaging with the Enterprise Centre Board. Meeting notes indicate a keenness from the Board to move forward quickly in exploring the CIC model, with an emphasis on maintaining local control and community benefit.

### **Financial and resource implications**

14. Initial setup costs and legal fees are expected but will be funded by the Enterprise Centre. Several council officers will need to be fully engaged in the process to establish the CIC, with this being managed within existing workload prioritisation.
15. The ground rent income to the Council from the Enterprise Centre is expected to remain unimpacted by a change in ownership model, with regular rent reviews continuing to take place.
16. Procurement processes will need to comply with CIC regulations and maintain transparency. The CIC will be able to commission services independently, which may streamline procurement for local projects. The Council's procurement team will provide guidance during the transition to ensure compliance with public sector standards.

### **Legal implications**

17. Transitioning the New Forest Enterprise Centre to a Community Interest Company (CIC) model has several legal implications. A CIC is regulated and its formation requires submission of a community interest statement and annual reporting to demonstrate public benefit. Legal advice confirms that the Articles of Association would

need updating to remove outdated clauses, and embed community benefit obligations. The final decision as to whether to proceed will be taken by the Cabinet.

### **Risk assessment**

18. There are no identified direct risks to the council with regard a potential change in ownership model, albeit this will be kept under review as further details are available on the potential implications arising.

### **Environmental / Climate and nature implications**

19. No direct implications

### **Equalities implications**

20. While a formal Equalities Impact Assessment has not been completed, the proposal is expected to support inclusive outcomes by ensuring that surplus income is reinvested locally for community benefit. The CIC model promotes transparency, stakeholder engagement, and social value, which can help address inequalities in access to enterprise support and economic opportunity. The Centre currently hosts a diverse range of tenants, and the CIC structure is designed to maintain and enhance this diversity. Future governance arrangements will include mechanisms to ensure that equalities considerations are embedded in decision-making and annual reporting.

### **Crime and disorder implications**

21. None identified

### **Data protection / Information governance / ICT implications**

22. The recommendation to transition the New Forest Enterprise Centre to a Community Interest Company (CIC) model does not currently present any direct data protection, information governance, or ICT implications.

### **Conclusion and Next Steps**

23. On balance, transitioning to a CIC model offers the best opportunity to secure long-term community benefit, align with council strategies, and maintain operational sustainability.
24. To help inform further discussions, a feasibility study will be jointly commissioned by the Council and Board to assess the practical

implications of transitioning to a CIC model, alongside early engagement with the Enterprise Centre Board, staff and tenants to gather input and build support. A detailed transition plan will then be developed, covering legal, financial and operational requirements, as well as proposals for how future surpluses could be distributed to promote local enterprise in perpetuity. These elements will inform a fully considered decision-making report for the Council later this year, subject to prior endorsement by the Board.

**Appendices:**

None

**Background Papers:**

None

# Resources and Transformation Overview and Scrutiny Panel

January 2026



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1. Netcall Go Live- Update
2. Transformation Programme Update
3. PMO Governance

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# Netcall Implementation Update



## Background:

Great progress across our Netcall project and only one issue outside of our control with our telephony infrastructure supplier. Excellent response from customers volunteering to help test and identify improvements. 60 volunteers in total with approx. 20 available for testing on the day across 60 common customer service scenarios. Customer feedback is being actioned ahead of go-live.

## Current Status:

Over recent weeks, the project team has worked hard to get all activity back on track. We have held several meetings with all key stakeholders and business leads to ensure alignment and readiness.

- All operational business leads have confirmed they are ready for the new go-live date.
- They have also confirmed their ability to manage any impacts of the change.
- Operational teams have used the extra time wisely – for example, waste services have prepared letters and scheduled work ahead of time.
- All activities linked to or affected by Netcall have been planned and managed to fit the revised timeline.
- Energy and momentum have returned to the project, and confidence is high that we will deliver successfully.

## Go-Live Date:

The system is now scheduled to go live on the weekend of 7th February. Final testing and preparations are underway, and communications will be shared to ensure everyone is ready.

**Member Briefing- Paper briefing, followed by in person demonstration of our new customer capabilities on Jan 26**

## 2. Transformation Programme Updates

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# Transformation Programme Updates



## Housing Maintenance & Repairs System (MARS) Upgrade

- Recruitment to internal roles to support project delivery underway
- Interim change support in place/extra data capability allocated to the Team to support readiness
- Good levels of engagement from all suppliers
- Project plan in place and agreed by all parties
- Project scheduled to complete in June 2026



- Digital skills for all project supplier selected and project due to kick-off in March
- Change management toolkit in draft, based on 'understand the change', 'get ready for the change', 'embed the change', underpinned by 'embrace the change'. Being tested in parts with MARS and Netcall programmes
- Internal communications and engagement review in progress, completed surveys, focus groups and user testing. Strategy for internal comms approach going forward in development. LGR engagement plan running alongside
- Draft plan written for enhancing values-based recognition at NFDC. Aiming to hold all staff event 17 June 2026, which will include an element of recognition
- New employee networks launched - women's, early careers, neurodiversity. First meetings in Jan/Feb
- Leadership development ideas for 2026 tested out on leadership team, now for further development and then implementation



This workstream has moved to the LGR programme of work and associated governance process



This Board has been stood down and incorporated into the new Programme Management Office governance structure

3. PMO Governance



# What is a Programme Management Office (PMO)?

## Think of the PMO as the control centre for projects

It keeps everything organised, makes sure resources are available, and gives leaders the right information to make decisions.

- **Delivery**

Sets up clear processes so projects start smoothly and spots problems early.

- **Resource Management**

Helps share people and tools across projects and plans ahead for teams like IT, HR, Finance, and Legal.

- **Support**

Provides templates, tools, and advice for project managers—and extra help if needed.

- **Monitoring & Reporting**

Tracks progress, budgets, and risks, and creates easy-to-read reports so leaders know where to focus.

- **Parity**

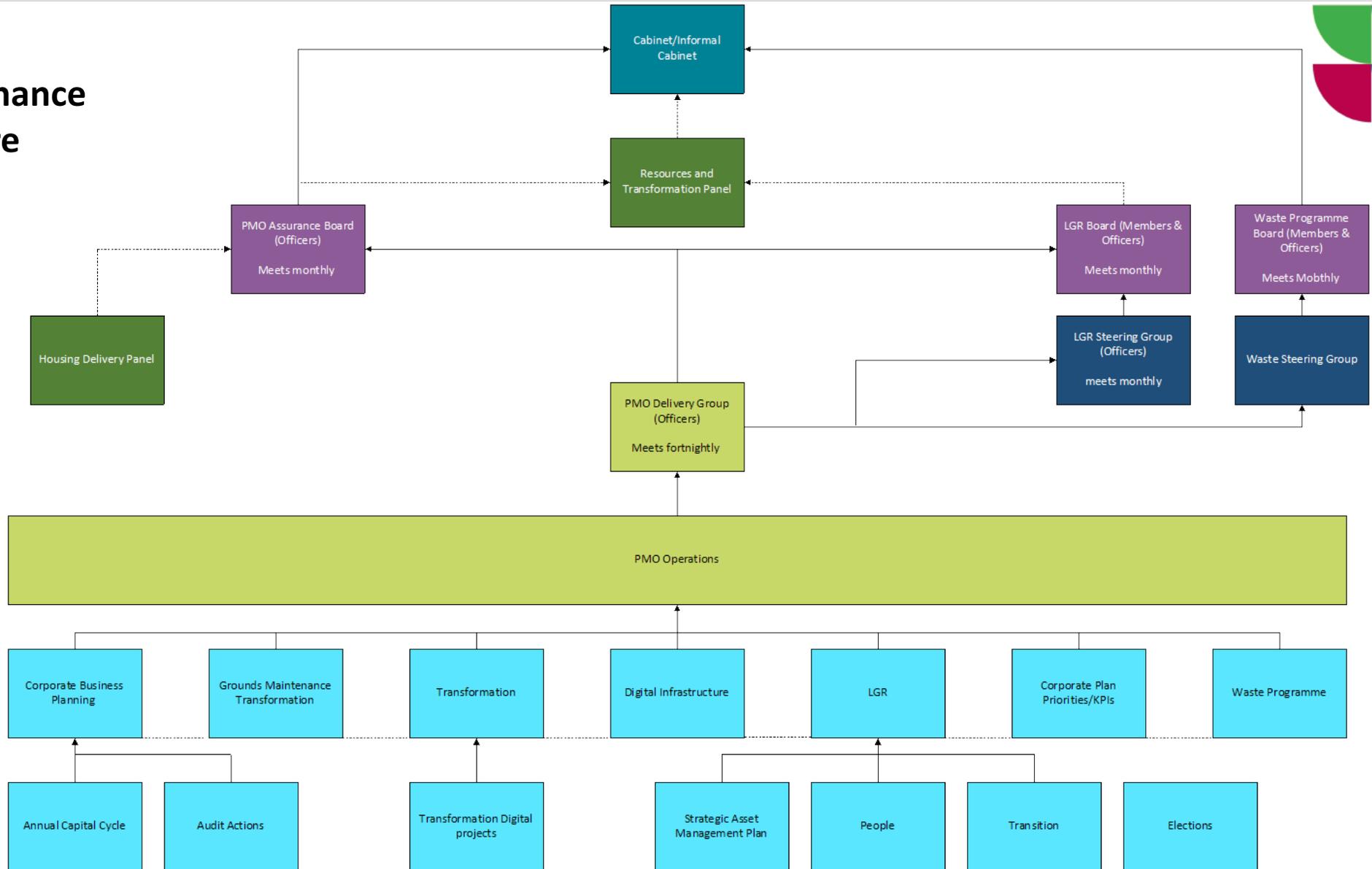
Guarantees that every project receives consistent attention, fair prioritisation, and the right level of support—regardless of size, complexity, or visibility



## Programme Management Office (PMO)- Purpose and Objectives

- The Programme Management Office (PMO) is established to provide strategic oversight, assurance, and delivery support for **all project and significant workstream activity**.
- The Council has **3 significant programmes to deliver**:
  - ✓ the transitional work to deliver **Local Government Reorganisation (LGR)**
  - ✓ the **Transformation Programme** delivering digital, people and customer improvements
  - ✓ a core set of in-train projects to deliver on the **Council's corporate plan priorities**
- The governance around these programmes will now be incorporated in the PMO.
- The PMO aims to create a **consistent and transparent framework** for initiating, assessing, managing, supporting and monitoring projects and workstreams.

