



# Community Matters Corporate Plan 2020-2024

**Delivering a prosperous  
New Forest and putting  
the community first**





# Introduction

**Our corporate plan plays an important role in making sure the council's objectives are met for the people and communities in the New Forest district area. It sets out the overarching commitments and vision for the council over the next four years, the priorities of each portfolio, and the values that underpin the delivery of the plan.**

The plan focuses on the challenges we face, and all that we can do as an organisation to address them. It recognises the financial constraints in which we operate, and builds on the strong financial position we have created and the services our community want. We remain ambitious in setting priorities that matter to the people of the New Forest and we put our community first.

Sustainability and the protection of our natural resources, as well as support for the local economy, run through this plan. With each portfolio contributing towards these two significant issues and placing them at the heart of all our decisions.

Our commitments also include new approaches to providing more homes for local people, responding to the specific needs of our communities, maintaining the unique and special qualities of the environment, improving health and wellbeing, and ensuring the economic prosperity for the area both now and for the future.

The plan builds on the foundations already laid out, maintaining our commitment to financial sustainability and excellence in service delivery.

## Vision

To secure a vibrant and prosperous New Forest, guided by the people we serve and working in partnership with others to enhance the quality of lives for all by:

- Understanding local needs and creating a balanced, healthy community who feel safe, supported and have access to services;
- Protecting the special character of the New Forest and responding pro-actively to environmental challenges; and
- Working with others to maintain a vibrant local economy that brings opportunities to the area.

## Values

**Our values underpin the Council's vision and priorities by shaping the way we work.**

### Community

- We understand that our residents and customers are at the centre of what we do.

### Teamwork

- We respect the contribution of others, and value those who work for the benefit of our community.

### Integrity

- We act fairly, openly and with financial responsibility in all that we do.

### Services

- We use our energy, skills, curiosity and resources to deliver the best sustainable outcomes.

### Ambition

- We are passionate about leaving things better than we found them.

# Leader's PORTFOLIO

*'Delivering a  
sustainable and  
prosperous New  
Forest and putting our  
community first'*



Portfolio holder  
**Cllr Edward Heron**



## Portfolio holder introduction

**The accelerating impact of Climate Change, the use of natural resources and the damage to nature with habitat erosion and the disappearance of cherished wildlife are all areas of concern. We recognise these challenges, and we will prioritise actions to increase sustainability, protect our natural resources, and reduce our impact on the environment.**

Partnership working remains a key priority to achieve more together. This includes working with the Local Enterprise Partnership and other public bodies to co-ordinate and encourage businesses and appropriate infrastructure connectivity opportunities, delivering a prosperous New Forest. The establishment of the Solent Freeport will provide a hub for global trade and investment, promoting regeneration and job creation in support of the local economy. We will actively engage with Government, the County Council and our other Hampshire and Isle of Wight partners in exploring a County Deal.

There is continued commitment to delivering modernised and innovative services, putting our community first and the outcome of the electoral review will ensure continued, effective democratic representation for all our residents.

Recognising the importance of our people in delivering high-quality services, we will strive to be an employer of choice, providing flexible and modern workspaces and technology through the smarter working initiative.

**Cllr Edward Heron**

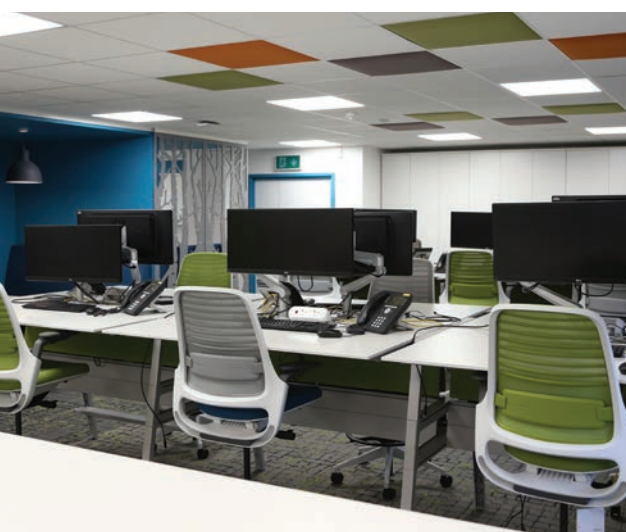
Leader

## Priorities

- Ensuring sustainability is at the centre of our decisions to preserve resources and the environment for future generations
- Excellence in services to our residents and continuing to maintain front line services
- Being an employer of choice
- Working with regional and local partners to ensure the prosperity of the New Forest area
- Ensuring effective democratic engagement and representation

