NOTICE OF MEETING

Meeting:	**RESOURCES AND TRANSFORMATION OVERVIEW AND SCRUTINY PANEL**
Date and Time:	**THURSDAY, 19 MARCH 2026, AT 10.00 AM**
Place:	**COUNCIL CHAMBER - APPLETREE COURT, BEAULIEU ROAD, LYNDHURST, SO43 7PA**
Enquiries to:	**Email: 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, 16 March 2026.

Kate Ryan
Chief Executive

Appletree Court, Lyndhurst, Hampshire. SO43 7PA
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AGENDA

Apologies

1. **MINUTES**

   To confirm the minutes of the meeting held on 22 January 2026 as a correct record.

2. **DECLARATIONS OF INTEREST**

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

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

3. **PUBLIC PARTICIPATION**

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

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

   To receive the Corporate Plan: Key Performance Data for Quarter 3 2025-2026.

5. **PROGRAMME UPDATE ON LOCAL GOVERNMENT REORGANISATION** (Pages 33 - 48)

   To receive a programme update on local government reorganisation.

6. **TRANSFORMATION PROGRAMME UPDATE** (Pages 49 - 58)

   To receive an update on progress with the Transformation programme.

7. **PORTFOLIO HOLDER'S UPDATE**

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

8. **WORK PROGRAMME** (Pages 59 - 62)

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

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

To:	**Councillors**	**Councillors**
	Alan O'Sullivan (Chairman)	Barry Rickman
	John Sleep (Vice-Chairman)	Alex Wade
	Alan Alvey	Christine Ward
	Jack Davies	Phil Woods
	Jacqui England	
	Substitutes	**Substitutes**
	John Adams	David Harrison
	Peter Armstrong	Alvin Reid
	Philip Dowd	Joe Reilly

Resources and Transformation Overview and Scrutiny Panel – 19 March 2026

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

Purpose	For Review
Classification	Public
Executive Summary	This report presents the Key Performance Indicators (KPIs) for Quarter 3 (October to December 2025). Measure IDs 35 through 48 only are for Resources and Transformation review.
Recommendation(s)	**That the Resources and Transformation Overview and Scrutiny Panel;** **1. Consider and review the Q3 2025-2026 dashboard; and** **2. Comments will be passed for onward consideration by Cabinet.**
Reasons for recommendation(s)	The Key Performance Indicators (KPIs) are a core component of our Corporate Plan 2024–2028. The processes for reporting progress and ensuring accountability against the commitments outlined in the plan are detailed in our Performance Management Framework.
Ward(s)	All
Portfolio Holder(s)	Councillor Jill Cleary, Leader
Strategic Director(s)	Alan Bethune, Strategic Director Corporate Resources and S151
Officer Contact	Saqib Yasin Performance and Insight Manager 023 8028 5495 Email address: saqib.yasin@nfdc.gov.uk

Introduction and background

1.   The Corporate Plan Key Performance Indicators (KPIs) dashboard is presented for review. The latest dashboard presents data for Q3 covering October 2025 to the end of December 2025, where available.

2.   Following EMT approval, the dashboard is now being passed through to panels with associated covering reports. These reports will focus attention to the measures aligned to each panel. Additional feedback from panels will be incorporated into the Cabinet covering report before it is formally presented.

3.   The following should be read in conjunction with the Q3 dashboard referenced in appendix 1.

Layout of the dashboard

4.   The layout is unchanged from last quarter, key metadata is provided below as a reminder:

- Target – shows the desired value

- Desired direction of travel – indicates whether good performance is typified by an increasing or decreasing value

- Return format – shows the unit of the value being reported

- Frequency – shows how often the KPI is to be reported

- RAG status is as per our Performance Management Framework

    o Green, on target or above target
    o Amber, up to 10% below target
    o Red, over 10% below target

Quarter 3 2025/2026

5.   Data is presented for 24 of the KPIs. 9 KPIs are marked for consideration at Resources and Transformation Overview and Scrutiny panel.

Highlights

| ID	Observation
Resources and Transformation	
37	Vacancies filled first time has just dipped below target. 18 of 25 vacancies were filled over the last quarter.
39	The average number of sick days is consistent with quarter 2 levels and can be attributed to a small number of long-term sickness cases spanning a longer period.
41 and 42	Financial Monitoring is within range and is taken separately to Cabinet.
43 and 44	Council tax and rate collection. Both perform consistently close to the target profiles.
46	ICT incidents resolved within the SLA has been green-rated over four quarters.
47	93% of annual ICT work programme is forecast to be delivered on time and within budget, being green-rated through the year. Consequently, a more challenging target will be proposed for the new financial year.
48	Critical system downtime remains under 1% and has been green for four quarters. The target has been updated this quarter to set a more challenging expectation, reducing from 5% to 3%.

Matters arising from last panel

6.   At the last panel, there was a request for further workforce information to help understand the impact of LGR and wider organisational pressures.

7.   While the corporate plan dashboard will remain unchanged, EMT agreed to incorporate a small set of relevant workforce information into the covering report.

Workforce information

8. It should be noted that more detailed information is presented to HR committee as per the work programme.

9. There has been a steady increase in a rolling count of long-term sickness over 12 months across Dec to February.
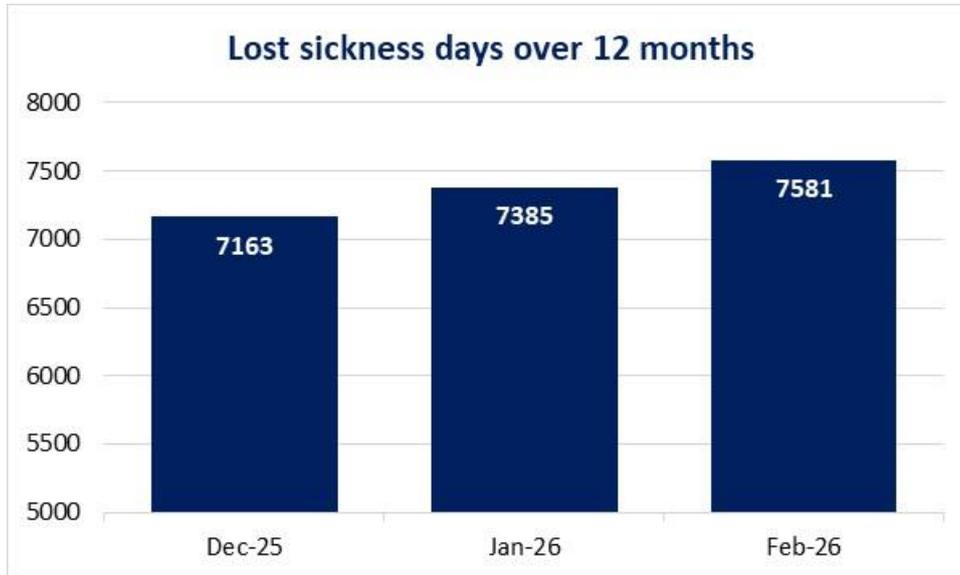

10. As has been reported, long term sickness per FTE is a significant proportion of sickness days lost while there is a small increase in our establishment.
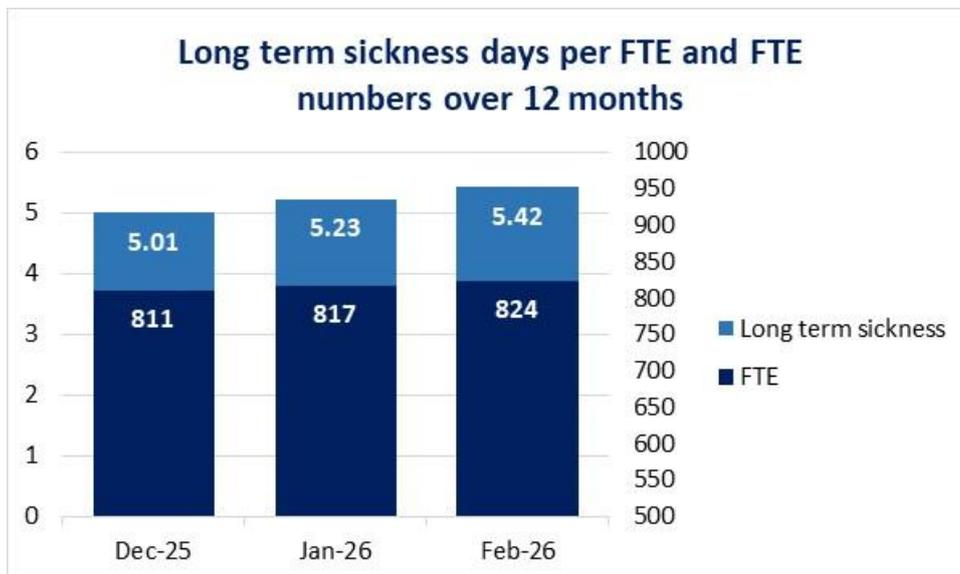
13.1%

Staff turnover over the last 12 months

Staff turnover has remained consistent at around 13%.

13% was also the year-end position for 2024-25.

The 2025-26 target is unchanged from last year at 11%

11. Over the last year, leaver destinations were recorded in 17 instances. Better prospects of career progression was the highest recorded reason for leaving.

What is your main reason for leaving the Council?

Staff still rate NFDC highly as an employer.
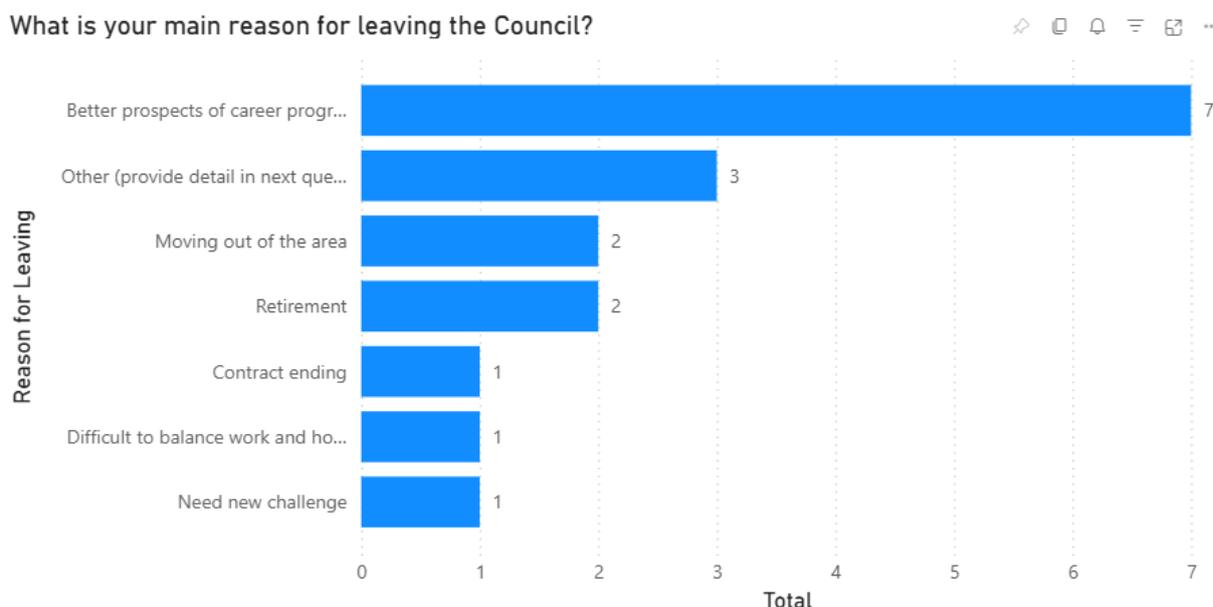
83%
Rate the council 3, 4 or 5 stars

Staff do feel NFDC is equal or better than their previous employer.