# PMO Governance Structure



# PMO Assurance Framework

## Operating a PMO does NOT mean

**X-** More meetings   **X-** Complicated approvals   **X-** Slow decision making   **X-** Loss of control   **X-** Lots of paperwork

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Tier	Typical Characteristics	Assurance Requirements	Governance and Reporting
Tier 1 – Strategic	≥£1m value; Mandatory LGR; High organisational impact	Full business PMO Board oversight and review	Monthly PMO board reporting
Tier 2 – Significant	£250k–£1m; Medium risk; Multi-service change	Highlight reporting to PMO Board and Board review by exception	Bi-monthly highlight reporting
Tier 3 – Service-Level	<£250k; Single service; Low risk	Service level oversight and risk-based review	Quarterly reporting, escalation by exception



Thank you for your time



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## Resources and Transformation Overview and Scrutiny Panel – 22 January 2026

### Corporate Peer Challenge Feedback Visit Final Report

Purpose	For Information
Classification	Public
Executive Summary	<p>The report presents the Local Government Association’s (LGA) progress update report following the initial December 2024 Corporate Peer Challenge (CPC) and associated action plan.</p> <p>The progress review is an integral part of the CPC process and took place on 6 November 2025 with all the original peer team returning after a period of significant change for local government following the publication of the English Devolution White Paper.</p> <p>Peer team feedback included recognition of the many achievements since the original visit and acknowledgment that the council has made good progress against the CPC recommendations. The team noted that staff continue to enjoy working at the council with comments that they feel appreciated.</p>
<b>Recommendation(s)</b>	<p><b>Panel is asked to:</b></p> <p><b>1. Note the LGA’s feedback report</b></p>
Reasons for recommendation(s)	Recommendations support the continuous improvement focus of the corporate peer challenge, including the council’s key strategic priorities within the Corporate Plan.
Ward(s)	All
Portfolio Holder(s)	Councillor Jill Cleary – Leader of the Council
Strategic Director(s)	Kate Ryan – Chief Executive

Officer Contact	Rebecca Drummond Assistant director – transformation 023 8028 5080 rebecca.drummond@nfdc.gov.uk
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## **Introduction and background**

1. In December 2024 NFDC invited the Local Government Association (LGA) to carry out a Corporate Peer Challenge (CPC). Over three days, a team of peers from other authorities and representatives from the LGA visited the council to gather evidence, information, and views on the council’s performance.
2. The feedback was overwhelmingly positive with the peer team making ten recommendations for improvement which formed the basis of a CPC action plan reported to Cabinet in March 2025.
3. Integral to the CPC process is a progress review within twelve months of the original visit. This was undertaken on 6 November 2025 by the original peer team and included 16 meetings and speaking to over 40 people to assess progress against the recommendations and approved action plan.
4. A final follow up report assessing the councils progress towards the recommendations is presented at Appendix 1.

## **Current context**

5. The follow up review provided an opportunity to reflect on progress since the original CPC visit and to considered emerging challenges and opportunities.
6. The review was conducted against a backdrop of significant change for local government, with Local Government Reorganisation (LGR) and Hampshire and Solent’s inclusion in the Devolution Priority Programme shaping the council’s strategic context.
7. The report acknowledges that NFDC has engaged proactively in these discussions, with senior leadership playing leading roles, while maintaining focus on internal priorities.

## **Achievements and success**

8. Despite the challenging environment, the peer team acknowledged many significant achievements and good progress against the recommendations and action plan.

9. The waste-service roll out was recognised as the most significant operational transformation in the organisation's history, supported by the opening of a new depot at Hardley, the culmination of a decade long project.
10. Preparations for the forthcoming housing regulatory inspection have been robust, with improvements in tenant satisfaction, increasing by 3% from the previous year, and revisions to compliance processes.
11. The adoption of the People Strategy and the establishment of a Programme Management Office (PMO) demonstrate a commitment to organisational development and delivery assurance. The review also highlighted improvements in internal communications and staff engagement, which have included the appointment of an Employee Engagement Officer, development of a staff framework, and wellbeing initiatives such as an away space quiet room and planned all-staff celebration in summer 2026.
12. The appointment of a new Deputy Chief Executive / Chief Operating Officer was welcomed by the peer team, acknowledging greater pressures on strategic management brought by LGR.
13. Transformation remains a central strategic priority for the organisation, with the reviewed transformation strategy gaining approval in August aligned to new LGR objectives and organisation development initiatives such as the Behaviours Framework and Growth and Goals guidance recognised by the report.
14. Climate action progress was highlighted, with a review to the Climate Change and Nature Emergency Action Plan underway and £1.49m secured to upgrade homes to EPC C+ standards. The report encourages the council to remain focused in this area to achieve improved outcomes for the district. It acknowledged that the refresh of the action plan is being supported by a member task and finish group with recommendations expected in April 2026.
15. Member development has strengthened through enhanced training offers, a dedicated SharePoint resource hub, and joint EMT / Cabinet development sessions. Continued focus on officer development has also been recognised with a new cohort of managers undertaking management development training and a leadership team away day in December 2025 focusing on LGR implications.
16. The council's three-year Asset Strategy and Action Plan was approved by Cabinet in July 2025 following scrutiny by the Resources and Transformation Panel. The CPC review welcomed this approval and the commitment to provide regular Cabinet updates and

maintain alignment with strategic priorities. Peers also noted early engagement with town and parish councils and advised careful management of expectations during implementation.

17. The follow up review highlighted and confirmed that all action plan items are either completed or on track, reflecting strong progress.

### **Areas for continued focus**

18. While the council can report positive progress, the CPC follow up review highlighted several areas for continued focus.
19. Ongoing review of the revised Corporate Plan deliverables remains critical, ensuring a renewed awareness and clarity on what is achievable within current capacity and the demands of LGR.
20. Work towards a draft corporate narrative began in May 2025 but postponed reflecting LGR developments. Peers encouraged the council to publish this corporate narrative at an appropriate time to provide a clear message for staff, members, and residents. This will be framed in the context of the new organisation following the Government's decision.
21. The review emphasised the importance of strengthening the overview and scrutiny function, enabling it to act as a constructive 'critical friend' in shaping policy and preparing for regulatory expectations, particularly the forthcoming housing inspection.
22. Finally, the council must maintain momentum on transformation and asset strategy implementation, while managing expectations and ensuring alignment with LGR objectives.
23. The final report will be published on the council's website and these observations and delivery of any remaining original actions will now be progressed through existing arrangements and governance.

### **Corporate plan priorities**

24. The CPC Progress Review considered how the council's Corporate Plan priorities align with current capacity and the challenges of LGR.
25. In response to the recommendation to review priorities a full review of deliverables and adjusted Key Performance Indicator targets was carried out and received appropriate approval.

### **Options appraisal**

26. No alternative options were considered.

27. The council remains committed to maintaining and building on the progress highlighted in the CPC Progress Review report, particularly within the context of LGR.

### **Consultation undertaken**

28. The CPC follow-up visit primarily consisted of a series of focus groups, bringing together a broad range of council staff and elected members.
29. Feedback and evidence gathered through these sessions formed the basis of the final observations and recommendations from the CPC peer team.
30. The report will be considered by EMT and Resources and Transformation Overview & Scrutiny Panel before being presented to Cabinet.

### **Financial and resource implications**

31. There are none arising directly from this report although observations are made regarding capacity needed to deliver priorities and LGR and this will need to be kept under review, supported by the introduction of the PMO.

### **Legal implications**

32. There are none arising directly from this report.

### **Risk assessment**

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

### **Environmental / Climate and nature implications**

34. There are none arising directly from this report although the feedback report encourages the council to maintain focus in this area.

### **Equalities implications**

35. Although there are no direct equalities implications from this report the CPC action plan included actions to strengthen our approach to equalities and diversity through the introduction of equalities assessments within service planning and leadership development.

### **Crime and disorder implications**

36. There are none arising directly from this report.

## **Data protection / Information governance / ICT implications**

37. There are none arising directly from this report.

### **Appendices:**

Appendix 1 – LGA Corporate Peer Challenge Progress Review (6<sup>th</sup> November 2025)

### **Background Papers:**

Cabinet – 2 April 2025 – Corporate Peer Challenge Report and Action Plan  
Cabinet - 1 October 2025 – Corporate Peer Challenge Follow-Up Report

# LGA Corporate Peer Challenge – Progress Review

New Forest District Council

6 November 2025

Feedback



**Corporate Peer Challenge**



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## 1. Introduction

New Forest District Council undertook an LGA Corporate Peer Challenge (CPC) during December 2024 and published the full report with an action plan.

The Progress Review is an integral part of the CPC process. Taking place after the CPC, it is designed to provide space for the council's senior leadership to:

- Receive feedback from peers on the early progress made by the council against the CPC recommendations and the council's RAG rated CPC Action Plan.
- Consider peers' reflections on any new opportunities or challenges that may have arisen since the peer team were 'on-site' including any further support needs
- Discuss any early impact or learning from the progress made to date

The LGA would like to thank New Forest District Council (the council) for their commitment to sector led improvement. This Progress Review was the next step in an ongoing, open and close relationship that the council has with LGA sector support.