## Key activities

- Development of a strategy and action plan that ensures sustainability underpins all of our actions
- Deliver the Organisational Strategy and respond to changes in working arrangements through the continued roll out of the smarter working initiative, looking at where and how our staff work
- Respond to the outcomes of the staff survey and deliver the HR Strategy to support recruitment and retention
- Work with partners to deliver the greenest Freeport, securing sustainability and prosperity for the New Forest area
- Annual review of the economic investment in the New Forest
- Ensure that all council assets are used in the most sustainable way to support communities and the local economy
- Actively engage with partners, including the Hampshire & Isle of Wight Local Government Association, in exploring a County Deal



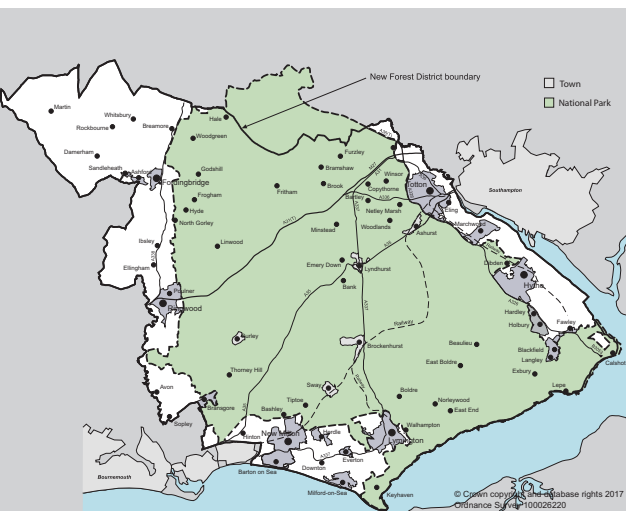
# Planning, Regeneration and Infrastructure PORTFOLIO

*'Encouraging  
development that  
meets local needs  
and enhances the  
special qualities of the  
environment'*



Portfolio holder  
**Cllr Diane Andrews**





## Portfolio holder introduction

**Delivering the vision of the Local Plan and ensuring a mix of homes and employment space, together with green infrastructure and sustainable transport options to meet the needs of residents is core to this portfolio. The approach to development must be proactive and enabling, encouraging development that meets local needs whilst delivering positive economic and social outcomes, while protecting and enhancing the special environmental qualities of the district.**

Aligned to this is the delivery of a range of green infrastructure projects that enhance the natural environment and improve the quality of life for residents by creating places where communities can flourish. We will continue to work with partners across south Hampshire to develop a joint spatial strategy which will provide part of a robust evidence base for the next Local Plan. Greater emphasis will be placed on the early engagement of Building Control to add value to development proposals and ensure that buildings are safe. We will develop town centre regeneration plans, acknowledging the role our town centres need to play in supporting communities and providing the right mix of uses.

**Cllr Diane Andrews**

Planning, Regeneration and Infrastructure

## Priorities

- Delivering the vision of the Local Plan and encouraging development that meets local needs and delivers positive economic, social, and environmental outcomes
- Working with partners, applicants, and developers to ensure a positive, timely and enabling attitude to development
- Using contributions to deliver green infrastructure projects that address the impact of development on the natural environment
- Ensuring Building Control are engaged at the earliest stage to make future development projects safe
- Working with the Partnership for South Hampshire authorities on a Joint Strategy and Statement of Common Ground to address future growth and unmet housing need
- Explore different delivery models to deliver our housing target including maximising the number of affordable homes
- Set a vision for the future of each of our towns