This has dropped from 81% if we look at data going back to 2023.

76%
Feel the council is equal or better than previous employers

Overview and Scrutiny panel comments

12. The quarter 3 dashboard will be presented to all three panels:

- 12/03/2026 – Place and Sustainability Overview and Scrutiny panel
- 18/03/2026 – Housing and Communities Overview and Scrutiny panel
- 19/03/2026 – Resources and Transformation Overview and Scrutiny panel

13. The dashboard will then be presented to Cabinet on the 01/04/2026 for final approval. Any comments arising from panels will be added

to the covering report as the dashboard makes its way through the reporting cycle.

Corporate plan priorities

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

Options appraisal

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

Consultation undertaken

16.   The performance team have worked closely with data owners, responsible service managers and Strategic Directors to form the KPI list 2024 / 28. We have sought to identify KPIs which align with corporate plan objectives. Consideration was given to setting a baseline and reviewing benchmarking data (where applicable) for the setting of SMART targets.

Financial and resource implications

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

Legal implications

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

Risk assessment

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

Environmental / Climate and nature implications

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

Equalities implications

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

Crime and disorder implications

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

Data protection / Information governance / ICT implications

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

New Forest National Park implications

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

Conclusion

25.   Review of our key performance indicators ultimately provides a sense check of progress against our corporate plan commitments. Passing the dashboard through the levels of governance outlined in our Performance Management Framework promotes accountability.

Appendices:	**Background Papers:**
Appendix 1 - Q3 Corporate Performance Dashboard 202526.pdf	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
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	⬜
12	Number of affordable council homes delivered against the 2026 target set	⬜
13	Percentage score for the overall tenant satisfaction with the Council as a landlord (TSMs)	⬜
14	Number of council homes achieving Energy Performance Certification band C	⬜
15	Percentage scores for the 5 safety and compliance management (TSMs)	🟩

Summary	
RED	0
AMBER	1
GREEN	5
TBC	1
N/A	6

PLACE

ID	KPI Name	RAG
16	Percentage of major planning applications determined in time	🟩
17	Percentage of minor planning applications determined in time	🟧
18	Percentage of other planning applications determined in time	🟩
19	Percentage of allowed planning appeals	🟩
20	The total outstanding net dwelling supply as set out in our development plan	⬜
21	Kilogrammes of non-recycled waste produced per household	🟨
22	Households using our chargeable garden waste service as a percentage of total properties in NFDC	🟧
23	Emissions from the council's vehicle fleet	⬜
24	Percentage of household waste sent for recycling	🟨
25	Number of fly-tipping incidents per 1,000 people	🟥
27	Equivalent number of 0.5 litre bottles filled at water-filling stations – waste averted	🟩

Summary	
RED	1
AMBER	2
GREEN	4
TBC	2
N/A	2

PROSPERITY

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

FUTURE NEW FOREST

ID	KPI Name	RAG
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	🟩
45	Benefit realisation from ICT investment	⬜
46	Percentage of ICT incidents resolved within SLA	🟩
47	Percentage of annual ICT work programme delivered on time and on budget	🟩
48	Percentage unscheduled downtime for critical systems	🟩

Summary	
RED	0
AMBER	3
GREEN	6
TBC	0
N/A	4

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

Housing and Communities Overview and Scrutiny panel

People: Helping those in our community with the greatest need

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

	2024/5	2025/6		
	Q4	Q1	Q2	Q3
Performance	45.0%	47.8%	69.0%	71.0%
Target	50.0%	50.0%	50.0%	50.0%

Supporting information	
Target	>50%
Desired DOT	▲
Format	%
Frequency	Quarterly
Metric type	Snapshot/point in time
Leadership team member	Chris Pope
Portfolio holder	Cllr Steve Davies
Overview and scrutiny	Housing and Communities

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

Supporting narrative	
2024/5 Q4	Despite the hard work of our teams to prevent homelessness and relieve those experiencing homelessness, it is recognised that this is a challenge due to the limited supply of both social and affordable private rented sector properties, especially family sized homes. To improve these figures, we have invested in training and are recruiting additional Homelessness Prevention Floating Support Workers to assist residents in sustaining tenancies.
2025/6 Q1	Preventing Homelessness remains a challenge with the reducing number of properties available in the Private Sector however a number of suitable properties were released and the team were able to utilise these by supporting applicants with rent in advance loans and deposit scheme.
2025/6 Q2	Prevention of homelessness has always been the priority. Working with private landlords and supporting families at an early stage has seen the prevention of homelessness increase despite the challenging number of private rented properties.
2025/6 Q3	Preventing Homelessness remains a challenge due to demand and affordability in the private sector however we are seeing good rates of prevention by having good access to lettings agents and landlords.

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

	2024/5	2025/6		
	Q4	Q1	Q2	Q3
Performance	51	56	61	51
Target	50	50	50	50

Supporting information	
Target	<50
Desired DOT	▼
Format	%
Frequency	Quarterly
Metric type	Snapshot/point in time
Leadership team member	Chris Pope
Portfolio holder	Cllr Steve Davies
Overview and scrutiny	Housing and Communities

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

Supporting narrative	
2024/5 Q4	Despite work to prevent and relieve homelessness, it is a significant challenge due to the limited supply of social/affordable private sector properties, especially family sized homes. To improve these figures, we have invested in training and are recruiting 2 Homelessness Prevention Floating Support Workers to assist residents in sustaining tenancies.
2025/6 Q1	Investment continues with the introduction of a Homelessness Prevention Team Leader, to focus on increasing quality, better managed caseload and outcomes. In total the team have increased support by introducing 4 Homelessness Prevention Floating Support Workers, on top of existing 3 Homelessness Prevention Officers to help people find new homes, liaise with landlords, help with rent deposits, and mediate between parties. On top of this we have provided grant funding to start a Homelessness Prevention drop-in service in Totton and continue to work closely with other voluntary sector services. We continue to explore ways to increase prevention services across the district to provide the right advice at the right time and place for the betterment of our communities.
2025/6 Q2	Despite the successes of preventing homelessness, this has yet to feed through to the number of people in EA. In depth work is being undertaken to work with families to source properties in the private sector as well as NFDC owned TA so it is expected that EA numbers will reduce.
2025/6 Q3	This peaked in December however we have seen reductions later in December with the introdiction of new TA coming on board. Although, marked as amber, being 1 point above target, the trend from last quarter is positive.

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

	2024/5	2025/6		
	Q4	Q1	Q2	Q3
Performance	5	6	2	1
Target	7	7	7	7

Supporting information	
Target	<7
Desired DOT	▼
Format	Numerical
Frequency	Quarterly
Metric type	Snapshot/point in time
Leadership team member	Chris Pope
Portfolio holder	Cllr Steve Davies
Overview and scrutiny	Housing and Communities

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

Supporting narrative	
2024/5 Q4	To reduce the number of households in EA a dedicated officer is tasked with liaising with landlords to identify possible family sized accommodation and to move families as quickly as possible. Performance is in line with target.
2025/6 Q1	Reducing the need to use shared facilities EA for families remains a key commitment. When keeping a family in shared accommodation, we take into consideration their support needs and local networks whilst searching for long term accommodation.
2025/6 Q2	This number of households in shared EA has reduced due to working hard with families to locate private sector properties. There are 7 families in EA shared accommodation currently but under the 6 weeks target.
2025/6 Q3	We are keeping the number of families in shared accommodation low by prioritising using non-shared accommodation for them wherever possible and focussing on seeking private sector accommodation for longer term solutions.

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

	2024/5	2025/6		
	Q4	Q1	Q2	Q3
Performance	3839	4072	3922	3918
Target	4139	3869	3899	3899

Supporting information	
Target	3899
Desired DOT	▲
Format	Numerical
Frequency	Quarterly
Metric type	Snapshot/point in time
Leadership team member	Brian Byrne
Portfolio holder	Cllr Dan Poole
Overview and scrutiny	Housing and Communities

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

Supporting narrative	
2024/5 Q4	52 new customer installations with over 100 services combined during the quarter. Whilst the growth has continued alongside existing customers being retained and upgraded to digital services, this has been impacted by the death of 29 customers and 37 moving from independent to residential/nursing care accommodation, accounting for a combined loss of 130 services. Current team focus on retention and growth, dedicated resources contacting and managing the switchover from analogue to digital services for existing customers. All Appletree careline literature and promotional material has been refreshed and rebranded highlighting the benefits of digital careline units, in particular highlighting the cost savings to clients no longer requiring fixed telephone lines for service delivery.
2025/6 Q1	Appletree careline continues to transition existing careline customers from analogue to digital services, whilst creating opportunities for revenue growth through the attraction of a new customer base. Development of revised promotional material has been created and disseminated across the district, creating partnerships with age related community based services to promote the service locally.
2025/6 Q2	During quarter 2, 102 new services were added. August saw a higher than anticpated cancellations, with 16 clients resulting from death and 11 clients moving into full time residential care settings resulting in the loss of 54 services.
2025/6 Q3	Installations have remained steady with a further 133 existing or new customers having digital careline units installed. A targetted mail drop to all customers is being devised to form part of the customers annual statementss to be sent in Mid february. Posters and leaflets have been updated to enhance awareness of the digital offer alongside planning for community events in April. This is to provide awareness raising and marketing of Appletree Careline. From April, the product line is expanding with additional peripheral devices to support people seeking to remain at home and independent.