## 2. Summary of the approach

The Progress Review at New Forest District Council took place (onsite) on 6 November 2025, with the following members of the original CPC team involved:

- Lead officer peer: Jonathan Stephenson, Chief Executive, Brentwood Borough Council and Rochford District Council
- Lead member peer: Cllr William Nunn, Breckland Council and Norfolk County Council
- Member peer: Cllr Sarah Osborne, East Sussex County Council
- Officer peer: Claire Astbury, Head of Housing Strategy and Development, Luton Borough Council
- Officer peer: Jane Wilson, Chief Operating Officer, Cambridge City Council
- Nick Searle, Peer Challenge Manager, Local Government Association

### 3

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The Progress Review considered the ten recommendations from the Corporate Peer Challenge under the following theme headings:

- Vision and priorities
- Member development
- Communication
- Transformation

### 3. Progress Review – Feedback

Peers returned to the council after a period of significant change for local government following the publication of the English Devolution White Paper in December 2024. More locally in the New Forest, in February 2025, the government confirmed that Hampshire and the Solent would be one of the six areas part of the Devolution Priority Programme.

On their return to the council, peers welcomed the honesty and willingness to engage from everyone spoken to throughout the progress review. Although it was acknowledged that local government reorganisation (LGR) would bring significant change to the council and the wider Hampshire and Solent sub-region, the council is working effectively to manage the challenges and opportunities of LGR. For example, the Leader and CEX are both proactive players with leading roles in LGR discussions across Hampshire and Solent.

The council submitted a final LGR proposal setting out its desire to keep the New Forest district whole, yet potential boundary changes in other proposals could see the district split and this uncertainty is understandably causing concerns. Nevertheless, LGR is broadly seen as an opportunity for the council to promote the economic growth, development and cultural prospects of the area. Regular updates and engagement with staff on LGR are welcomed, and staff remain committed and positive about working for the council. Overall, from the peers' engagement with staff, it is evident that staff continue to enjoy working at the council, with staff commenting that they feel appreciated.

Amidst this background of substantial change, the council has accomplished many

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things since the peer team were on site. One of the council's biggest achievements has been the ongoing roll-out of waste service changes, which has represented the most significant operational transformation the council has ever undertaken. Other achievements include the opening of the Hardley Depot in March 2025; proactive preparations for the new housing regulatory standards inspection; increases in tenant satisfaction from 81% in 2023/24 to 84% in 2024/25; and the adoption of the People Strategy in April 2025. The council is rightly very proud of these achievements, amongst many others.

Out of the CPC's ten recommendations, the council's RAG rated action plan reported that 100 per cent of actions are completed or in progress and on track. On their return to the council, the peer team felt that the council has made good progress against many of their CPC recommendations.

More detailed feedback on each thematic area is set out below.

### **3.1. Vision and priorities**

- Recommendation 1: Clarify priorities and timelines for delivery
- Recommendation 8: Demonstrate further commitment to carbon reduction with a clear action plan
- Recommendation 9: Continue the good practice in housing and consider applying successful approaches to the wider organisation

Against the context of LGR, the council's Executive Management Team (EMT) undertook a review of its priorities and deliverables. As a result, Key Performance Indicator (KPI) targets have been adjusted, and Cabinet subsequently approved the revised Corporate Plan deliverables. The new Deputy Chief Executive / Chief Operating Officer post and the establishment of the Programme Management Office (PMO), both welcomed by the peer team, will further help with priority rationalisation and delivery assurance. It will also help ensure that staff capacity is managed and resources are aligned accordingly. The peer team recognise these changes are in their early stages of implementation, but show encouraging promise.

## **5**

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Whilst staff remain clear on the council's priorities, they still feel that there are too many. Peers therefore encourage the council to be clear on what is a priority and what is not deliverable considering the capacity challenges because of LGR. For members, peers encourage them to have a well-defined understanding of the legacy they want to leave as part of LGR, along with an agreed delivery timeframe. Despite there being so much underway as part of LGR, the council must continue to seek effective ways to keep residents updated about the delivery of its wider priorities too.

On carbon reduction, peers heard that the Climate Change and Nature Emergency Action Plan refresh is underway, and this is supported by a newly formed Member Task and Finish Group. This Group has already started its work and will continue to meet over the coming months before issuing recommendations around April 2026. Low carbon development continues to be a key priority for the council. This is evident in the new service planning template, which outlines a commitment to prioritise climate concerns through the completion of a climate risk assessment. The council has also secured £1.49m of funding to upgrade approximately 200 homes to EPC C+ in 2025/26. Furthermore, whilst the Local Plan Review is in the early stages of development, climate change has already been identified as a key issue, with a strong desire to ensure high sustainability standards for new developments.

During the corporate peer challenge in 2024, peers observed good practice in housing and encouraged the council to apply successful approaches to the wider organisation. With the former Strategic Director of Housing recently appointed as Deputy Chief Executive / Chief Operating Officer, there is a clear opportunity to embed and share successful housing practices across the organisation. This new post also supports the establishment of a PMO which will embed methods, processes and approaches learned from work in housing across the council as a whole.

During the revisit peers were pleased to hear that the council has made good progress in this area. In September 2025, the topic based 'Monthly Meet' staff engagement forum focused on housing and had a spotlight on performance management, as well as on using technology to meet compliance needs and improve performance. The council is now scoping a programme of 15-minute sessions to be

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delivered quarterly at leadership meetings to ensure the sharing of knowledge with the wider Senior Leadership Team.

### 3.2. Member development

- Recommendation 3: Design and deliver a robust member and senior officer development programme
- Recommendation 4: Consider ways to strengthen your overview and scrutiny function

Since the peer challenge, the council has strengthened its training offer for all members, with member briefings covering the general responsibilities of a councillor as well as briefings on specific areas of focus, such as waste. Understandably, it was clear to peers that member development has shifted to focus on improving member understanding of the LGR process, with all-member briefings on LGR and specific LGR training for Cabinet members too. On a similar point, the peer team observed that much of the Leader's time is taken up by the demands of LGR; given this, the council is encouraged to consider how the Leader can be better supported in overseeing the delivery of internal priorities.

On member training more broadly, the council has created a dedicated training and development area on the councillor SharePoint site, which provides a single point of access for resources and supports members' continuous development. The feedback on all these changes has been positive, and councillors are now better informed. Looking forward, the peer team encourages all members to maximise external training opportunities, for example from the Local Government Association and the Centre for Governance and Scrutiny. Peers also encourage those members that might seek election to any new unitary authority to take advantage of training available in order to upskill themselves in service areas that district councils do not currently manage.

The council has also established joint Executive Management Team (EMT) / Cabinet development sessions, with an initial session covering the Local Plan Review.

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Following positive feedback plans are now underway for additional EMT / Cabinet development sessions covering areas such as LGR, housing regulation and community asset transfer.

In relation to officers, the council has continued its leadership and management development programmes. A new management development cohort began in April 2025, and focused on strengthening leadership skills. The Leadership Team have undertaken development initiatives focusing on behaviours, EDI and recognition, and had an away day in December 2025 focusing on LGR and resilience.

As well as enhancing its training offer to all members, the council has undertaken efforts to strengthen its overview and scrutiny function. For example, each Strategic Director is now formally linked to a specific Overview and Scrutiny panel to provide support. Regular meetings between Strategic Directors and the chairs of each Overview and Scrutiny Panel have covered activities such as agenda planning, which has helped ensure a more strategic focus. In addition, both pre-panel briefings and topic specific briefings, such as on Housing Regulation, have helped increase member understanding and have led to more informed discussions. The council is considering rolling out the changes made by the Housing and Communities Overview and Scrutiny Panel, for example summary slides and example questions, to the other panels. The peer team welcomes this approach.

Nevertheless, peers felt there is still scope for overview and scrutiny to be further strengthened. Peers see there is potential for overview and scrutiny to act as a 'critical friend' to assist with policy development and regulatory expectations, for example in preparations for the forthcoming inspection by the Regulatory of Social Housing. Peers also welcomed the inclusion of tenant representation in the housing scrutiny group. It is important that this is supported by meaningful engagement and two-way communication with wider tenant representative bodies to support the continued succession planning within this scrutiny.

On a broader point regarding member development, peers noted effective cross-party collaboration, for example on the deferment of the Local Plan and whole council agreement for the council's LGR submission. Peers strongly welcomed this approach and encourage all members to pursue further opportunities for joint working.

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### 3.3. Communication

- Recommendation 2: Create an overarching corporate narrative and communicate proactively with staff, members and local people
- Recommendation 10: Remember to celebrate your achievements no matter how small or big they are

During the corporate peer challenge, the peer team encouraged the council to create a narrative to 'help staff, members, partners, and residents look towards the future and help them see how they can support the delivery of the corporate plan'. Whilst a draft corporate narrative was presented to EMT in May 2025, the council has postponed its publication. The council explained that this was because the corporate narrative will be revised in the coming months following LGR developments and decisions. Whilst understanding the significant external factors at play, peers continue to encourage the council to consider what it wants to achieve with a corporate narrative as this will determine the most suitable timing for its publication.

The adoption of the People Strategy in 2025 has led to increased efforts to recognise staff achievements. Successes have and continue to be celebrated in team meetings, directorate sessions and staff events, such as a BBQ for waste operatives in October 2025. Other channels are used too, such as internal communications, media releases and the annual performance report. A significant all-staff celebration for summer 2026 is also being planned. Alongside doing more to acknowledge staff achievements, the council has also established a wellbeing quiet room for employees. The peer team welcome these initiatives, but want the council to ensure the approach is applied and promoted consistently across the organisation.