## Key activities

- Enabling the delivery of sustainable development set out in the Local Plan supported by appropriate infrastructure
- Ensure that all development within the district is sustainable, resilient to changes in climate and creates healthy and biodiverse environments
- Deliver additional open space, play equipment, sports provision, cycling and walking opportunities and habitat creation areas
- Increase the number of developments that use NFDC Building Control service
- Progress work on the Joint Strategy for South Hampshire
- Develop a clear programme for spending monies collected through Community Infrastructure Levy
- Review the current issues within our town centres and work towards developing town centre plans or regeneration plans
- Explore how Local Design Codes could be developed for specific areas across the district
- Work with partners to develop and deliver infrastructure projects to provide sustainable transport options and manage water resources in a sustainable manner

# Housing and Homelessness

## PORTFOLIO

*'Creating balanced  
communities and  
housing options that  
are affordable and  
sustainable'*



Portfolio holder  
**Cllr Jill Cleary**





## Portfolio holder introduction

**Providing more homes for local people continues to be a key issue and much of the focus is on delivering the Housing Strategy to ensure we meet the wider housing needs of the district, creating balanced communities and housing options that are affordable and sustainable.**

The council is committed to providing more council houses, eradicating the use of Bed and Breakfast accommodation, and reducing homelessness. Building effective relationships with private rented sector landlords and agents through a landlord's forum will help improve standards, maintain confidence in the sector and improve access to our clients. This position is reflected in the priorities.

**Cllr Jill Cleary**

Housing and Homelessness

## Priorities

- Meeting local housing needs and promoting sustainable growth
- Increasing the supply of high-quality affordable homes
- Improving the housing circumstances of those most in need
- Enabling the best use of housing to meet the needs of people, including support for a high quality, strong private rented sector

## Key activities

- Deliver the key priorities identified within the Housing Strategy 2018
- Provide 600 new council homes by 2026 across social rent, affordable rent, and shared ownership tenures, including within New Forest villages
- Reduce homelessness through the provision of multi-agency support to sustain homes and tenancies and through the increase in access to private sector rented homes
- Protect the health and safety of tenants in private rented properties
- Minimise the use of emergency Bed and Breakfast accommodation for homeless households
- Design, deliver and enhance a multi-agency approach and housing pathway to achieve long-term accommodation solutions to end rough sleeping in the district
- Implement a new strategy to tackle empty properties and bring them back in to use
- Ensure that our existing housing stock is maintained to a high and safe standard
- Promote and implement greener housing initiatives when maintaining council stock and in the development of new council dwellings

# People and Places

## PORTFOLIO

*'Engaging with our communities and maintaining the quality of the place in which they live'*



Portfolio holder  
**Cllr David Russell**





## Portfolio holder introduction

**The People and Places portfolio brings the community together with the place that they live in, ensuring access to services and a safe and clean environment. It recognises the importance of engagement and communication to provide information and seek the views of residents, listening to their needs.**

The work to modernise service delivery in response to customers' changing needs and digital demands remains a key focus. Moving towards 24-hour access to online services, and using technology to enhance our service delivery, will be an important element of this.

The upkeep and maintenance of our trees and open spaces and the cleanliness of our streets is central to the quality of the place in which we live, and we will continue to deliver these services to ensure this remains the case.

Understanding and working with our communities has never been more important and we are committed to meaningful engagement with town and parish councils and the voluntary sector to deliver sustainable support, with continued support for the district's arts and cultural heritage.