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

	2024/5	2025/6		
	Q4	Q1	Q2	Q3
Performance	£66,000	£3,471.48	£20,075.73	£35,328.73
Target	£40,000	MONITOR	MONITOR	MONITOR

Chart: Performance — Q4, £66,000; Q1, £3,471.48; Q2, £20,075.73; Q3, £35,328.73

Supporting information

Target	Monitor towards £80,000
Desired DOT	▲
Format	£
Frequency	Quarterly
Metric type	Cumulative/year to date
Leadership team member	Brian Byrne
Portfolio holder	Cllr Dan Poole
Overview and scrutiny	Housing and Communities

RAG Status

2024/5	2025/6		
Q4	Q1	Q2	Q3
(green)	N/A	N/A	N/A

Supporting narrative

2024/5 Q4	Following full handover of the Hardley Depot, A further 10 cameras went live, increasing the total to 28. Fire and security alarms are also live monitored within the main CCTV control room. Electrification works have been confirmed on all proposed public space sites with these being prepared for full camera installation. Terms for a further location on a retail store were agreed in Brockenhurst and a site in Ringwood. Securing these locations provides optimum placement for monitoring whilst negating local disruption.
2025/6 Q1	During the Q1 period, 9 additional cameras have been installed. Additional installations continue to progress. Expenditure has now been confirmed for Q1 as £3,471.48.
2025/6 Q2	In year 24/25 Total expenditure was £66,960.00 for the purchase of cameras and server room upgrades for the increased storage of data. Expenditure in Quarter 2 primarily covers the installation costs for cameras. Quarter 3 has an additional 10 cameras scheduled for installation by November 30th.
2025/6 Q3	Work has continued to enhance cctv coverage across the district. The service is currently working to upgrade the digital incoming line that support the transmission of footage which has a lead time to complete in eary April. To ensure camera installations remain on track, ground works and electrification of points continues. This will enable cameras or final fix to be done in quick succession following the upgrade of the line.

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

	2024/5	2025/6		
	Q4	Q1	Q2	Q3
Performance	1	3	9	TBC
Target	MONITOR	MONITOR	MONITOR	MONITOR

Chart: Performance — Q4, 1; Q1, 3; Q2, 9

Supporting information

Target	Monitor
Desired DOT	N/A
Format	Numerical
Frequency	Quarterly
Metric type	Snapshot/point in time
Leadership team member	Brian Byrne
Portfolio holder	Cllr Dan Poole
Overview and scrutiny	Housing and Communities

RAG Status

2024/5	2025/6		
Q4	Q1	Q2	Q3
N/A	N/A	N/A	N/A

Supporting narrative

2024/5 Q4	129 young people participated in a prevention of weapons education programme. Over the past 12 months, weapons prevention education has been delivered to 563 young people within either group or 1-2-1 sessions across the district.
2025/6 Q1	During Q1, safer New Forest provided 3 days training and learning material for 18 employees of youth services, secondary education, colleges and community safety services. This approach aims to create and embed local resources, acting as points of contacts and accredited trainers to deliver weapons prevention training within local education and community based settings. Funding for delivery was supported by a 10k grant obtained from the Office of Police and Crime Commissioner.
2025/6 Q2	Dedicated workshop on weapons, the law, social and medical implications. Educations awareness delived to 280 year 8 students. Delivery was undertaken over a number of sessions with an average group consisting of 30 students. Comparing Year 8 students' age profile with early offenders (13–17) highlights the need for a targeted approach. Delivering education this way reinforces the law and consequences of carrying weapons, reducing the risk of unintentional offences. It also promotes wider discussion among teachers and parents, providing context and relevance for all learners.
2025/6 Q3	Weapons awareness workshops are delivered within educational settings and form part of PSHE. Future sessions will be run in the spring season as part of the academic plan. We are awaiting figures from partners from the criminal justice system who deliver 1-2-1 and group sessions.

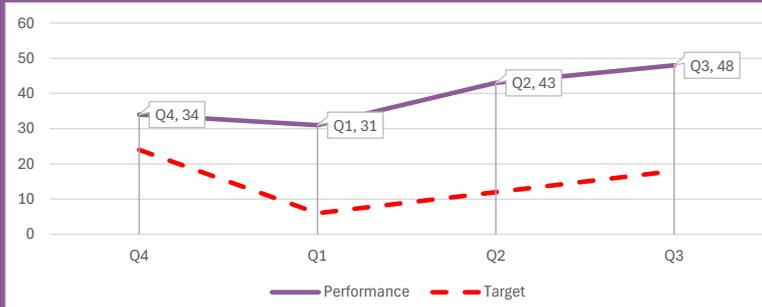## NFDC ID NO.9: Number of positive interventions in response to Public Spaces Protection Orders (1 and 2)

	2024/5	2025/6		
	Q4	Q1	Q2	Q3
Performance	195	554	318	34
Target	MONITOR	MONITOR	MONITOR	MONITOR

Supporting information

Target	Monitor
Desired DOT	N/A
Format	Numerical
Frequency	Quarterly
Metric type	Snapshot/point in time
Leadership team member	Brian Byrne
Portfolio holder	Cllr Dan Poole
Overview and scrutiny	Housing and Communities

RAG Status

2024/5	2025/6		
Q4	Q1	Q2	Q3
N/A	N/A	N/A	N/A

Supporting narrative

2024/5 Q4	Quarter 4 period resulted in 31 reports to services regarding concerns of compliance with the orders with Wednesday being the busiest of days. Direct engagement was held with 195 people, with 180 relating to animals and 15 to fire.
2025/6 Q1	118 reports were received resulting in 554 people being spoken to in relation to the PSPOs, with 146 in relation to fire and 408 to animals. 2 FPNs were issued, both relating to fire. The three highest reported locations during the quarter were Bolton's Bench, Hatchet Pond and Wilverley Plain.
2025/6 Q2	During Q2, 318 members of the public were engaged with by delegated officers in relation to PSPO 1 or 2. During the same period, officers responded to 13 reports of fire related incidents, of this, 4 were fires and 9 relating to BBQ's. 43 reports were in response to the petting or feeding of animals.
2025/6 Q3	PSPO interventions dropped lower than anticipated in apart due to the low season but it is also recognised that partner agencies with delegated authority have been experiencing a period of reduced staff. Forestry England have recruited 4 new assistant rangers who will receive training in the spring in readiness for the re-issuing of the orders.

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

	2024/5	2025/6		
	Q4	Q1	Q2	Q3
Performance	34	31	43	48
Target	24	6	12	18

Supporting information

Target	24 by end of year
Desired DOT	▲
Format	Numerical
Frequency	Quarterly
Metric type	Cumulative/year to date
Leadership team member	Joanne McClay
Portfolio holder	Cllr Dan Poole
Overview and scrutiny	Housing and Communities

RAG Status

2024/5	2025/6		
Q4	Q1	Q2	Q3

Supporting narrative

2024/5 Q4	5 Projects supported this quarter via SPF are Nightjar, Folio training programme, Folio transition support, Milford on Sea beach event and CODA celebration event. 6 cultural projects were supported by the Community Grants programme in 24/25. 1 project has received CIL funding of £142,000 to improve the access to cultural facilities, locally.
2025/6 Q1	Working with Culture in Common and local Folio Partners we have supported a number of smaller projects around the district. Working in partnership we delivered a series of small commissions which saw a number of activities reach new audiences and ensure that there was a spread of activity across the geographic and demographic communities of the district. A high number of one-off commissioned projects have occurred during the period which is reflected in the final data, these are unlikely to be repeated.
2025/6 Q2	The delivery of small commissioned projects and partnership work with organisations such as ICB, PCNs and parish councils, engaging targeted communities. 12 events and activities during the period.
2025/6 Q3	There have been a number of projects to support different sections of our community including LGBTQI+, rurally isolated areas, and those with health conditions. We also ensured that the routes for the renowned Luke Jerram's Lullaby cycle project visited the underserved communities of the district.

People: Meeting housing needs

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

	2024/5	2025/6
Performance	188	N/A*
Target	186	387

Supporting narrative
*Annual data for the 2025/26 period for KPI no.11 will be reported in the Q4 dashboard.

Supporting information	
Target	199 during period
Desired DOT	On forecast
Format	Numerical
Frequency	Annually
Metric type	Cumulative/year to date
Leadership team member	Tim Davis
Portfolio holder	Cllr Steve Davies
Overview and scrutiny	Housing and Communities

RAG Status	
2024/5	2025/6
	N/A

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

	2024/5	2025/6
Performance	375	N/A*
Target	373	462

Supporting narrative
*Annual data for the 2025/26 period for KPI no.12 will be reported in the Q4 dashboard.

Supporting information	
Target	87 during period
Desired DOT	On forecast
Format	Numerical
Frequency	Annually
Metric type	Cumulative/year to date
Leadership team member	Tim Davis
Portfolio holder	Cllr Steve Davies
Overview and scrutiny	Housing and Communities

RAG Status	
2024/5	2025/6
	N/A

NFDC ID NO.13: Percentage score for overall tenant satisfaction with the Council as a landlord, as determined in the Tenant Satisfaction Measures (TSMs)

	2024/4	2025/6
Performance	84%	N/A
Target	81.6%	82.1%

Supporting narrative
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.

Supporting information	
Target	82.1%
Desired DOT	▲
Format	%
Frequency	Annually
Metric type	Snapshot/point in time
Leadership team member	Kirsty Farmer
Portfolio holder	Cllr Steve Davies
Overview and scrutiny	Housing and Communities

RAG Status	
2024/5	2025/6
	N/A

NFDC ID NO.14: Number of council homes achieving Energy Performance Certification band C

	2024/5	2025/6
Performance	2744	N/A*
Target	2646	2946

Supporting narrative
*Annual data for the 2025/26 period for KPI no.14 will be reported in the Q4 dashboard.

Supporting information	
Target	2946
Desired DOT	▲
Format	Numerical
Frequency	Annually
Metric type	Cumulative/year to date
Leadership team member	Sophie Tuffin
Portfolio holder	Cllr Steve Davies
Overview and scrutiny	Housing and Communities

RAG Status	
2024/5	2025/6
	N/A

NFDC ID NO.15: Percentage scores for the 5 safety and compliance management Tenant Satisfaction Measures (TSMs)

	2024/5	2025/6		
	Q4	Q1	Q2	Q3
Performance	100.00%	99.60%	99.80%	99.50%
Target	96.80%	96.80%	96.80%	96.80%

Supporting information	
Target	96.80%
Desired DOT	▲
Format	%
Frequency	Quarterly
Metric type	Snapshot/point in time
Leadership team member	Sophie Tuffin
Portfolio holder	Cllr Steve Davies
Overview and scrutiny	Housing and Communities

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

Supporting narrative	
2024/5 Q4	Our year-end results show strong performance across all five of our safety and compliance management measures, each achieving 100%. These final figures will be submitted to the regulator as part of our annual return.
2025/6 Q1	Our Q1 value represents excellent performance against our five safety and compliance measures.
2025/6 Q2	Our five safety and compliance management measures continue to perform very well.
2025/6 Q3	The five safety and compliance management measures continue to perform well.

*NOTE KPIs No 5, 6 have been removed.

Place and Sustainability Overview and Scrutiny panel

Place: Shaping our place for now and for future generations

NFDC ID NO.16: Percentage of major planning applications determined in time

	2024/5	2025/6		
	Q4	Q1	Q2	Q3
Performance	92.0%	100.0%	100.0%	100.0%
Target	85.0%	85.0%	85.0%	85.0%
Gov. target	60.0%	60.0%	60.0%	60.0%

Supporting information	
Target	85.0%
Desired DOT	▲
Format	%
Frequency	Quarterly
Metric type	Snapshot/point in time
Leadership team member	Mark Wyatt
Portfolio holder	Cllr Derek Tipp
Overview and scrutiny	Place and Sustainability

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

Supporting narrative	
2024/5 Q4	Performance exceeds both local and government targets.
2025/6 Q1	Performance is above both government and locally set targets. An increase on last quarter
2025/6 Q2	Performance is above both government and locally set targets.
2025/6 Q3	Performance is above both government and locally set targets.