On internal communications specifically, the peer team consistently heard positive feedback that the chief executive effectively communicates with staff, through different channels. Furthermore, improvements have been made to internal communications through the development of a staff framework. The appointment of an Employee Engagement Officer has made a substantial difference, helping to identify staff persona groups and tailor communication channels and messages. Staff personas are now being developed to ensure communications and engagement are

appropriately targeted. The Employee Engagement Plan for LGR also outlines various communication methods to ensure messages are suitably adapted to different teams, making sure they are effective as possible.

### 3.4. Transformation

- Recommendation 5: Ensure there is collective ownership of the transformation programme by the executive management team
- Recommendation 6: Apply internal policies and practices consistently across the council
- Recommendation 7: Develop an assets strategy and action plan

Since the peer challenge, the focus of council's transformation programme has understandably shifted to LGR preparedness. Despite this shift in focus, the transformation programme continues to have strong commitment from all political groups and staff at all levels. Leadership of the programme remains effective, with the new Deputy Chief Executive / Chief Operating Officer appointment giving it fresh impetus as well as responsibility for delivery.

The council has taken effective steps to ensure that the transformation programme is fully aligned with LGR objectives and delivers long-term outcomes. For example, after reviewing the strategic priorities an updated Transformation Strategy was approved by Cabinet in August 2025; the council has also developed a clear governance structure with directorate board meetings feeding into the monthly LGR and Transformation Board; and the establishment of the PMO will bring together a single set of projects and provide oversight and coordination on the delivery of priorities. It will bring consistency and clarity, and enable the effective use of data to ensure focus stays in the right place.

Staying with the considered and evidence based approach they are establishing will stand the council in good stead through LGR. Peers saw that there is already evidence demonstrating that the council has been using this approach to help focus on what is essential and in best interests of residents with LGR on the horizon. As

with all councils there is a risk that they get pulled off track, but it is encouraging that the council has the tools to mitigate this.

As part of the People Strategy, new organisational development (OD) initiatives have been launched. These initiatives, spearheaded by the appointment of two new OD roles, are showing encouraging promise and playing a key role in ensuring the consistent application of internal policies and practices. For example, the new Behaviours Framework was approved in July 2025. It was soft launched through chief executive staff sessions in July 2025, covered at the Leadership team development day, and training is being implemented across the council. The induction process has also been reviewed. There are now 'induction essentials' videos for new starters and enhanced guidance for managers too. Furthermore, the peer team heard about changes to performance and development, namely the forthcoming launch of 'Growth and Goals' conversations. Every manager is undertaking training and staff will have three conversations a year, replacing the existing format which was described as 'transactional'.

Following consideration at the Resources and Transformation Overview and Scrutiny Panel in June 2025, the Cabinet approved the council's three-year Asset Strategy and Action Plan in July 2025. Peers welcomed the council's plans to regularly update Cabinet on progress to maintain focus on political priorities, as well as the desire to maintain close working between Estates colleagues and the Transformation Programme, against the backdrop of LGR preparations. Initial discussions have taken place with town and parish councils to support implementation, although the peer team encourages the careful management of expectations.

## 4. Final thoughts and next steps

The LGA would like to thank New Forest District Council for undertaking an LGA CPC Progress Review.

We appreciate that senior managerial and political leadership will want to reflect on these findings and suggestions to determine how the organisation wishes to take things forward.

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Under the umbrella of LGA sector-led improvement, there is an on-going offer of support to councils. The LGA is well placed to provide additional support, advice and guidance on a number of the areas identified for development and improvement and we would be happy to discuss this.

Will Brooks (Principal Adviser – South East) is the main point of contact between the authority and the Local Government Association (LGA) and his e-mail address is [William.Brooks@local.gov.uk](mailto:William.Brooks@local.gov.uk)

## Resources and Transformation Overview and Scrutiny Panel – 22 January 2026

### Asset Maintenance and Replacement Programme and General Fund Capital Programme 2026/27

Purpose	For Review
Classification	Public
Executive Summary	<p>This report provides the council’s proposed revenue funded Asset Maintenance and Replacement programme (AMR) and General Fund Capital programme for 2026/27 and outline budgets to 2027/28.</p> <p>This includes a £210,000 increase to the overall AMR budget, now totalling £3.1 million (£2.6 million General Fund investment after accounting for a £500,000 allocation to the Housing Revenue Account).</p> <p>The General Fund Capital programme for 2026/27 totals £14.646 million with approximately two thirds (£9.717 million) being financed from external third-party funding.</p>
<b>Recommendation(s)</b>	<p><b>It is recommended that Panel members give feedback on:</b></p> <p><b>1) the schedule of projects as included within the report and summarised via Appendix 1 and 2 for onward consideration by the Cabinet.</b></p> <p><b>2) the proposed Cabinet recommendations as follows:</b></p> <p><b>It is recommended that Cabinet:</b></p> <p><b>a) endorse the schedule of projects, as included within the report and summarised via Appendix 1 and Appendix 2, noting that final approval will come through Council consideration of the 2026/27 budget.</b></p> <p><b>b) notes that this programme commits the Council to expenditure beyond 2026/27 whereby a project commences in</b></p>

	<p><b>2026/27 and extends into future years.</b></p> <p><b>c) recommend to Council that the Vehicle and Plant replacement programme be approved for a 2-year period, covering purchases due in 2026/27 and 2027/28.</b></p>
Reasons for recommendation(s)	<p>To support the council setting an annual balanced budget and presenting how its financial resources are to be allocated and utilised.</p> <p>To ensure the council continues to invest in and maintain its assets in order to carry out its duties and minimise risk.</p>
Ward(s)	All
Portfolio Holder(s)	Councillor Jeremy Heron – Finance and Corporate
Strategic Director(s)	Alan Bethune – Strategic Director Corporate Resources (Section 151 Officer)
Officer Contact	<p>Paul Whittles</p> <p>Assistant Director - Finance</p> <p>02380 285766</p> <p>paul.whittles@nfdc.gov.uk</p>

## **Introduction and background**

1. This report provides the proposed revenue funded Asset Maintenance & Replacement programme (AMR) and General Fund Capital programme for 2026/27 and outline budgets to 2027/28.
2. The December 2025 Medium Term Financial Plan included a revenue budget allowance to cover the AMR programme for 2026/27 of £2.500 million for the General Fund and £390,000 for the HRA (total £2.890 million). The proposals contained in this report have increased the General Fund budget to £2.600 million and the HRA to £500,000 (total £3.100 million). Separately, there is a £610,000 budget relating to waste vehicles following the implementation of the new waste service. This enhances the level of investment previously provided in 2025/26 and there are currently no further planned or approved adjustments to the overall programme budget over the period covered by the current Medium Term Financial Plan.

3. Service Managers were asked to come up with their proposed projects for 2026/27, whilst being realistic in terms of timeframes and deliverability. The programme amounts now being proposed matches the funding allocated, following work by the Capital Board (CB) which prioritised projects to align to the budgets available, with priority given to statutory and health and safety items.
4. The proposed General Fund Capital Programme for 2026/27 totals £14.646 million. Projects are funded by a range of resources, including NFDC reserves (capital reserve and receipts received), various grants, funds and Developer Contributions including the Community Infrastructure Levy (CIL) and external borrowing as required. Full financing detail is covered in the Council's Capital Strategy.
5. The council's Strategic Asset Management Plan (SAMP) was approved in July 2025. The plan allows the Council to set out longer-term goals in respect of its property assets, thereby aligning property to key corporate priorities. The development of the plan also aligns with the recommendations of the Corporate Peer Challenge report (December 2024) and supports the preparedness for Local Government Reorganisation (LGR). Specific activity regarding the proposed £2 million improvements to Public Conveniences are included within this report.

### **Proposed Asset Maintenance and Replacement Programme 2026/27**

6. The summary programme covering 2026/27 – 2028/29 is included as Appendix 1. The budget is monitored at this overall summary level to allow for sufficient flexibility should more urgent projects come to light during the financial year.

#### **Further Information Relating to Projects**

##### Health & Leisure Centres Annual Maintenance Programme £750,000

7. In 2019, the Council commissioned a comprehensive condition survey of its five Leisure Centres, undertaken by an independent specialist. The resulting report set out a 15-year programme of works to maintain the centres at their current standard. This programme is reviewed annually to ensure it remains relevant and informs the required maintenance activities. For 2026/2027 and beyond, the prioritised works schedule will continue to focus on lifecycle replacements and upgrades, including the phased replacement of end-of-life plant with modern, energy-efficient alternatives. All proposed works will be agreed in consultation with

the Strategic Director for Corporate Resources to ensure alignment with corporate priorities and sustainability objectives.

#### Offices and Commercial Premises £265,000

8. £175,000 is required to replace the roof at Salisbury Road Arcade supporting our tenants and in turn our associated income streams.
9. £50,000 has been provided to repair the Appletree Court East Wing second floor roof and a further £25,000 has been allocated regarding the East Wing Tower Access.
10. £15,000 has been included to allow for an air conditioning upgrade to the server room at Lymington Town Hall to reduce the risk of systems overheating leading to unplanned shutdowns.

#### ICT Equipment Replacement Programme £190,000

11. The Council has a cyclical replacement programme in place to ensure IT equipment remains fit for purpose. An annual budget of £190,000 is in place throughout the period covered by this Medium Term Financial Plan.