**CLlr David Russell**

People and Places

## Priorities

- Putting residents at the centre of what we do and how we do it
- Modernising customer services and responding to changing needs
- Engaging with partners and the community to inform and contribute towards wider outcomes
- Ensuring our open space is clean, accessible, and well maintained, and contributes to the sustainable and natural environment of the New Forest
- Supporting the arts and cultural heritage of the New Forest

## Key activities

- Continue to upgrade the back-office systems in preparation for enhanced website functionality designed around the customer
- Understand and respond to residents' demand and expectations in the delivery of customer services
- Provide grant funding to community groups and charitable organisations in support of the council's objectives in the community
- Continued engagement with town and parish councils
- Respond to future environmental, social and pest/disease challenges through the Tree Strategy
- Work with partners on initiatives to reduce the levels of littering and fly tipping
- Continue to provide more land to meet the demand for burial space

# Finance, Investment and Corporate Services

## PORTFOLIO

*'Enabling service  
provision and ensuring  
value for money for the  
council tax payer'*



Portfolio holder  
**Cllr Jeremy Heron**





## Portfolio holder introduction

**National pressures on funding for local authorities will remain a significant challenge and there is an ongoing need to respond to this to ensure the continued provision of frontline services which are underpinned by efficient and effective support services. Continued investment in ICT will be instrumental in delivering flexibility and efficiencies.**

The acquisition and managing of quality assets local to the New Forest will ensure growth and employment opportunities are directed at the local economy, as well as providing a new source of income generation and a return on investment to help support the council's financial resilience and ensure value for money for the council tax payer.

We will continue to invest in the maintenance and upkeep of our assets and facilities to ensure they remain fit for purpose. Those in our community impacted by welfare reform will be supported with the migration to universal credit.

**Cllr Jeremy Heron**

Finance, Investment and Corporate Services

## Priorities

- Protecting front line services through sound financial planning, including the collection of taxation with appropriate support for individuals and businesses
- Modernisation and innovative use of ICT to enhance operational efficiencies across all services
- Using investments to support financial resilience and the local economy
- Providing support to residents with benefits and welfare reforms, and supporting businesses to access financial reliefs and grants

## Key activities

- Deliver the council's Medium-Term Financial Plan
- Modernise our corporate and line of business ICT applications
- Identify sites and opportunities in line with the Commercial Property Investment Strategy
- Continue to acquire properties through the council's Residential Property Company
- Deliver improved, more sustainable infrastructure to support operational services
- Deliver government support to businesses, including business support grants and retail discounts
- Continue to manage the impact of Universal Credit and review our Council Tax Reduction scheme to maximise automation

# HR HUB

# Partnering and Wellbeing PORTFOLIO

*'Improving the health  
and wellbeing of our  
community'*



Portfolio holder  
**Cllr Mark Steele**





## Portfolio holder introduction

**Improving the health and wellbeing of our community and sustaining a healthy lifestyle legacy for future generations is an important focus of the portfolio, collaborating with partner agencies to ensure the wider health outcomes are achieved.**

We will work to join up activity to enable these outcomes and embed key health prevention principles in our core services to support both physical and mental health.

Our regulatory services will continue to help protect our residents and visitors from risks to safety and health by working with businesses to provide support, advice and enforcement and improving the knowledge and choice by publishing inspection ratings. Environmental risks to health will also be prioritised to improve air quality.

It is recognised that the fear of crime is an important issue, and we will engage with the community to manage this fear, whilst keeping our communities safe through the delivery of the Safer New Forest priorities.

### Cllr Mark Steele

Partnering and Wellbeing

## Priorities

- Working with partners to improve the health and wellbeing of our residents
- Ensuring that public health prevention principles are embedded within core services of the council
- Increasing the level of physical activity within the district
- Providing affordable, accessible, and sustainable leisure facilities
- Ensuring regulatory services are delivered for the benefit of our residents
- Ensuring the New Forest remains a safe place to live, work and visit

## Key activities

- Develop and deliver a Health and Wellbeing Strategy focussing on both physical and mental health, tackling health inequalities, and creating healthier communities
- Deliver the strategic objectives set out in the review of NFDC leisure centres
- Work with partners to increase the levels of activity within targeted groups
- Work with partners to help improve air quality in the area
- Create a safe environment for our residents and level playing field for local businesses to help them grow and develop
- Deliver the licensing function in line with policies which are relevant and legally compliant and address the challenges faced in the New Forest
- Deliver the Safer New Forest Partnership Plan through collaborative and innovative working with our strategic partners