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

	2024/5	2025/6		
	Q4	Q1	Q2	Q3
Performance	92.0%	96.0%	93.0%	88.0%
Target	95.0%	95.0%	95.0%	95.0%
Gov. target	70.0%	70.0%	70.0%	70.0%

Supporting information	
Target	95.0%
Desired DOT	▲
Format	%
Frequency	Quarterly
Metric type	Snapshot/point in time
Leadership team member	Mark Wyatt
Portfolio holder	Cllr Derek Tipp
Overview and scrutiny	Place and Sustainability

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

Supporting narrative	
2024/5 Q4	Although flagged as amber, should be noted the local target is set at 25% above the Government target of 70%. Our performance consistently exceeds Government set targets.
2025/6 Q1	Performance is above both government and locally set targets. An increase on last quarter.
2025/6 Q2	Performance is above government set target but has fallen slightly below locally set target and is a decrease from last quarter.
2025/6 Q3	Performance is above government set target but has fallen below locally set target and is a decrease from last quarter.

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

	2024/5	2025/6		
	Q4	Q1	Q2	Q3
Performance	97.0%	95.0%	95.0%	97.0%
Target	95.0%	95.0%	95.0%	95.0%
Gov. target	80.0%	80.0%	80.0%	80.0%

Supporting information	
Target	95.0%
Desired DOT	▲
Format	%
Frequency	Quarterly
Metric type	Snapshot/point in time
Leadership team member	Mark Wyatt
Portfolio holder	Cllr Derek Tipp
Overview and scrutiny	Place and Sustainability

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

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

NFDC ID NO.19: Percentage of allowed planning appeals

	2024/5	2025/6		
	Q4	Q1	Q2	Q3
Performance	0.0%	0.0%	1.0%	0.0%
Target	10.0%	10.0%	10.0%	10.0%

Supporting information	
Target	<10%
Desired DOT	▼
Format	%
Frequency	Quarterly
Metric type	Snapshot/point in time
Leadership team member	Mark Wyatt
Portfolio holder	Cllr Derek Tipp
Overview and scrutiny	Place and Sustainability

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

Supporting narrative	
2024/5 Q4	6 appeals, all dismissed.
2025/6 Q1	The total amount of planning decisions made was 255, 6 were appealed and all 6 were dismissed at appeal.
2025/6 Q2	1 appeal allowed of 217 decisions made.
2025/6 Q3	8 appeals determined and all 8 dismissed.

NFDC ID NO.20: The total outstanding net dwelling supply as set out in our development plan

	2023/4	2024/5
Performance	8443	5974
Target	8241	8059

Supporting narrative

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.

2025-26 figures will be available Q2 2026-27.

Supporting information

Target	8059
Desired DOT	▼
Format	Num
Frequency	Annually
Metric type	Snapshot/point in time
Leadership team member	Tim Guymer
Portfolio holder	Cllr Derek Tipp
Overview and scrutiny	Place and Sustainability

RAG Status

2023/4	2024/5
(red)	(red)

Place: Protecting our climate, coast and natural world

NFDC ID NO.21: Kilogrammes of non-recycled waste produced per household

	2024/5	2025/6		
	Q4	Q1	Q2	Q3
Performance	449.60	103.00	200.00	
Target	456.00	110.00	216.00	332.00

Supporting information

Target	106.00Kg/per HH
Desired DOT	▼
Format	kg
Frequency	Quarterly
Metric type	Cumulative/year to date
Leadership team member	Liz Mockeridge
Portfolio holder	Cllr Geoffrey Blunden
Overview and scrutiny	Place and Sustainability

RAG Status

2024/5	2025/6		
Q4	Q1	Q2	Q3
(green)	(green)	(green)	TBC

Supporting narrative

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

NFDC ID NO.22: Households using our chargeable garden waste service as percentage of total properties in NFDC

	2024/5	2025/6		
	Q4	Q1	Q2	Q3
Performance	29.0%	28.0%	28.0%	29.0%
Target	27.0%	29.0%	30.0%	31.0%

Supporting information	
Target	30%
Desired DOT	▲
Format	%
Frequency	Quarterly
Metric type	Cumulative/year to date
Leadership team member	Liz Mockeridge
Portfolio holder	Cllr Geoffrey Blunden
Overview and scrutiny	Place and Sustainability

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

Supporting narrative	
2024/5 Q4	End of year performance exceeds target.
2025/6 Q1	The subscription numbers for GW customers are down from Q4. This may have been impacted by the unusually dry spring and summer months causing a slow growth year. As the new service started in April 2024, Q1 is the point when most people will need to resubscribe. However, because the subscription is now a rolling year service, residents can join whenever they want throughout the year and still get a years service rather than previously have to join in April to receive a full year. Residents may have waited longer to rejoin with less garden waste to dispose of in the early part of the season.
2025/6 Q2	Percentage of residents subscribed to the service remained steady on last quarter, however this is not in line with targeted service growth. This year saw an unusually dry period, which continued from spring throughout summer. This has limited garden growth and in turn may have impacted our resubscription take up and new subscriptions. Additionally the focus on the new service roll out has restricted opportunities for promotion of the Garden Waste Service this year.
2025/6 Q3	The percentage of residents subscribed to the service increased from last quarter. We have an incrementing target for this measure which has also increased from 30% to 31% this quarter. This being below targeted service growth with Place and Sutainability Overview and Scrutiny Panel being presented with additional insight in January 2026, attributing this to low growth in the early part of the year, leading to a late take-up to subscriptions. That pattern is reflected in the latest outturn.

NFDC ID NO.23: Emissions from the council's vehicle fleet

	2024/5	2025/6
Performance	1658	N/A*
Target	MONITOR	MONITOR

Supporting narrative
*Annual data for KPI no.23 will be reported in the 2025/6 Q4 dashboard.

Supporting information	
Target	Monitor
Desired DOT	▼
Format	Tonnes of CO2e
Frequency	Annual
Metric type	Snapshot/point in time
Leadership team member	Chris Noble
Portfolio holder	Cllr Geoffrey Blunden
Overview and scrutiny	Place and Sustainability

RAG Status	
2024/5	2025/6
N/A	N/A

NFDC ID NO.24: Percentage of household waste sent for recycling

	2024/5	2025/6		
	Q4	Q1	Q2	Q3
Performance	32.40%	40.20%	42.80%	
Target	38.50%	41.00%	41.00%	41.00%

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

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

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

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

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

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

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

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

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

NFDC ID NO.27: Number of 0.5 litre bottles filled at water-filling stations

	2024/5	2025/6		
	Q4	Q1	Q2	Q3
Performance	25598	16100	34558	34558
Target	23000	9200	23000	23000

Supporting information	
Target	9,200
Desired DOT	▲
Format	Numerical
Frequency	Quarterly
Metric type	Cumulative/year to date
Leadership team member	Chris Noble
Portfolio holder	Cllr Geoffrey Blunden
Overview and scrutiny	Place and Sustainability

Chart: Performance (green solid line) and Target (red dashed line) across Q4, Q1, Q2, Q3. Data points labelled Q4, 25598; Q1, 16100; Q2, 34558; Q3, 34558.

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

Supporting narrative

2024/5 Q4	Units are not operational during the winter months and therefore there is no additional data available for Q4.
2025/6 Q1	Usage of our water-filling stations during the period was equivalent to filling over 16,000 half-litre water bottles. High temperatures throughout the spring months may have contributed to higher usage rates.
2025/6 Q2	The final water bottle meter readings for Q2 shows the total water volume dispensed was 9.229m3, equivalent to 18,458 0.5l bottles. The units are now non-operational for the autumn/winter months and therefore the next available data will be reported in Q1 2026/27.
2025/6 Q3	The final water bottle meter readings were presented in Q2 with the units now being non-operational for the autumn/winter months. The next available data will be reported in spring 2026.

*NOTE KPI No 26 has been removed.

Place and Sustainability Overview and Scrutiny panel

Prosperity: Maximising the benefits of inclusive economic growth and investment

NFDC ID NO.28: Squared metres of industrial/employment land developed

	2023/4	2024/5
Performance	21,209	23,809
Target	MONITOR	MONITOR

Supporting narrative
There was a net addition of 2,600sqm employment floorspace completed in 2024/25.

Supporting information	
Target	Monitor
Desired DOT	▲
Format	Sqm
Frequency	Annually
Metric type	Snapshot/point in time
Leadership team member	Tim Guymer
Portfolio holder	Cllr Derek Tipp
Overview and scrutiny	Place and Sustainability

RAG Status	
2023/4	2024/5
N/A	N/A

NFDC ID NO.29: Level (£) of retained business rates (at source)

	2024/5	2025/6
Performance	£0	N/A*
Target	£0	£450,000

Supporting narrative
*Annual data for KPI no.29 will be reported in the 2025/6 Q4 dashboard.

Supporting information	
Target	£450,000
Desired DOT	▲
Format	£
Frequency	Annually
Metric type	Snapshot/point in time
Leadership team member	Ryan Stevens
Portfolio holder	Cllr Derek Tipp
Overview and scrutiny	Place and Sustainability

RAG Status	
2024/5	2025/6
N/A	N/A

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

NFDC ID NO.31: Vacancies of retail premises within town/local centres

	2024/5	2025/6
Performance	7.10%	N/A*
Target	MONITOR	MONITOR

Supporting narrative
*Annual data for KPI no.31 will be reported in the 2025/6 Q4 dashboard.

Supporting information	
Target	Monitor
Desired DOT	▼
Format	%
Frequency	Annually
Metric type	Snapshot/point in time
Leadership team member	Tim Guymer
Portfolio holder	Cllr Derek Tipp
Overview and scrutiny	Place and Sustainability

RAG Status	
2024/5	2025/6
N/A	N/A

Prosperity: Championing skills and access to job opportunities

NFDC ID NO.32: Employment rate percentage of working age adults (aged 16-64)

	2023	2024
Performance	82.3%	78%
Target	MONITOR	MONITOR

Supporting narrative

*2025 Annual data for KPI no.32 will be reported when available from the ONS.

Supporting information	
Target	Monitor
Desired DOT	▲
Format	%
Frequency	Annually
Metric type	Snapshot/point in time
Leadership team member	Jeannie Satchell
Portfolio holder	Cllr Derek Tipp
Overview and scrutiny	Place and Sustainability

RAG Status	
2023	2024
N/A	N/A

NFDC ID NO.33: Proportion (in percentage terms) of employee jobs with hourly pay below the living wage

	2023	2024
Performance	13.30%	14.20%
Target	MONITOR	MONITOR

Supporting narrative

*2025 Annual data for KPI no.33 will be reported when available from the ONS.