#### Vehicles & Plant Replacement Programme £1,790,000

12. Members will note that the replacement of Vehicles & Plant (V&P) occurs on both the revenue AMR programme and the Capital Programme. The Council's policy is to capitalise individual items with a value greater than £10,000 and then depreciate these over their estimated useful life. The capital programme therefore includes the cash amount required to purchase the V&P, and the revenue programme includes the depreciation charge. The depreciation charge to revenue then makes a direct contribution towards the capital cost through a charge known as the Minimum Revenue Provision (MRP). The significant capital outlay required will result in older less efficient vehicles being replaced with the latest more efficient models.
13. The 2026/27 programme includes cyclical replacement of 'standard' fleet vehicles and plant. The £1.790 million budget here does not relate to the additional vehicles, or the capitalisation of the containers associated with the roll out of the waste strategy which is shown separately and totals £610,000.

#### Other

14. £48,000 is proposed to support work across NFDC managed cemeteries to ensure all memorials are safe.

15. In addition to a £15,000 base revenue budget, this AMR budget proposes a £12,500 top-up to the budget for works at Hythe Promenade. This enables the continuation of maintenance works following the conclusion of critical safety work during Phase 1 and will lead to further improvements of the decking to keep it a safe space.
16. The overall AMR programme includes a £45,000 contingency to help managing any unforeseen changes to the items proposed or any urgent emerging items.
17. The programme as outlined above totals £3.100 million. Of this total, approximately £500,000 is rechargeable to the HRA leaving £2.600 million to be funded via the General Fund, in keeping with the amount currently provided for in the MTFP. The recharge to the HRA will be accommodated within the detailed budget planning for 2026/27.

Projects that didn't make it through to the final prioritised AMR programme were as follows:

18. ATC South Wing Toilet Refurbishment deprioritised, but to be potentially funded from Appletree Court works budget contingency, should resources allow following the completion of other schemes.
19. Lymington Town Hall drainage run (£15,000) to be funded from existing revenue maintenance budgets.
20. Salisbury Road Office refurbishments (£70,000) to be funded from the Commercial Property Sinking Fund.

### **Other One-Off Funded Programmes**

21. The Community Grants programme has a maximum budget of £100,000 for one-off capital grant applications for 2026/27. The Panel are aware this is a financial ceiling, and not a target. In 2026/27 the recommendation from the Task and Finish group to the Housing and Communities Overview and Scrutiny Panel was to award grants totalling £97,950.
22. This one-off item will require financial resources, funded by the revenue budget or reserves and will be included on the Medium Term Financial Planning Reports through Cabinet.

### **General Fund Capital Programme 2026/27**

23. The capital programme consists of projects funded by NFDC resources (capital reserve and receipts received), various grants,

funds and Developer Contributions including the Community Infrastructure Levy (CIL).

24. The proposed programme for 2026/27 totalling £14.646 million including the outline financing is included as Appendix 2.
25. The project proposals for a 3-year period have been included for overall context. Where a project commences in (or continues into) 2026/27 and spans several financial years, a commitment to start in 2026/27 is a commitment to approve the funding required to complete over the period of the programme. Where a sum is included in future years, it is not requiring approval now but is included for completeness and overall programme context; approval for these items will come at the appropriate point in the budget setting cycle for the year in question. Due to the lead in time of the Vehicles and Plant Acquisition programme, the programme sums for 2026/27 and 2027/28 will be approved now to enable necessary work to commence in the year prior to when the new vehicle and plant will actually be delivered.

### **Further Information Relating to NFDC Funded Projects**

Sustainability and Climate Action (2026/27 £50,000; 2027/28 £50,000; 2028/29 £50,000)

25. This £50,000 allocation is in addition to a £75,000 revenue budget in place to support the Council's sustainability team and maintains its commitment to support the Climate Strategy and action plan throughout the Medium Term Financial Plan.

Strategic Asset Management Plan (SAMP) – Public Conveniences (2026/27 £1,000,000; 2027/28 £1,000,000)

26. Public conveniences form an essential part of the Council's estate, supporting health, accessibility, and visitor experience across the district. Condition surveys undertaken in 2025 revealed a range of significant structural and operational issues across the 23 sites.
27. Four priority locations at Calshot East, Totton Central, Bransgore, and Lymington New Street require full refurbishment due to their critical condition and strategic importance. Targeted improvements will also be delivered across the remaining blocks to ensure compliance with health and safety legislation, building regulations, and the Equality Act 2010.
28. Consequently, the significant investment proposed will bring all sites to a good standard of building integrity and accessibility, while incorporating sustainability enhancements such as LED lighting,

water-saving fixtures, improved insulation, and maintenance of existing solar PV installations where feasible.

29. Works will be phased through 2026/27 and 2027/28.
30. The programme will deliver full statutory compliance, improved accessibility, and enhanced visitor experience, alongside positive environmental impacts and reduced lifecycle costs such as maintenance. These works will create a lasting legacy of resilient, future-proofed facilities for our residents and visitors.

Vehicles & Plant (2026/27 £2.947 million; 2027/28 £1.012 million; 2028/29 £3,458,000)

31. The significant Capital Outlay required will result in older less efficient vehicles being replaced with the latest more efficient models.

Eling Tide Mill - Major Works (2026/27 £250,000; 2027/28 £500,000)

32. A phased investment of £750,000 is planned to deliver essential improvements to Eling Tide Mill, following consultant feasibility work completed in 2024 and 2025. While previous interventions have addressed mechanical elements such as sluice gates, the undercroft beams and the wheel mechanism, this programme will focus on the building fabric, including repairs to roofing, windows, and flooring to ensure structural integrity and protect the historic asset. These works are critical to prevent further deterioration, maintain safety, and preserve the mill's heritage value. In addition, the Council will consult with Totton and Eling Town Council to identify any additional priorities at the site that fall outside the initial scope but are deemed vital for overall site preservation and community benefit.

Marsh Lane Depot improvements including Electrical Supply (2026/27 £500,000)

33. The 2026/27 Capital Programme includes £500,000 for targeted improvements at Marsh Lane Depot. The focus will be on delivering high-impact, cost-effective interventions to enhance welfare facilities and overall accommodation standards for staff. Alongside upgrades to communal and hygiene areas, the project will review the capacity of existing office accommodation to determine whether certain buildings can be refurbished to provide modern, functional workspace. This approach supports better utilisation of assets and improved working conditions. In addition, a comprehensive storage audit across the site is planned to identify opportunities for rationalisation and efficiency gains. A significant priority will be the

installation of a new 1500kVA substation at Marsh Lane Depot, Lymington. This investment was informed by and recommended as part of consultant-led feasibility works completed in 2025, which confirmed that the existing electrical infrastructure is operating at full capacity and poses compliance and safety risks. The upgrade will provide essential capacity relief, improve resilience, and ensure statutory compliance, while supporting future operational growth and sustainability objectives.

Dibden Golf Centre (2026/27 £100,000)

34. This investment is to undertake landlord responsibilities and improve the clubhouse, particularly the entrance. Full details will need to be determined and the resultant activity scheduled in collaboration with our partners.

35. **Further Information Relating to Part or Non-NFDC Funded Projects**

Disabled Facilities Grants (2026/27 £1.500 million; 2027/28 £1.500 million; 2028/29 £1.500 million)

36. The Council facilitates the delivery of Disabled Facility Adaptations each year, using central government 'Better Care Fund' to pay for said adaptations. The Council's contribution is in the staffing resource to deliver the adaptations. NFDC Capital Contribution: £nil.

South-East Strategic Coastal Monitoring (2026/27 £2.731 million; 2027/28 £3.431 million; 2028/29 £3.211 million)

37. This project is the continuation of the regional coastal monitoring programme, with the MTFP covering the conclusion of Phase III 2025-2027 of the national monitoring programme and the initial stages of Phase IV 2027-2033. The figures above are for the full approval for the SE region as managed and co-ordinated by NFDC. NFDC Capital Contribution: £nil.

Hurst Spit Shingle Source Study (2026/27 £61,000; 2027/28 £61,000)

38. The existing Hurst Spit Beach Management Plan (BMP) has been in existence since 1996. The plan requires updating to consider additional data, past performance of the spit and future management operations. This study, funded by the Environment Agency, will enable this work to be undertaken, enabling the BMP to be updated in line with current practices. NFDC Capital Contribution: £nil.

Milford-On-Sea Beach and Cliff Study (2026/27 £100,000; 2027/28 £123,000)

39. This project will enable an updated condition survey, assessment and plan to be formulated to protect the aging coastal defences. The commencement and delivery of this project will be subject to the outcomes of the Christchurch Bay Strategy Study. NFDC Capital Contribution: £nil.

Hurst Spit Beach Management Plan (BMP) (2026/27 £105,000)

40. The proposed works, funded by the Environment Agency, align with the current approved BMP for undertaking Hurst Spit maintenance operations and is also in sync with the preferred ongoing “hold the form – maintain” strategy. NFDC Capital Contribution: £nil.

Developer Contributions / CIL (2026/27 £5.100 million; 2027/28 £9.650 million; 2028/29 £7.300 million)

41. A separate report in early Summer 2026 will confirm the proposed projects, with the Capital Programme at this stage setting aside an indicative gross overall budget to be set for drawdown for individual project delivery. NFDC Capital Contribution: £nil.

Applemore Leisure Centre Public Sector Decarbonisation Scheme (PSDS) (2026/27 £202,000; 2027/28 £1,211,000; 2028/29 £731,000)

42. The scheme will enable upgrades to the Leisure Centre in turn reducing carbon emissions. These include replacing existing heating systems and improving insulation. NFDC Capital Contribution: 2026/27 £82,000; 2027/28 £130,000, 2028/29 £131,000.

### **Corporate plan priorities**

43. The investments laid out in the body of the report are widespread and crosscutting, positively impacting many of the council’s corporate priorities including caring for our facilities, neighbourhoods and open spaces in a modern and responsive way, maximising the benefits of inclusive economic growth and investment, and being financially responsible.