# Environment and Coastal Services

## PORTFOLIO

*'Working to reduce the impact on our special environment and protecting communities by managing our changing coastlines'*



Portfolio holder  
**Cllr Steve Davies**





## Portfolio holder introduction

**To help us reduce our impact on the environment we will aim to provide the New Forest with a cost effective, sustainable and carbon efficient waste and recycling service that will maximise the recovery of valuable natural resources, align with the national strategy and meet the needs of our residents.**

Managing our coastline remains a priority to protect our communities from the impacts of flooding and coastal erosion risk or to enable them to adapt to future flooding and coastal erosion risk. We will further explore our options for delivering our coast protection function as well as securing partnership funding to support the delivery of future flood and coastal erosion risk management activities.

Modernisation of car parking will ensure up to date facilities, contribute towards air quality and support the local economy.

### **CLlr Steve Davies**

Environment and Coastal Services

## Priorities

- Working with others to protect and enhance our natural environment
- Reducing waste and increasing recycling
- Developing plans and funding opportunities to protect our coastline
- Supporting sustainability and the local economy through the strategic review and use of car parking assets
- Developing a strategy for our assets at Keyhaven, considering environmental objectives, flood protection and the local economy

## Key activities

- Contribute towards the overarching Sustainability Strategy which will set out our actions to protect the local environment and reduce our impact on climate change
- Develop and implement a new modern Waste Strategy for the Council working with the Project Integra Board
- Adoption of the Christchurch Bay & Harbour Flood & Coastal Erosion Risk Management (FCERM) Strategy to identify future flood and coastal erosion projects
- Review car parking infrastructure and technology and deliver the actions from the Parking Working Group to develop and implement a modern Car Park Strategy

# Business, Tourism and High Streets

## PORTFOLIO

*'Helping local  
businesses to grow  
and prosper'*



Portfolio holder  
**Cllr Michael Harris**





## Portfolio holder introduction

**Economic wellbeing is central to a thriving community and there is a continued focus on helping local businesses to grow and prosper. Increased broadband and mobile connectivity remain a key objective to achieving this. We will engage with the wider business community and promote skills development through the increased take up of apprenticeships and upskilling of the economically active population of the New Forest.**

We recognise that High Streets are changing, and we will support these businesses in new and different ways. There is an increasing need to respond to the social, environmental and technological challenges to businesses. We will support our High Streets to thrive and diversify and provide support for specific industries including forestry, agriculture and maritime.

We will support the visitor economy across the entirety of the New Forest district, including the National Park. We acknowledge that there will be challenges ahead for the hospitality industry due to the current issues with labour supply, and we will work with Go New Forest and other partners to address this.

Building on the success of Film New Forest in supporting the local economy, there is an opportunity to extend the promotion of the New Forest as a destination for the wider digital creative industries.

**Cllr Michael Harris**

Business, Tourism and High Streets

## Priorities

- Continuing to work with partners and businesses to grow the New Forest economy
- Lobbying for essential improvements in broadband and mobile connectivity
- Helping businesses, industries and High Streets respond to social, environmental and technological changes and innovation
- Supporting the visitor economy across the New Forest district
- Continuing to promote the New Forest as a filming destination

## Key activities

- Identify all businesses within the district and target engagement
- Lobby and work with partners to improve broadband and mobile connectivity
- Work in partnership to increase the uptake of apprenticeships and upskilling opportunities
- Encourage inward investment for the New Forest
- Support networking for changing High Streets. Encourage direct communication with landlords to consider new and vibrant uses for vacant premises for community or economic use
- Encourage communities to maintain behavioural changes developed during the pandemic around shopping locally to support the green economy
- Work with Go New Forest to promote tourism within the New Forest
- Establish a single point of entry to the council for businesses



# Action plan and achievement measures

The following pages contain the plan of specific actions that will directly contribute towards the delivery of the priorities within each portfolio. These actions will be refreshed annually to keep them up to date.