Supporting information	
Target	Monitor
Desired DOT	▼
Format	%
Frequency	Annually
Metric type	Snapshot/point in time
Leadership team member	Jeannie Satchell
Portfolio holder	Cllr Derek Tipp
Overview and scrutiny	Place and Sustainability

RAG Status	
2023	2024
N/A	N/A

*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
Performance	88.5%	N/A*
Target	70.0%	70.0%

Supporting narrative

*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.

Supporting information	
Target	70%
Desired DOT	Maintain
Format	%
Frequency	Annually
Metric type	Snapshot/point in time
Leadership team member	Rich Bird/Kim Gray
Portfolio holder	Cllr Jeremy Heron
Overview and scrutiny	Resources & Transformation

RAG Status	
2024/5	2025/6
🟩	N/A*

Future New Forest: Being an employer of choice

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

	2024/5	2025/6		
	Q4	Q1	Q2	Q3
Performance	81.0%	79.2%	82.0%	76.0%
Target	80.0%	80.0%	80.0%	80.0%

Supporting information	
Target	80%
Desired DOT	▲
Format	%
Frequency	Quarterly
Metric type	Snapshot/point in time
Leadership team member	Heleana Aylett
Portfolio holder	Leader Cllr Jill Cleary
Overview and scrutiny	Resources & Transformation

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

Supporting narrative

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

NFDC ID NO.38: Percentage staff turnover

	2024/5	2025/6
Performance	13.00%	N/A*
Target	11.00%	11.00%

Supporting narrative

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

Supporting information	
Target	11%
Desired DOT	▼
Format	%
Frequency	Annually
Metric type	Snapshot/point in time
Leadership team member	Heleana Aylett
Portfolio holder	Leader Cllr Jill Cleary
Overview and scrutiny	Resources & Transformation

RAG Status	
2024/5	2025/6
🟥	N/A*

NFDC ID NO.39: Average number of days sickness absence per employee

	2024/5	2025/6		
	Q4	Q1	Q2	Q3
Performance	8.80	8.00	8.80	8.80
Target	8.00	8.00	8.00	8.00

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

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

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

NFDC ID NO.40: Number of council apprenticeships

	2024/5	2025/6
Performance	18	N/A*
Target	10	15

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

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

RAG Status	
2024/4	2025/6
🟩	N/A*

Future New Forest: Being financially responsible

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

	2024/5	2025/6		
	Q4	Q1	Q2	Q3
Performance	-10.09%	N/A	0.0%	0.0%
Upper range	3.0%	3.0%	3.0%	3.0%
Lower range	-3.0%	-3.0%	-3.0%	-3.0%

Supporting information	
Target	+/- 3%
Desired DOT	▲ or ▼
Format	%
Frequency	Quarterly
Metric type	Snapshot/point in time
Leadership team member	Paul Whittles
Portfolio holder	Cllr Jeremy Heron
Overview and scrutiny	Resources & Transformation

RAG Status			
2024/5	2025/6		
Q4	Q1	Q2	Q3
🟥	N/A	🟩	🟩

Supporting narrative	
2024/5 Q4	Figures subject to audit. Full details of variations will be set out in the Budget Monitoring report to be presented to Cabinet on 2 July 2025
2025/6 Q1	No financial monitoring report was released during Q1. The next scheduled report will be September 2025.
2025/6 Q2	Data from financial monitoring report which will be taken to Cabinet in November.
2025/6 Q3	Service variations offset by contributions to earmarked reserves.

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

	2024/5	2025/6		
	Q4	Q1	Q2	Q3
Performance	-3.97%	N/A	0.4%	0.0%
Upper range	3.00%	3.00%	3.00%	3.00%
Lower range	-3.00%	-3.00%	-3.00%	-3.00%

Supporting information	
Target	+/- 3%
Desired DOT	▲ or ▼
Format	%
Frequency	Quarterly
Metric type	Snapshot/point in time
Leadership team member	Paul Whittles
Portfolio holder	Cllr Jeremy Heron
Overview and scrutiny	Resources & Transformation

RAG Status			
2024/5	2025/6		
Q4	Q1	Q2	Q3
🟥	N/A	🟩	🟩

Supporting narrative	
2024/5 Q4	Figures subject to audit. Full details of variations will be set out in the Budget Monitoring report to be presented to Cabinet on 2 July 2025
2025/6 Q1	No financial monitoring report was released during Q1. The next scheduled report will be September 2025.
2025/6 Q2	Data from financial monitoring report which will be taken to Cabinet in November.
2025/6 Q3	Service underspends balanced by increase in loan principal payment.

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

	2025/6				Supporting information	
	Q1	Q2	Q3	Q4	Target	85.3%
Performance	29.57%	57.13%	84.49%		Desired DOT	▲
Target	29.90%	57.60%	85.30%	98.50%	Format	%

Supporting information	
Frequency	Quarterly
Metric type	Cumulative/year to date
Leadership team member	Ryan Stevens
Portfolio holder	Cllr Jeremy Heron
Overview and scrutiny	Resources & Transformation

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

Supporting narrative	
2025/6 Q1	No court dates for 25/26 until August, so there is a delay in recovery proceedings. In additon we are receiving more requests for 12 instalments, instead of 10.
2025/6 Q2	Some instalments have been re-profiled to March 2026 and there was a delay in court date hearings, the first being August 2025.
2025/6 Q3	Performance is tracking very close to target. We have received a number of applications this year for collections over a 12 month period as opposed to over 10 months. Year-end collections are expected to meet with the target.
2025/6 Q4	

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

	2025/6				Supporting information	
	Q1	Q2	Q3	Q4	Target	84.3%
Performance	28.63%	56.23%	84.72%		Desired DOT	▲
Target	29.60%	57.90%	84.30%	98.50%	Format	%

Supporting information	
Frequency	Quarterly
Metric type	Cumulative/year to date
Leadership team member	Ryan Stevens
Portfolio holder	Cllr Jeremy Heron
Overview and scrutiny	Resources & Transformation

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

Supporting narrative	
2025/6 Q1	No court dates for 25/26 until August, so there is a delay in recovery proceedings commencing.
2025/6 Q2	Delay in court hearing dates, the first being August 2025 and reduction in retail discount and transitional relief may be impacting collections as businesses have more to pay this year.
2025/6 Q3	Performance is above target.
2025/6 Q4	

Future New Forest: Designing modern and innovative services

NFDC ID NO.45: Benefits realisation from ICT investment

	2024/5	2025/6		
	Q4	Q1	Q2	Q3
Performance	96.50%	96.50%	96.50%	
Target	70.00%	70.00%	70.00%	70.00%

Supporting information	
Target	70.00%
Desired DOT	Maintain
Format	%
Frequency	Every 6 months
Metric type	Snapshot/point in time
Leadership team member	Rich Bird
Portfolio holder	Cllr Jeremy Heron
Overview and scrutiny	Resources & Transformation

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

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

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

	2024/5	2025/6		
	Q4	Q1	Q2	Q3
Performance	97.0%	97.0%	95.0%	97.0%
Target	95.0%	95.0%	95.0%	95.0%

Supporting information	
Target	95.0%
Desired DOT	▲
Format	%
Frequency	Quarterly
Metric type	Snapshot/point in time
Leadership team member	Kim Gray
Portfolio holder	Cllr Jeremy Heron
Overview and scrutiny	Resources & Transformation

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

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

NFDC ID NO.47: Percentage of annual ICT work programme delivered on time and on budget

	2024/5	2025/6		
	Q4	Q1	Q2	Q3
Performance	93.33%	93.33%	93.00%	93.00%
Target	70.00%	70.00%	70.00%	70.00%

Supporting information	
Target	70.0%
Desired DOT	Maintain
Format	%
Frequency	Quarterly
Metric type	Snapshot/point in time
Leadership team member	Rich Bird
Portfolio holder	Cllr Jeremy Heron
Overview and scrutiny	Resources & Transformation

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

Supporting narrative	
2024/5 Q4	Narrative for April 24 - April 25: Azure Migration project = delivered on time in line with board approved project plan. Learning Management System (LMS) project = delivered on time in line with board approved project plan. Direct Debit = delivery delayed by around 1.5 months whilst transition to BAU was better prepared for within business units.
2025/6 Q1	Performance is above target and in line with previous quarter.
2025/6 Q2	Project performance remains on track, with no current risks or issues identified that would impact the anticipated completion timelines.
2025/6 Q3	Overal delivery performance remains within agreed time and budget tolerances. Project delivery slippages are limited to the Direct Debit Porject, driven by data loading issues, and the in flight Netcall Project, impacted by 3rd party delays. In both cases, impacts were formally escalated and approved by the relevent Project Boards, with remedial actions implemented to derisk delivery. All projects remain within the approved budget tolerances, with no anticipated financial risk at this time.

NFDC ID NO.48: Percentage unscheduled downtime for critical systems

	2024/5	2025/6		
	Q4	Q1	Q2	Q3
Performance	0.43%	0.41%	1.05%	0.84%
Target	5.00%	5.00%	5.00%	3.00%

Supporting information	
Target	<5%
Desired DOT	▼
Format	%
Frequency	Quarterly
Metric type	Snapshot/point in time
Leadership team member	Kim Gray
Portfolio holder	Cllr Jeremy Heron
Overview and scrutiny	Resources & Transformation

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

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

*NOTE KPI Nos 34 and 36 have been removed.
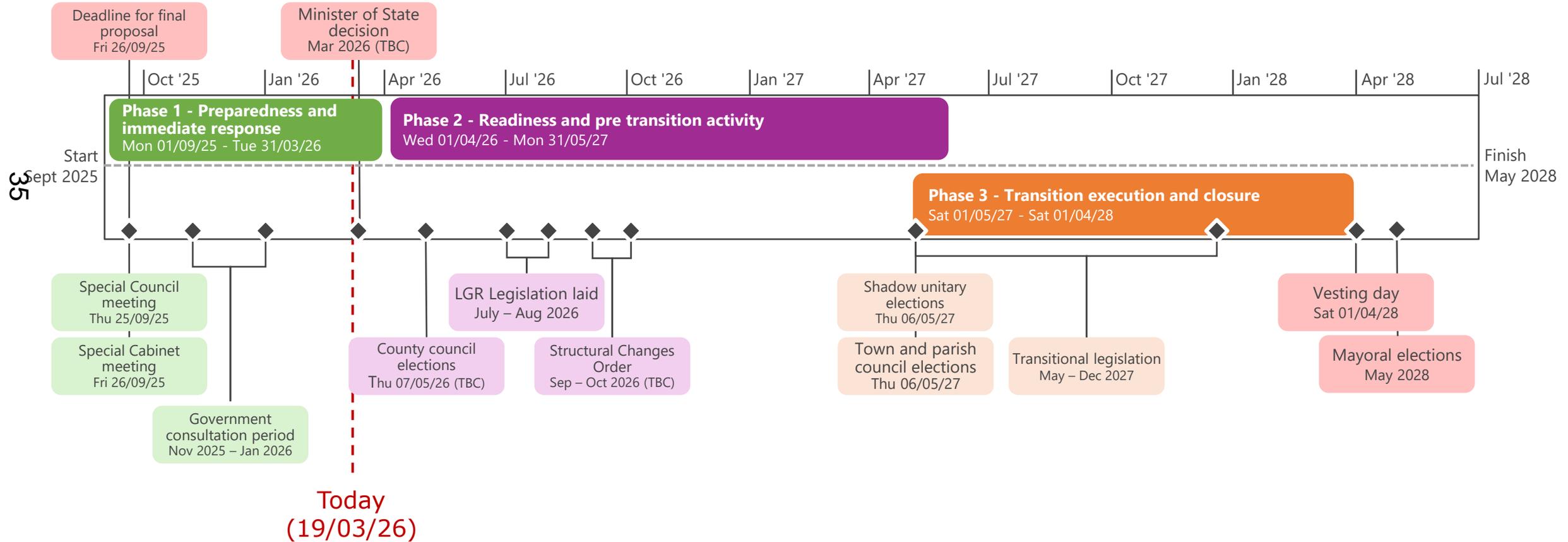
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Local Government Reorganisation