### **Options appraisal**

44. As detailed in the body of the report the Capital Board considered a number of potential requests for funding prioritising those of a statutory and health and safety nature first.

### **Consultation undertaken**

45. Internal consultation between finance officers, service managers and budget holders has determined the forecast data presented in the report.

### **Financial and resource implications**

46. This is a financial report with budget implications already detailed and considered in the main body of the report. The new Project Management Office (PMO) will help provide oversight and delivery of the AMR and capital programme, to include consideration of resourcing requirements to deliver the enhanced programmes.

### **Legal implications**

47. Many of the maintenance projects ensure the Council is satisfying its health and safety, statutory and contractual obligations associated with its assets.

### **Risk assessment**

48. None undertaken.

### **Environmental / Climate and nature implications**

49. Whilst constrained to the funding available a number of the schemes included in the council's AMR and Capital Programme, such as replacing old less efficient fleet vehicles and coastal protection work, make positive contributions to the environment.
50. £50,000 is specifically allocated to support work undertaken by the Council's sustainability team.

### **Equalities implications**

51. There are no equality implications arising directly from this report.

### **Crime and disorder implications**

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

### **Data protection / Information governance / ICT implications**

53. There are no data protection, information governance or ICT implications arising directly from this report.

**Appendices:**

Appendix 1 – Asset Maintenance  
and Replacement Programme  
2026/27 – 2028/29

Appendix 2 – Capital Programme  
2026/27 – 2028/29

**Background Papers:**

None

## GENERAL FUND ASSET MAINTENANCE AND REPLACEMENT (AMR) PROGRAMME

	2025/26	2026/27	2027/28	2028/29
	£'000	£'000	£'000	£'000
Health & Leisure Centres	750	750	750	750
Office, Depots and Outlying Buildings	270	265	-	-
Cemeteries	-	48	-	-
Hythe Prom	-	12	-	-
Programme Contingency	30	45	370	370
	-	-	-	-
	-	-	-	-
	<b>1,050</b>	<b>1,120</b>	<b>1,120</b>	<b>1,120</b>
ICT Replacement Programme	190	190	190	190
Vehicle and Plant (Depreciation/MRP)	1,650	1,790	1,790	1,790
	<b>1,840</b>	<b>1,980</b>	<b>1,980</b>	<b>1,980</b>
Less: Proportion allocated to the HRA	-390	-500	-500	-500
<b>TOTAL GENERAL FUND AMR PROGRAMME</b>	<b>2,500</b>	<b>2,600</b>	<b>2,600</b>	<b>2,600</b>

	Portfolio	PROJECT REQUIREMENTS £			ORIGINAL 2026/27 PROJECT FINANCING £			
		2026/27	2027/28	2028/29	NFDC Resources / Loan	Better Care Fund	Grant / Income	Developer contributions / CIL
Disabled Facilities Grants	HOU (GF)	1,500,000	1,500,000	1,500,000	-	1,500,000	-	-
Sustainability Fund - Unallocated	ENV & SUSTAIN	50,000	50,000	50,000	50,000	-	-	-
Strategic Regional Coastal Monitoring (2025-2027)	ENV & SUSTAIN	2,731,000	147,000	-	-	-	2,731,000	-
Strategic Regional Coastal Monitoring (2027-2033)	ENV & SUSTAIN	-	3,284,000	3,211,000	-	-	-	-
Hurst Spit Beach Shingle Source Study	ENV & SUSTAIN	61,000	61,000	-	-	-	61,000	-
Milford Beach and Cliff Study	ENV & SUSTAIN	100,000	123,000	-	-	-	100,000	-
Hurst Spit BMP	ENV & SUSTAIN	105,000	-	-	-	-	105,000	-
Public Conveniences	ENV & SUSTAIN	1,000,000	1,000,000	-	1,000,000	-	-	-
Vehicle & Plant; Replacement Programme	FIN & CORP	2,947,000	1,012,000	3,458,000	2,947,000	-	-	-
Eling Tide Mill Major Works	FIN & CORP	250,000	500,000	-	250,000	-	-	-
Marsh Lane Depot (Including Electrical Supply)	FIN & CORP	500,000	-	-	500,000	-	-	-
Mitigation Schemes	PLAN & ECON	1,000,000	1,000,000	1,000,000	-	-	-	1,000,000
Infrastructure Projects	PLAN & ECON	1,000,000	1,000,000	1,000,000	-	-	-	1,000,000
Strategic Infrastructure Projects	PLAN & ECON	2,950,000	7,500,000	5,150,000	-	-	-	2,950,000
Arts & Culture Projects	PLAN & ECON	150,000	150,000	150,000	-	-	-	150,000
Dibden Golf Centre	CSWELL	100,000	-	-	100,000	-	-	-
Applemore PSDS	CSWELL	202,000	1,211,000	731,000	82,000	-	120,000	-
<b>TOTAL GENERAL FUND CAPITAL PROGRAMME</b>		<b>14,646,000</b>	<b>18,538,000</b>	<b>16,250,000</b>	<b>4,929,000</b>	<b>1,500,000</b>	<b>3,117,000</b>	<b>5,100,000</b>
								<b>14,646,000</b>
<b>LOAN FINANCED</b>				<b>Vehicle &amp; Plant</b>	<b>-2,947,000</b>			
<b>RESIDUAL NFDC RESOURCES</b>					<b>1,982,000</b>			

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## Resources and Transformation Overview and Scrutiny Panel - 22 January 2026

### Capital Strategy 2026/27

Purpose	For Review
Classification	Public
Executive Summary	<p>This report provides the council’s proposed capital strategy for 2026/27.</p> <p>It provides a high-level overview of how capital expenditure, capital financing and treasury management come together, with an overview of current activities and the implications for future financial sustainability.</p>
<b>Recommendation(s)</b>	<p><b>It is recommended that Panel members give feedback on:</b></p> <p><b>1) The Capital Strategy 2025/26 included in Appendix 1, noting this may be subject to minor amendments prior to Cabinet.</b></p> <p><b>2) The proposed Cabinet recommendation as follows:</b></p> <p><b>a) Recommend to Full Council that the Capital Strategy 2026/27 be approved, including the adoption of the Minimum Revenue Payment (MRP) statement.</b></p>
Reasons for recommendation(s)	To comply with the statutory guidance issued by the Government in January 2018 and the CIPFA 2021 Prudential and Treasury Management Codes requiring all local authorities to prepare a Capital Strategy.
Ward(s)	All
Portfolio Holder(s)	Councillor Jeremy Heron – Finance and Corporate
Strategic Director(s)	Alan Bethune – Strategic Director Corporate Resources (Section 151 Officer)
Officer Contact	Paul Whittles

	Assistant Director - Finance 02380 285766 paul.whittles@nfdc.gov.uk
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## **Introduction and background**

1. The Capital Strategy is a high-level document, giving an overview of how capital expenditure, capital financing and treasury management come together, with an overview of current activities and the implications for future financial sustainability.
2. The Capital Strategy confirms what the Council is intending to spend its money on over the medium term and how it intends to finance this expenditure.
3. The Capital Strategy is still work in progress whilst the budget is being finalised and may be subject to minor adjustments between the panel's overview, and the version presented to Cabinet.
4. The Council will supplement internal resources, when necessary, with external borrowing and in accordance with advice it receives from its contracted Treasury Management experts. Borrowing was utilised to support the 2025/26 capital programme and based on the current set of prudential indicators; external borrowing will continue to be required each year from 2025/26.
5. Over the period covered by 2026/27 to 2028/29, total capital expenditure is forecast at around £142.414 million. (General Fund £49.434 million; Housing Revenue Account (HRA) £92.980 million)
6. £46.196 million of capital expenditure is currently programmed during 2026/27 with £14.646 million relating to the General Fund and £31.550 million within the HRA.
7. 2026/27 General Fund activity is funded using £9.717 million of external funding (grants, developer contributions including CIL), £1.982 million of internal resources (reserves, capital receipts and revenue contributions) with the balance funded by borrowing.
8. The change to the levels of cash held and debt funding will require the Council's Medium Term Financial Plan (MTFP) to be reviewed and adjusted accordingly to match the estimated interest earning and costs.
9. It is vitally important that the Council has regard to the relationship between the financing costs of the capital programme and the

revenue General Fund, and Housing Revenue Account. This is covered within the report by the prudential indicators.

10. This Council has established a sound level of governance surrounding its capital investments and employs suitably qualified personnel in order to fulfil the objectives of the Strategy. External support and expertise is sought where necessary, and officers have the ability to communicate openly and freely with members of the Cabinet.

### **Minimum Revenue Provision (MRP)**

11. Where General Fund capital spend has been financed by loan (including internal borrowing) and has increased the Capital Financing Requirement (CFR), the Council is required to make a provision to repay a proportion of the accumulated amount each year. This amount is charged to revenue and is called the Minimum Revenue Provision (MRP). This charge reduces the CFR each year and is based on the expected economic use period related to the capital expenditure.
12. Full Council is required to approve an MRP statement in advance of each financial year. The Council is recommended to approve the following MRP statement:

“For capital expenditure that has been incurred, and which has given rise to a CFR, the MRP policy for expenditure other than that incurred on investment property and dwellings, shall be to charge revenue an amount equal to the depreciation of any asset financed by loan. The MRP policy specific to investment properties and dwellings financed by loan, shall be to charge revenue an amount equivalent to the sum of borrowing utilised, over a repayment period of 50 years.”

### **Corporate plan priorities**

13. The Capital Strategy provides a framework ensuring we use our resources appropriately, are financially responsible, and consequently supports and underpins the delivery of all our priorities.

### **Options appraisal**

14. None undertaken.

### **Consultation undertaken**

15. Internal consultation between finance officers, service managers and budget holders has determined the forecast data presented in the report.