Resources and Transformation Panel – Thursday 19 March

New Forest
DISTRICT COUNCIL

Programme update

High-level timeline
Monday 1 September 25 to Thursday 4 May 2028

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Deadline for final proposal
Fri 26/09/25

Minister of State decision
Mar 2026 (TBC)

Oct '25 | Jan '26 | Apr '26 | Jul '26 | Oct '26 | Jan '27 | Apr '27 | Jul '27 | Oct '27 | Jan '28 | Apr '28 | Jul '28

Phase 1 - Preparedness and immediate response
Mon 01/09/25 - Tue 31/03/26

Phase 2 - Readiness and pre transition activity
Wed 01/04/26 - Mon 31/05/27

Start
Sept 2025

Finish
May 2028

Phase 3 - Transition execution and closure
Sat 01/05/27 - Sat 01/04/28

Special Council meeting
Thu 25/09/25

Special Cabinet meeting
Fri 26/09/25

Government consultation period
Nov 2025 – Jan 2026

LGR Legislation laid
July – Aug 2026

County council elections
Thu 07/05/26 (TBC)

Structural Changes Order
Sep – Oct 2026 (TBC)

Shadow unitary elections
Thu 06/05/27

Town and parish council elections
Thu 06/05/27

Transitional legislation
May – Dec 2027

Vesting day
Sat 01/04/28

Mayoral elections
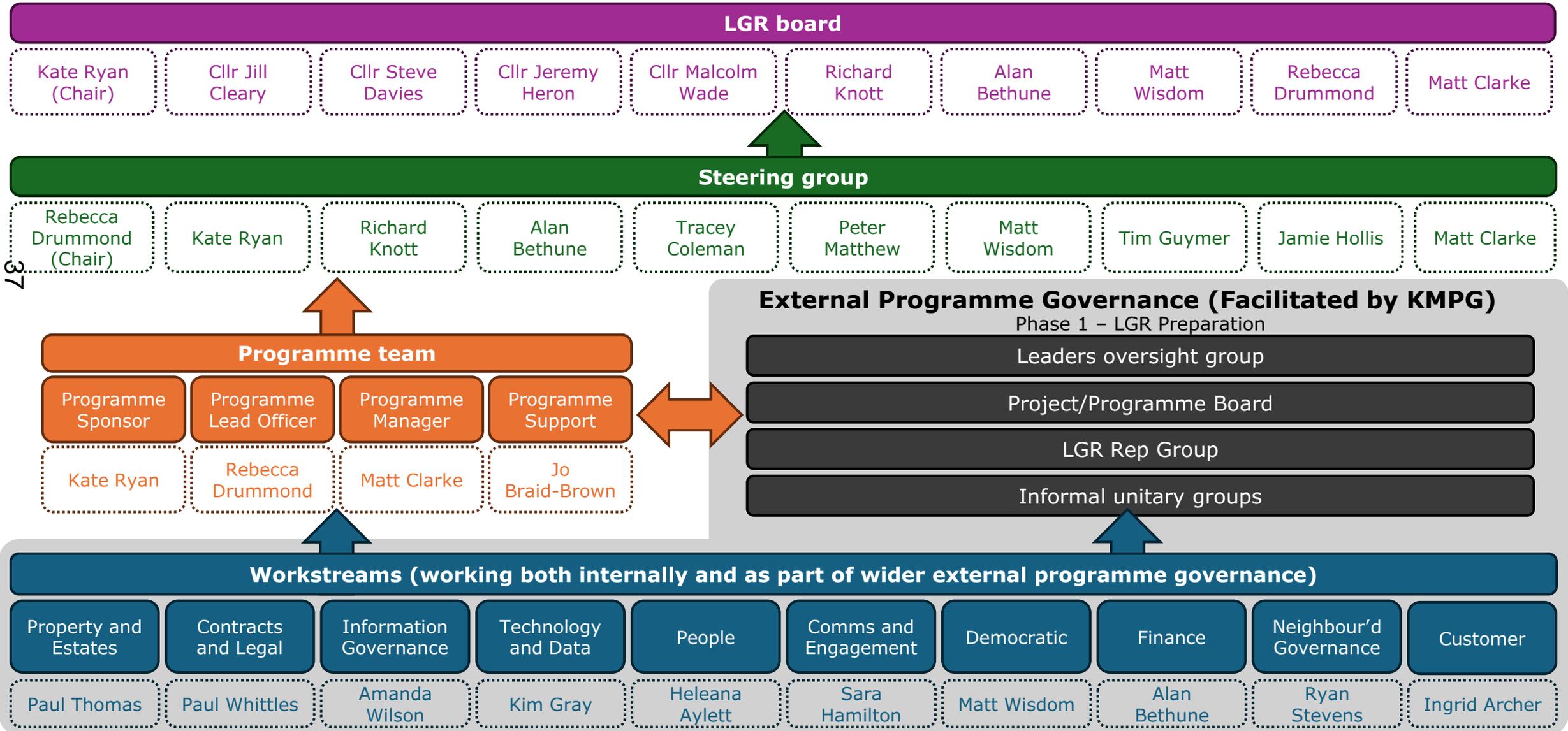May 2028

Today
(19/03/26)

LGR Progress to date

- Defined and **submitted** NFDC's **preferred proposal** to Government

- Responded to the **Government's consultation**

- Established a clear **governance structure** to ensure decisions can be made quickly and efficiently

- Formed a **Programme Management Office (PMO)** to monitor and manage project delivery, resources and conflicts across the whole organisation

- Developed **a programme**, with **specific workstreams**, to ensure **key milestones** are delivered on time and stood up a **programme team** to monitor and **manage progress**

- Working across Hampshire and Solent supported by an **external consultant (KPMG)** to help align **data** and define implementation **preparations and activities**

- Agreed a **programme budget** to support **delivery** and **resource requirements**

- Responded to **MHCLG** with **Structural Changes Order** proposals

Governance

Internal Programme Governance

LGR board

| Kate Ryan (Chair) | Cllr Jill Cleary | Cllr Steve Davies | Cllr Jeremy Heron | Cllr Malcolm Wade | Richard Knott | Alan Bethune | Matt Wisdom | Rebecca Drummond | Matt Clarke |

Steering group

| Rebecca Drummond (Chair) | Kate Ryan | Richard Knott | Alan Bethune | Tracey Coleman | Peter Matthew | Matt Wisdom | Tim Guymer | Jamie Hollis | Matt Clarke |

Programme team

| Programme Sponsor | Programme Lead Officer | Programme Manager | Programme Support |
| Kate Ryan | Rebecca Drummond | Matt Clarke | Jo Braid-Brown |

External Programme Governance (Facilitated by KMPG)

Phase 1 – LGR Preparation

Leaders oversight group

Project/Programme Board

LGR Rep Group

Informal unitary groups

Workstreams (working both internally and as part of wider external programme governance)

| Property and Estates | Contracts and Legal | Information Governance | Technology and Data | People | Comms and Engagement | Democratic | Finance | Neighbour'd Governance | Customer |
| Paul Thomas | Paul Whittles | Amanda Wilson | Kim Gray | Heleana Aylett | Sara Hamilton | Matt Wisdom | Alan Bethune | Ryan Stevens | Ingrid Archer |

Internal programme

- The programme spans **three phases** (as in the timeline); we are currently in **Phase 1**, focused on **corporate functions**.

- Each function has its own **workstream**, prioritising:

  - Preparatory activities and good housekeeping
  - Defining what must be in place on Day 1 for a safe, legal and operational new council.
  - Identifying the activities required to deliver these Day 1 requirements.
  - Completing MHCLG-recommended preparatory tasks.

- Starting to engage with **Service areas** (e.g., Housing, Planning, Waste) around **resources** needed post decision to progress LGR

- **Programme Board** updated on workstream progress with relevant workstream **leads** in attendance

Phase 1 established workstreams	
Technology and Data	People
Comms and Engagement	Neighbourhood Governance
Democratic	Finance
Contracts and Legal	Information Governance
Property and Estates	Customer

Hampshire and Solent Collective Programme

KPMG Programme

1. Data

- Data hub

- Service taxonomy (Maps services for each authority to support alignment across councils, transition and consistent data standards)

2. Preparation and implementation planning

- Workstreams (Enabling plus neighbourhood governance)

- Transformation & public sector reform workshops

KPMG Workstreams

Workstream	Lead Officer	Workstream description	Workstream	Lead Officer	Workstream description
People	Heleana Aylett	Ensuring appropriate skills and capacity in the new councils including supporting and transferring council staff and change management activity.	Comms and Engagement	Sara Hamilton	Supporting and engaging staff, partners and residents throughout the process.
Technology	Kim Gray	Setting up appropriate infrastructure and transferring technology architecture into new councils.	Democratic	Matt Wisdom	Supporting elections, relationship with Joint Committees and programme relationship with Shadow Authority.
Data Hub	Kim Gray	Providing the data underpinnings to support the LGR process (People, data, assets, contracts and more).	Information Governance	Amanda Wilson	Ensuring data transfers and management are safe, legal and appropriate.
Finance	Alan Bethune	Transferring MTFP, budgets, audit, pensions and finance processes into new councils.	Neighbourhood Governance	Ryan Stevens	Ensuring decision making is made closer to residents and enabling public sector reform opportunities.
Contracts and Legal	Paul Whittles	Ensuring appropriate and legal transition into the new councils including treatment of current contracts.	Customer	Ingrid Archer	Ensuring customer contact, experience, and services are understood and planned, enabling a smooth transition and forming the foundation for future transformation.
Property and Estates	Paul Thomas	Transferring assets and estates into the new councils.			

Day 1 requirements

- Workstreams have developed Day 1 requirements and milestones, refined from high-level needs to **detailed actions**, forming the **critical path** to a **safe and legal Day 1**.

- Day 1 requirements are the **essential** 'must have' **actions**, **systems** and **structures** required for a new council to operate **legally and safely** on Vesting Day.

- Day 1 milestones refer to the **activities** that **must happen** before Vesting Day to ensure the requirement has been fulfilled.

KPMG workstream progress

- Good progress is reported in **key deliverables** across the programme, including 100% of workstreams (apart from customer) completing their **workstream charters** and **day 1 requirements**.

- Work continues to progress the development of **milestone plans**, **dependencies**, **risks** and **opportunities** as the programme progresses.

*

Other activities

- Regular partner meetings

- Collective work on strategic partner requirements

Communications and engagement

Communications plan on a page

Purpose
- Clarity
- Reassurance
- Trust

Aims
- People understand what is happening and when
- Services continue without loss of confidence
- Reduced uncertainty, rumours and misinformation
- Staff and members hear it first, clearly and consistently

Approach
- Embedded in the LGR programme
- Honest about uncertainty, reassuring on what is known
- Resident and staff-centred, service-focused
- Coordinated with Hampshire partners
- Regular cadence with spikes at key milestones

Audiences
- Staff and managers
- Members
- Residents and tenants
- High-contact and vulnerable residents
- Stakeholders, businesses, partners
- Media

Messaging
- Government-led process
- Services continue throughout
- Actively managed and coordinated
- Local identity and communities matter
- Clear updates, early and often

Channels
- Staff briefings and cascades
- Intranet
- Website
- Resident emails
- Non-digital
- Outreach
- Social and media
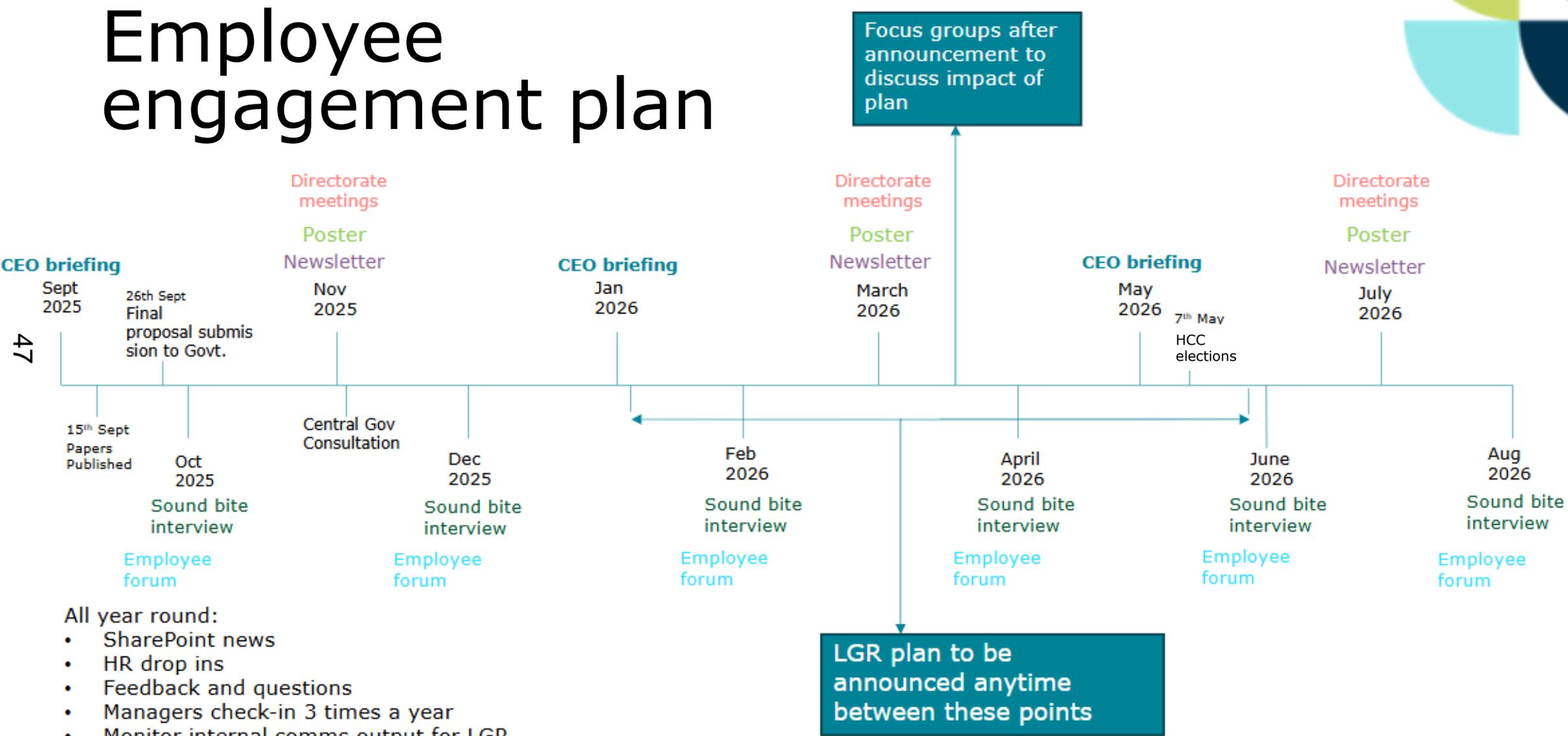- Stakeholder updates

Phases
- Phase 1 - Preparedness and immediate response: immediate reassurance
- Phase 2 - Readiness and pre-transition activity: visibility and engagement
- Phase 3 - Transition execution and closure: practical clarity
- Phase 4 - Vesting day (Day 1) and post-vesting transformation: lawful Day 1, what changes and what stays the same

Employee engagement plan

Focus groups after announcement to discuss impact of plan

Directorate meetings

Poster

Newsletter

CEO briefing
Sept 2025

26th Sept
Final proposal submission to Govt.

15th Sept
Papers Published

Oct 2025

Sound bite interview

Employee forum

Directorate meetings

Poster

Newsletter

Nov 2025

Central Gov Consultation

Dec 2025

Sound bite interview

Employee forum

CEO briefing
Jan 2026

Feb 2026

Sound bite interview

Employee forum

Directorate meetings

Poster

Newsletter

March 2026

April 2026

Sound bite interview

Employee forum

CEO briefing
May 2026

7th May
HCC elections

June 2026

Sound bite interview

Employee forum

Directorate meetings

Poster

Newsletter

July 2026

Aug 2026

Sound bite interview

Employee forum

LGR plan to be announced anytime between these points

All year round:
- SharePoint news
- HR drop ins
- Feedback and questions
- Managers check-in 3 times a year
- Monitor internal comms output for LGR
- Wellbeing, change, and skills workshops

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Resources and Transformation Overview and Scrutiny Panel

March 2026

New Forest
DISTRICT COUNCIL
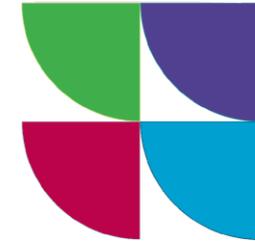
Content

- Customer & Digital- Contact Centre Go Live

- Transformation Strategy Progress Against Objectives 2025/26

- Upcoming Milestones

# Customer & Digital Services- Contact Centre Go Live

Highlights

- **Exceptionally smooth go-live** completed at 17:30 Saturday with rapid system stabilisation and no customer disruption- Strong coordinated work from ICT, Transformation, Customer Services and external partners

- Strong early performance: **84% of calls answered within 3 minutes** (exceeding SLA) and no complaints reported.

- Significant improvement in customer wait times: **Average Time to Answer reduced from 1:22 to 1:07**.

- Improved first-time resolution: **Transfers reduced from an estimated 29% to 16.2%,** meaning customers are reaching the right team more quickly.

- Intelligent routing actively diverting non-NFDC enquiries (e.g., HCC, National Park Authority) before customers enter a queue—**242 successful deflections to date**.

- **Early enhancements delivered**: clearer welcome message, dedicated elections queue, call-quality adjustments, and natural language improvements.

- **Advanced platform capabilities now live**: AI-generated summaries, speech analytics, and real-time dashboards providing stronger customer insight and improved agent support.

What's Next?

- **Stand up CRM/Create integration** to enable full case creation, tracking and end-to-end digital journeys.
- **Expand digital channels** (webchat to more teams, SMS notifications, video assist).
- **Enhance Natural Language routing** with continual intent training to increase accuracy and reduce avoidable contact.
- **Introduce customer feedback tools** and agent quality evaluations to strengthen customer experience insight.
- **Optimise system performance and workflows**, including remaining fixes and deeper integration with back-office systems.

Customer & Digital Services
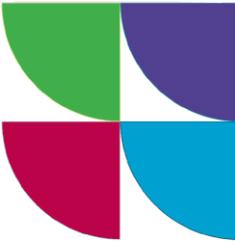
- **Objective C1** Our customers will be at the heart of our digital-by-design approach.

- **Objective C2** We will review and catalogue our data, identify the data that is most valuable as we move towards LGR and ensure it is accurate and accessible to ensure a smooth transition to unitary status.

- **Objective C3** We will invest in the digital capabilities that are most likely to bring long term benefits for customers and staff during and after LGR. This means they will be scalable, adaptable, interoperable and reusable.

Measures

✓ Customer experience (% rating Good or above)

✓ Number of fully digital services (definition and baseline to be confirmed)

✓ Customers choosing digital channels (% requests received via digital channels)

| **Progress Objective C1**	**Progress Objective C2**	**Progress Objective C3**
• Netcall Liberty Converse CX live and stable; faster handling and higher first-time resolution • Intelligent routing and pre-queue messaging divert non-NFDC enquiries (e.g., HCC, National Park); ~242 deflections • SLAs exceeded: 84% of calls answered within 3 minutes; zero complaints logged post go-live. • Enhancements delivered: clearer welcome, elections queue, call-quality fixes;	• LGR Customer Steam stood up, resource allocated and work underway • Converse CX provides structured interaction data, AI summaries, speech analytics and real-time dashboards to support clean, exportable datasets for LGR. • MARS: data capacity in place and SAMP data-flow planning underway to harmonise datasets. • Regulatory Services: interim approach prepared to avoid data/service disruption pending LGR decisions.	• Enterprise contact platform (Converse CX) with reusable components) and integrations (Case management, webchat, SMS, video). • MARS: plan agreed with suppliers; Experts engaged to support with integrations. • Regulatory Services: groundwork for delivering improved services regularly reviewed, ensuring flexible options aligned to LGR timelines can be achieved

People & Capabilities
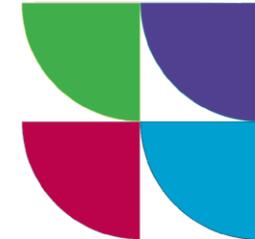
- **Objective P1** We will ensure our values, behaviours and culture are aligned, with a focus on prioritising customer needs through a period of rapid change.

- **Objective P2** We will invest in our people to ensure they have the skills they need to deliver, manage and adapt to the significant organisational changes ahead.