### **Financial and resource implications**

16. This is a financial report with budget implications already detailed and considered in the main body of the report.

### **Legal implications**

17. There are no legal implications arising directly from this report.

### **Risk assessment**

18. None undertaken.

### **Environmental / Climate and nature implications**

19. There are no environmental implications arising directly from this report.

### **Equalities implications**

20. There are no equality implications arising directly from this report.

### **Crime and disorder implications**

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

### **Data protection / Information governance / ICT implications**

22. There are no data protection, information governance or ICT implications arising directly from this report.

#### **Appendices:**

Appendix 1 – Capital Strategy  
2026/27

#### **Background Papers:**

None

**Capital Strategy 2026/27**

**Introduction**

1. This capital strategy gives a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of local public services along with an overview of how associated risk is managed and the implications for future financial sustainability.
2. Decisions made this year on capital and treasury management will have financial consequences for the Authority for many years into the future. They are therefore subject to both a national regulatory framework and to local policy framework, summarised in this report.
3. The report also includes the prudential indicators, as required by the Prudential Code.

**Capital Expenditure and Financing**

4. Capital expenditure is where the Council spends money on assets, such as property or vehicles, that will be used for more than one year. In local government this includes spending on assets owned by other bodies, and loans and grants to other bodies enabling them to buy assets.
5. The Council has some limited discretion on what counts as capital expenditure, for example assets costing below £10,000 are generally not capitalised and are charged to revenue in year.
6. In 2026/27, the Council is planning capital expenditure of £46.196 million as summarised below:
7. Table 1: Prudential Indicator: Estimates of Capital Expenditure in £ millions

	<b>2024/25 Actual</b>	<b>2025/26 Forecast</b>	<b>2026/27 Budget</b>	<b>2027/28 Budget</b>	<b>2028/29 Budget</b>
General Fund services	15.331	20.948	14.646	18.538	16.250
Council housing (HRA)	28.652	31.943	31.550	30.530	30.900
Capital investments	-0.007	0.000	0.000	0.000	0.000
<b>TOTAL</b>	<b>43.976</b>	<b>52.891</b>	<b>46.196</b>	<b>49.068</b>	<b>47.150</b>

8. The General Fund capital programme includes the cyclical replacement of vehicles and plant, and containers/vehicles for the new Waste Strategy.
9. Due to the ongoing comparatively high, albeit reducing, interest rate environment, no further expenditure on commercial and residential properties is assumed at this time (save for exceptional opportunities).
10. The Housing Revenue Account (HRA) is a ring-fenced account which ensures that council housing does not subsidise, or is itself subsidised by, other local services. HRA capital expenditure is therefore recorded separately and includes the maintenance and decarbonisation of existing stock and the building and acquisition of new homes over the forecast period, in line with the Housing strategy.
11. **Governance:** Service managers bid annually in the early Autumn to include projects in the Council's capital programme. Bids are collated by the Chief Finance Officer and reviewed collectively by the Capital Board. The Resources and Transformation Overview and Scrutiny Panel appraises the proposed programme and makes recommendations to the Cabinet. The final capital programme is then presented to Cabinet and to Council in February each year.
12. Full details of the Council's capital programme are available within the February 2026 Cabinet papers (Medium Term Financial Plan / Annual Budget 2026/27).
13. All capital expenditure must be financed, either from external sources (government grants and other contributions), the Council's own resources (revenue, reserves and capital receipts) or debt (loan/borrowing). The planned financing of the above expenditure is as follows:

14. Table 2: Capital financing in £ millions

	2024/25 Actual	2025/26 Forecast	2026/27 Budget	2027/28 Budget	2028/29 Budget
External sources	10.211	14.466	9.992	16.121	12.885
Capital Receipts	6.086	7.200	6.080	2.000	1.000
Capital Reserves	6.088	0.950	2.932	2.630	1.131
Revenue Contributions	10.728	11.100	10.200	10.500	10.800
Debt / Loan	10.863	19.175	16.992	17.817	21.334
<b>TOTAL</b>	<b>43.976</b>	<b>52.891</b>	<b>46.196</b>	<b>49.068</b>	<b>47.150</b>

15. Prior to 2023/24 any borrowing required to meet the Council's capital expenditure was met by using cash held in reserves rather than raising loans. This action is known as internal borrowing. Internal borrowing is replaced over time by other financing, usually from revenue which is known as minimum revenue provision (MRP, explained further below). Alternatively, additional (beyond those already anticipated within the financing as shown within table 2) proceeds from selling capital assets (known as capital receipts) may be used to replace debt finance. Planned MRP and debt repayment are as follows:

16. Table 3: Replacement of debt finance in £ millions

	2024/25 Actual	2025/26 Forecast	2026/27 Budget	2027/28 Budget	2028/29 Budget
Capital Expenditure Financed by Debt / Loan	10.863	19.175	16.992	17.817	21.334
Own resources - Net Debt Repayment	-4.100	-2.402	-2.808	-2.499	-2.331
Own resources - MRP Provision	-2.415	-3.148	-3.691	-4.000	-4.168
<b>Movement in CFR</b>	<b>4.348</b>	<b>13.625</b>	<b>10.493</b>	<b>11.318</b>	<b>14.835</b>

17. The Council's cumulative outstanding amount of debt finance is measured by the capital financing requirement (CFR). This increases with new debt-financed capital expenditure and reduces with MRP, debt repayments and capital receipts used to replace debt. The CFR is expected to increase by £10.493 million during 2026/27. Based on the above figures for expenditure and financing, the Council's estimated CFR is as follows:

18. Table 4: Prudential Indicator: Estimates of Capital Financing Requirement in £ millions

	31.3.2025 Actual	31.3.2026 Forecast	31.3.2027 Budget	31.3.2028 Budget	31.3.2029 Budget
General Fund services	9.639	17.258	17.841	16.490	17.585
Council housing (HRA)	137.267	143.709	154.054	167.159	181.335
Capital investments	20.537	20.102	19.666	19.231	18.795
<b>Total CFR at Year End</b>	<b>167.443</b>	<b>181.069</b>	<b>191.562</b>	<b>202.880</b>	<b>217.715</b>
<b>Movement in CFR from one year to the next</b>	<b>1.747</b>	<b>13.625</b>	<b>10.493</b>	<b>11.318</b>	<b>14.835</b>

19. **Minimum Revenue Provision:** Where General Fund capital spend has been financed by loan (internal borrowing), and has increased the CFR, the Council is required to make a provision to repay a proportion of the accumulated amount each year. This amount is charged to revenue and is called the Minimum Revenue Provision (MRP). This charge reduces the CFR each year and is based on the expected economic use period related to the capital expenditure.

20. Full Council is required to approve an MRP statement in advance of each financial year. The Council is recommended to approve the following MRP statement:

***“For capital expenditure that has been incurred, and which has given rise to a CFR, the MRP policy for expenditure other than that incurred on investment property and dwellings, shall be to charge revenue an amount equal to the depreciation of any asset financed by loan. The MRP policy specific to investment properties and dwellings financed by loan, shall be to charge revenue an amount equivalent to the sum of borrowing utilised, over a repayment period of 50 years.”***

21. For Council Housing and the refinancing settlement of 2012, the Council approved a business plan that charged amounts to revenue to ensure that any borrowings are reduced in accordance with the maturity of the debt outstanding. The proposed 2026/27 HRA budget confirms that new borrowing is required to provide the necessary finance to the Capital Programme.

22. **Asset management:** Service Managers from across the Council manage assets in their service delivery areas. The Council’s Service Manager for Estates and Valuation has overall responsibility for the

management of the Council’s property estate records, including liaising with the Council’s Accountancy department on statutory annual financial reporting. To ensure that property assets continue to be of long-term use, the Council has produced a Strategic Asset Management Strategy (SAMP).

23. **Asset disposals:** When a capital asset is no longer needed, it may be sold so that the proceeds (capital receipts), can be spent on new assets or to repay debt. Repayments of capital grants, loans and investments also generate capital receipts. Council dwelling sales through the Right to Buy scheme also generate capital receipts. The Council plans to receive £3.540 million of capital receipts in the coming financial year as follows:

24. Table 5: Capital receipts in £ millions

	2024/25 Actual	2025/26 Forecast	2026/27 Budget	2027/28 Budget	2028/29 Budget
Asset sales	5.181	6.098	3.540	1.410	1.100
Loans repaid	0.250	0.050	0.000	0.000	0.000
<b>TOTAL</b>	<b>5.431</b>	<b>6.148</b>	<b>3.540</b>	<b>1.410</b>	<b>1.100</b>

25. The majority of forecast asset disposals relate to Right to Buy receipts.

### Treasury Management

26. Treasury management is concerned with keeping sufficient but not excessive cash available to meet the Council’s spending needs, while managing the risks involved. Surplus cash is invested until required, while a shortage of cash will be met by borrowing, to avoid excessive credit balances or overdrafts in the bank current account. The Council is typically cash rich in the short-term as revenue income is received before it is spent (‘spent’ in this context also includes the payment of collected council tax to the relevant precepting authorities) but will become cash poor in the long-term as capital expenditure is incurred before being financed. The revenue cash surpluses are offset against capital cash shortfalls to reduce overall borrowing.
27. At the last balance sheet date (31/03/2025), the Council had £132.9 million borrowing at an average interest rate of 3.69% (due principally to the HRA refinancing settlement in 2012) and held £32.4 million treasury investments (including sums received from

Central government for redistribution) earning an average rate of 4.76%.

28. **Borrowing strategy:** The Council’s main objectives when borrowing are to achieve a low but certain cost of finance while retaining flexibility should plans change in future. These objectives are often conflicting, and the Council therefore seeks to strike a balance between cheaper short-term loans and long-term fixed rate loans where the future cost is known but higher.
29. The Council does not borrow to invest for the primary purpose of financial return and therefore retains full access to the Public Works Loans Board.
30. Projected levels of the Council’s total outstanding debt are shown in table 6 below, compared with the capital financing requirement (see above).
31. Table 6: Prudential Indicator: Gross Debt and the Capital Financing Requirement in £millions

	31.3.2025 Actual	31.3.2026 Forecast	31.3.2027 Budget	31.3.2028 Budget	31.3.2029 Budget
Debt - HRA settlement	109.9	105.8	101.7	97.6	93.5
Debt - Capital programme	23.0	27.0	48.0	73.0	89.0
Total debt	132.9	132.8	149.7	170.6	182.5
Capital Financing Requirement	167.4	181.1	191.6	202.9	217.7

32. Statutory guidance is that debt should remain below the capital financing requirement, except in the short-term. As can be seen from table 6, the Council expects to comply with this for the duration of the current programme.
33. The figures shown in the Debt – Capital Programme row highlight the amount of external borrowing that is anticipated to be needed from 31 March 2025, but this will be managed against actual overall cash balances, as part of the Treasury Strategy.
34. **Affordable borrowing limit:** The Council is legally obliged to set an affordable borrowing limit (also termed the authorised limit for external debt) each year and to keep it under review. In line with statutory guidance, a lower “operational boundary” is also set as a warning level should debt approach the limit.

35. Table 7: Prudential Indicators: Authorised limit and operational boundary for external debt in £millions

	2024/25 limit	2025/26 limit	2026/27 limit	2027/28 Limit	2028/29 Limit
Authorised limit – total external debt	233.6	230.9	236.7	245.3	261.5
Operational boundary – total external debt	214.5	211.0	216.2	224.1	239.6

36. Further details on borrowing are included within the treasury management strategy.
37. **Investment strategy:** Treasury investments arise from receiving cash before it is paid out again. Investments made for service reasons or for pure financial gain are not generally considered to be part of treasury management.
38. The Council’s policy on treasury investments is to prioritise security and liquidity over yield, that is to focus on minimising risk rather than maximising returns. Cash that is likely to be spent in the near term is invested securely, for example with the government, other local authorities or selected high-quality banks, to minimise the risk of loss. Money that will be held for longer terms is invested more widely, including in bonds, shares and property, to balance the risk of loss against the risk of receiving returns below inflation. Both near-term and longer-term investments may be held in pooled funds, where an external fund manager makes decisions on which particular investments to buy and the Council may request its money back at short notice.

Table 8: Treasury management investments in £millions

	31.3.2025 Actual	31.3.2026 Forecast	31.3.2027 Budget	31.3.2028 Budget	31.3.2029 Budget
Near-term investments	23.3	10.0	10.3	10.2	10.1
Longer-term investments	9.1	9.1	9.1	9.1	9.1
<b>TOTAL</b>	<b>32.4</b>	<b>19.1</b>	<b>19.4</b>	<b>19.3</b>	<b>19.2</b>

39. Further details on treasury investments are included within the treasury management strategy
40. Table 8 highlights that the majority of the Council’s cash will be utilised over the period through internal borrowing to fund the needs of the Council’s capital programme, until minimum balances reach £10 million. Use of cash for capital programme financing will then be supplemented through external borrowing, when required. The Council should expect to retain a minimum level of cash, known as the **Liability Benchmark**. The General Fund balance reserve at £3 million and the HRA reserve at £1 million are an absolute minimum, with further headroom added to set where the Council’s basic benchmark should be (**£10 million** in total).
41. **Governance:** Decisions on treasury management investment and borrowing are made daily and are therefore delegated to the Chief Finance Officer and staff, who must act in line with the treasury management strategy approved by Council. A mid-year and an outturn report on treasury management activity are presented to the audit committee. The audit committee is responsible for scrutinising treasury management decisions.

### **Commercial Activities for the Purpose of Economic Sustainability, Regeneration and Income**

42. The Council has invested in commercial and residential property to support a sustainable local economy within the New Forest and encourage regeneration projects. The Council will invest in and will lend to its Wholly Owned Trading Company (WOTC) and will in return receive an income. Investment properties were valued at £28.3 million on the Council’s balance sheet as at 31/03/25 and long terms loans to the WOTC totalled £3.713 million as at the same date.
43. To support the wider objective of economic sustainability and regeneration the Council accepts higher risk on commercial and

residential investment than with treasury investments. The principal risk exposures include vacancies and falls in capital values. These risks in relation to commercial property are managed by predominantly targeting acquisitions with existing medium-long term tenancies in place and being sensible about the purchase price in relation to the Council's desire to promote and sustain employment sites within the district, and the income yields achievable. In order that commercial investments remain proportionate to the size of the authority, these are currently subject to an overall maximum investment limit of £50 million. Residential property investments are currently subject to an overall investment limit of £10 million.

44. Expenditure on these approved strategies remains paused due to the interest return that can currently be received on cash balances, and as the Council is now in an external borrowing position, the interest charges are currently too high to satisfy the financial parameters of the business case requirements.
45. **Governance:** Decisions on commercial investments are made by an investment panel in line with the criteria and limits approved by Council in the Commercial Property Investment strategy. Decisions on residential investments are taken by the Board of Directors of the wholly owned trading company, in line with the criteria and limits approved by Council in the Residential Property Strategy. Property and most other commercial investments are also capital expenditure and purchases have therefore also been pre-approved as part of the capital programme.
46. Further details, including the risk management on commercial and residential investments are outlined in these respective strategy documents;
  - Commercial Property Investment Strategy 2022
  - Residential Property Investment Strategy

### **Other Liabilities**

47. In addition to debt of £132.9 million detailed above, the Council is committed to making future payments to cover its pension fund liability (valued at £5 million as at 31/03/2025), It has also set aside £1.9 million in provisions, with £1.4 million of this to cover risks of business rate appeals.

48. **Governance:** Decisions on incurring new discretionary liabilities are taken by the Chief Finance Officer. The risk of liabilities crystallising and requiring payment is monitored by Accountancy and reported when necessary.
49. Further details on liabilities are shown within the Council’s draft balance sheet on page 18 of the 2024/25 draft Annual Financial Report, further supported by notes to the accounts originally published May 2025 (to be confirmed following conclusion of the external audit by the 28 February 2026 backstop date):
50. [Draft Annual Financial Report 2024-25](#)
51. Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and MRP are charged to revenue, offset by any investment income receivable (In relation to the finance costs incurred within the General Fund, the income to be generated from Commercial and Residential property will exceed the additional MRP and interest charges, but as this income is to be used to directly contribute towards the funding of services, the income is not netted off against the finance costs within the table 9.) . The net annual charge is known as financing costs; this is compared to the net revenue stream i.e. the amount funded from Council Tax, business rates and general government grants for the General fund, and the income receivable from rents within the HRA.
52. Table 9: Prudential Indicator: Proportion of financing costs to net revenue stream

	31.3.2025 Actual	31.3.2026 Forecast	31.3.2027 Budget	31.3.2028 Budget	31.3.2029 Budget
General Fund; Financing costs (£m)	1.97	2.93	3.21	3.31	3.39
General Fund; Proportion of net revenue stream	8.0%	11.5%	12.3%	12.7%	13.1%
Financing costs (£m)	5.0	5.6	6.8	8.1	8.8
HRA; Proportion of net revenue stream	13.7%	15.2%	17.4%	19.7%	20.4%

53. The Financing costs of both the General Fund and HRA are set to increase as a result of the required Capital Financing Requirement, reducing cash balances (and assumed interest rates) for investment and costs of external borrowing, as the council has an ongoing greater reliance on external debt to fund its capital programme.
54. **Financial Sustainability:** Due to the very long-term nature of capital expenditure and financing, the revenue budget implications

of expenditure incurred in the next few years will extend for up to 50 years into the future. The Chief Finance Officer is satisfied that the proposed capital programme is appropriate according to required projects aligned to service delivery and in light of the proposed Local Government Reorganisation. The medium-long term affordability remains reliant on service change savings being delivered, and government transitional support (with regards to the waste strategy roll-out & the large decarbonisation requirements within the HRA).

### **Knowledge and Skills**

55. The Council employs professionally qualified and experienced staff in senior positions with responsibility for making capital expenditure, borrowing and investment decisions. For example, the Chief Finance Officer, Assistant Director – Finance, the Principal Service Accountant and the Principal Corporate Accountant are all qualified accountants with several years' experience between them. Senior Estates, Valuation & Facilities Officers are highly experienced in commercial property transactions and facilities management and are supported by experienced and professionally qualified surveyors and valuers (members of the Royal Institution of Chartered Surveyors).
56. Where Council staff do not have the knowledge and skills required, use is made of external advisers and consultants that are specialists in their field. The Council currently employs Arlingclose Limited as treasury management advisers and has a Service Level Agreement with Hampshire County Council's Treasury Management department for day-to-day treasury management activities. The Council instructs external surveyors, valuers, architects and quantity surveyors to provide specialist advice on specific projects, where required. This approach is more cost effective than employing such staff directly and ensures that the Council has access to knowledge and skills commensurate with its risk appetite.

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**RESOURCES AND TRANSFORMATION OVERVIEW AND SCRUTINY PANEL WORK PROGRAMME – 2026**

**19 March 2026**

Devolution / LGR Update	To receive an update on the current position.	Written Report / Presentation	Matt Wisdom
Transformation Programme Update	To receive an update on progress with the Transformation programme.	Presentation	Rebecca Drummond / Ingrid Archer
Corporate Plan Key Performance Data – Quarter 3	To receive portfolio performance data	Written Report	Saqib Yasin

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