Measures

- ✓ Long term vacancies (% vacancies filled first time)
- ✓ Staff retention (% of staff who leave within 12 months)
- ✓ Equipping staff to do their jobs (% who agree they have had the training and development needed to perform current duties)
- ✓ Staff development (% staff agree there are training and development opportunities to support them to achieve their ambitions / progress their career)
- ✓ Net promoter (% of staff recommend the council as a great place to work)

Progress **Objective P1**	**Progress** **Objective P2**
• People Strategy delivered, setting strategic direction for two years • Behaviour commitments developed and launched, supported with training, briefings and toolkits. • Internal communications and engagement review completed. • Embracing Change programme delivered with over 100 participants. • New staff networks (Women's, neurodiversity, early careers, social) launched and gaining momentum. • LGR engagement work progressing with increased communication through depot and management briefings. • New induction process live with positive early feedback.	• Growth & Goals conversations embedded with training, briefings and toolkits. • Digital Skills for All project approved and moving into mobilisation. • Coaching capacity expanded with trained internal coaches and an initial offer ready to launch. • Learning Hub created to support staff development and self-directed learning. • Recruitment process improved with automation and an online toolkit for managers. • Workforce analytics work progressing, including familiarisation and dashboard development. • Change tools developed to support delivery of change projects. • Change readiness assessment delivered for the MARS project. • New OD Facilitator starting to accelerate capability work.

Assets & Accommodation

- **Objective A1** We will prioritise operational assets so they are in the best possible condition ahead of vesting day to the new unitary authority.

- **Objective A2** We will continue to challenge our asset portfolio to reduce environmental impact and enhance their financial contribution

Measures

- ✓ Assets have been identified, classified and had a condition survey undertaken as part of the asset strategy (% conditions surveys undertaken)

- ✓ Improvement in financial return of NFDC asset base (confirm method)

- ✓ Reduced emissions from operational council assets (% reduction against baseline)'

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**Progress
Objective A1**

- Strong progress against Year 1 SAMP roadmap, especially Digital Asset Management and Asset Optimisation.
- Governance structure established with 3-stage Asset Challenge Framework agreed and tested.
- Estates-led asset data validation completed; senior manager validation next.
- Public Conveniences refurbishment programme agreed in principle and progressing through governance.
- PSDS Phase 4 (Applemore) advancing, supporting condition and energy-efficiency improvements.
- Cross-service alignment strengthening, embedding SAMP corporately.

- **Launch of Grounds Maintenance review** to modernise processes, SLAs and pricing so services are LGR-ready

**Progress
Objective A1**

- Enhanced 3-stage Asset Challenge Framework rolled out to support structured portfolio decisions.
- Regeneration priorities for Public Conveniences identified.
- Energy efficiency and AMR schemes aligned with Estates and climate objectives.
- Sustainability policy explicitly linked to SAMP principles.
- Clear pipeline of optimisation work forming for PMO monitoring.

Grounds Maintenance Review Scope Includes:
- full cost-recovery pricing model and income opportunities for internal/external customers
- site management plans with biodiversity and environmental improvements
- Area risk assessments and equipment/operating model review to increase efficiency and reduce avoidable costs/emissions

Transformation Delivery & LGR Readiness
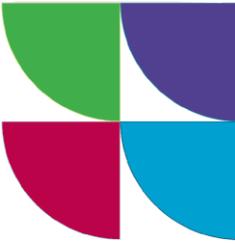
- **Objective D1** We will ensure that all transformation activity will deliver meaningful improvements for customers in the short term and/or will position the organisation to transition as smoothly as possible to the new unitary authority.

- **Objective D2** We will shift to a more empowered and accountable management culture.

Measures

- ✓ Project objectives and benefits defined for all transformation initiatives, linked to transformation drivers and monitored by PMO.
- ✓ New service and financial planning processes implemented
- ✓ Managers agree they are empowered to manage resources to deliver their target outcomes (% agreement)

Progress Objectives D1 & D2

- Netcall Converse CX successfully implemented – immediate customer benefits and a scalable platform ready for unitary integration.
- Create/CRM integration beginning – enabling fully digital customer journeys pre-LGR.
- MARS project plan aligned with partners, and LGR-critical systems work underway.
- Regulatory Services work progressing – demos completed, expectations reset, and interim plans ready pending LGR decisions.
- SAMP digital asset management foundation – TotalMobile implementation, validated asset data, and a full challenge framework to support rationalisation ahead of vesting day.
- Grounds Maintenance Review-ensures NFDC enters LGR with a clear, evidence-based model
- People-focused transformation delivered – Growth & Goals, coaching programme, new staff networks, Change Support Programme, new induction, and stronger internal communications all strengthen organisational readiness for major structural change.
- Digital Skills for All project approved – builds future digital capacity essential for LGR service integration.
- Leadership and behaviour commitments embedded – aligning culture across services before new structures are formed.
- Improved PMO governance and reporting – clear oversight of risks, interdependencies and readiness across all transformation programmes.
- Asset optimisation pipeline formed – enabling financially sustainable services and reducing maintenance pressure ahead of LGR.

What's Next

Customer & Digital/Assets

1. Customer

- CRM/Create integration stands up – first end-to-end digital journeys
- Netcall expansion – SMS, video assist, richer natural-language routing, full customer feedback tools.

2. MARS Programme

- Full NFDC plan overlay completed and approved.
- Templates and configuration aligned with for LGR
- Delivery of System & Integrations

3. Regulatory Services (Idox & LGR Pathway)

- Final decision on regional Regulatory Services solution (pending LGR direction).
- Configuration and design progresses if decision window opens mid-year.

4. Asset Management, SAMP & Grounds Maintenance

- Senior manager validation of asset data completed.
- TotalMobile upload + system testing goes live.
- PC refurbishment business case approved → procurement route confirmed → tender issued.
- Grounds Maintenance major review starts (May 2026):
  - Phase 1 site-based review (June 2026)
  - Phase 2 operational model review (Aug 2026)
  - Phase 3 SLAs & pricing model drafted (Sept–Oct 2026)

People, Leadership & Culture/LGR

5. People, Leadership & Culture

- Change Support Programme launched (Apr–May).
- Leadership competencies finalised and development offer designed.
- Coaching offer live, early cohorts embedded.
- Recognition programme implemented.

6. OD, Workforce & Engagement

- Staff networks continue to grow, with formal development plans.
- EDI Group & Employee Forum meet throughout spring/summer, embedding new ways of working.
- Persona-based comms strategy implemented following comms review recommendations.

7. LGR Readiness & Corporate Planning

- Key engagement milestones delivered as LGR decision points approach.
- Service data, asset data and customer data aligned to support LGR transition planning.
- Strengthened PMO- with dependencies, benefits tracking, and risk management embedded.

8. Major Corporate Events & Deliverables

- All-staff event – 17 June 2026.
- Full staff survey – June 2026.

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RESOURCES AND TRANSFORMATION OVERVIEW AND SCRUTINY PANEL WORK PROGRAMME – 2026/2027			
25 June 2026			
Corporate Plan: Annual Performance Report 2025/26	To receive the Corporate Plan: Annual Performance Report 2025/26	Written Report	Saqib Yasin
Corporate Plan: Key Performance Data – Quarter 4 and target refresh for 2026/27	To receive Portfolio performance data and details of measures requiring updated targets	Written Report	Saqib Yasin
Financial Monitoring Report (Provisional Budget Outturn 2025/26)	To receive Budget Outturn 2025/26	Written Report	Paul Whittles
Complaints Performance and Service Improvement Report	To receive the annual complaints performance and service improvement report	Written Report	Amanda Wilson
LGR Programme Update	To receive an update	Written Report/Presentation	Rebecca Drumond/Matt Clarke
Transformation Programme Update	Update on progress with the Transformation Programme	Presentation	Rebecca Drummond/Ingrid Archer
Financial Strategy Task and Finish Group Arrangements for 2026	To agree the Financial Strategy Task and Finish Arrangements for 2026	Written Report	Paul Whittles/Lee Ellis
Commercial and Residential Property Strategies	To note the contents of the annual Commercial and Residential Property Strategies	Written Report	Paul Thomas
Strategic Asset Management Plan - Update	Update on progress with the Strategic Asset Management Plan	Written Report / Presentation	Paul Thomas

17 September 2026			
LGR Programme Update	To receive an update on the current position	Written Report/Presentation	Rebecca Drumond/Matt Clarke
Corporate Plan Key Performance Data – Quarter 1	To receive portfolio performance data	Written Report	Saqib Yasin
Solent Freeport Annual Update	To receive an update on the current position with Solent Freeport	Presentation/Written Report	Alan Bethune / Tim Guymer
Transformation Programme Update	To receive an update on progress with the Transformation Programme	Presentation	Rebecca Drummond / Ingrid Archer
Financial Strategy Task and Finish Group Update	To receive an update on the 2026 T&FG and follow up of actions recommended in the report of the Financial Strategy Task and Finish Group received in November 2025.	Written Report	Paul Whittles
Universal Credit	To receive an update on the current position	Written Report	Ryan Stevens
CTR Scheme T&F	Consider the process for the necessary annual review of the CTR scheme, and associated schemes.	Written Report	Ryan Stevens
19 November 2026			
Half Yearly Update Complaints Performance and Service Improvement Report	To receive the half yearly update complaints performance and service improvement report *Housing and Communities Overview and Scrutiny Panel to attend for Housing Complaints.*	Written Report	Amanda Wilson
LGR Programme Update	To receive an update	Written Report/Presentation	Rebecca Drummond/Matt Clarke
Financial Strategy Task and Finish Groups	To receive the recommendations of the Task and Finish Group.	Written Report	Paul Whittles

Transformation Programme Update	To receive an update on progress with the Transformation Programme	Presentation	Rebecca Drummond / Ingrid Archer
Council Tax Support Scheme, Council Tax Premiums, S13A Policy , Discretionary Housing Payments Policy and Crisis Resilience	To receive the proposed policy updates relevant to 2027/28	Written Report	Ryan Stevens
21 January 2027			
Corporate Plan Key Performance Data – Quarter 2	To receive portfolio performance data.	Written Report	Saqib Yasin
LGR Programme Update	To receive an update on the current position	Written Report/Presentation	Rebecca Drumond/Matt Clarke
Transformation Programme Update	To receive an update on progress with the Transformation Programme	Presentation	Rebecca Drummond/Ingrid Archer
Citizens Advice New Forest Update	To receive an update from Citizens Advice New Forest on their activities and operation over the last year.	Written Report/Presentation	Ryan Stevens
Asset Maintenance and Replacement Programme and General Fund Capital Programme 2027/28	To receive the proposed programme for 2027/28	Written Report	Paul Whittles
Capital Strategy 2027/28	To receive the proposed strategy for 2027/28	Written Report	Paul Whittles
18 March 2027			
Corporate Plan key Performance Data – Quarter 3	To receive portfolio performance data.	Written Report	Saqib Yasin

LGR Programme Update	To receive an update on the current position.	Written Report/Presentation	Rebecca Drumond/Matt Clarke
Transformation Programme Update	To receive an update on progress with the Transformation Programme	Presentation	Rebecca Drummond/Ingrid Archer