Achievement indicators for each portfolio have been identified to help monitor progress against the delivery of the priorities and provide tangible measures of success.

Progress updates on specific actions and achievement indicators will be reported to the relevant Overview and Scrutiny Panel during the year.



| Leader                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Planning, Regeneration and Infrastructure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
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| Specific actions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Specific actions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <ul style="list-style-type: none"> <li>• Annual review of the economic investment in the New Forest</li> <li>• In partnership with the LEP and other public bodies, support funding bids to the government to enable improvements in infrastructure</li> <li>• Actively contribute to the development of the Solent Freeport</li> <li>• Implement actions to make the council an employer of choice and continue to implement smarter working initiatives responding to the changes in where and how our people work</li> <li>• All council projects to demonstrate sustainability in their outcomes and the best use of assets</li> <li>• Actively engage with Government and Hampshire and Isle of Wight partners in exploring a County Deal</li> </ul> | <ul style="list-style-type: none"> <li>• Ensure that the planning system supports housing delivery across the district and delivers actions in the Housing Delivery Action Plan, monitored through an annual report to Cabinet</li> <li>• Develop and deliver an annual programme of projects to enhance natural green spaces and maximise the associated benefits including biodiversity and air quality</li> <li>• Review all supplementary planning documents and the community infrastructure levy process</li> <li>• Design and deliver new ICT system to improve and modernise delivery of the service by 2023, enabling officers to focus on delivering positive planning outcomes and enhancing the competitiveness of building control</li> <li>• Increase the market share for Building Control to ensure the safety of development</li> <li>• Determine planning applications and related submissions within the appropriate timeframe</li> <li>• Work with developers, businesses and land agents to identify development sites and promote employment land within the Local Plan strategic allocations</li> <li>• In partnership with others, work to develop and deliver sustainable transport and water management projects across the district that support our communities and local economy</li> </ul> |
| Achievement indicators                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Achievement indicators                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <ul style="list-style-type: none"> <li>• Proportion of portfolio indicators above or on target (%)</li> <li>• Increase in vacancies filled first time (%)</li> <li>• Level of customer satisfaction (%)</li> <li>• Number of projects that NFDC are leading on with key partners that will result in more sustainable use of assets (Number)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                   | <ul style="list-style-type: none"> <li>• Increase in the number of houses completed each year (as set out in the Annual Authority Monitoring Report) (Number)</li> <li>• Increase in the number of green infrastructure projects delivered each year (Number)</li> <li>• Increase the number of Biodiversity Net Gain projects delivered each year (Number)</li> <li>• Year on year increase in the total amount of open space, play and sports provision, and cycling and walking infrastructure (Hectares/Metres)</li> <li>• Increase in NFDC Building Control Market Share (%)</li> <li>• Determination of planning applications within the nationally prescribed time frames (%)</li> <li>• Amount of additional employment floorspace created within the district (m<sup>2</sup>)</li> <li>• Number of projects that NFDC are leading on with key partners to promote and/or deliver sustainable transport options (Number)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                              |

| Housing and Homelessness                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | People and Places                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
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| Specific actions (awaiting response)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Specific actions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <ul style="list-style-type: none"> <li>• Provide 600 new council homes by 2026</li> <li>• Prevent the homelessness of at least 60% of clients deemed to be threatened with homelessness</li> <li>• Monitor and review the delivery of the Allocation Policy 2019</li> <li>• Continue to work through actions from the Private Sector Housing Strategy including publishing the Empty Homes Strategy by 2021/22</li> <li>• Deliver at least 40 units of council owned emergency accommodation by 2021/22</li> <li>• Design, deliver and enhance a multi-agency approach and Housing pathway through twice-yearly multi-agency forums and meetings with operational partners</li> <li>• Improve standards by setting up a landlord's forum to meet twice-yearly by 2021/22</li> <li>• Implement a new strategy to tackle empty properties by end of 2021/22</li> </ul> | <ul style="list-style-type: none"> <li>• Annual awarding of community grants</li> <li>• Working with others, develop a Community Strategy that aims to embed sustainable outcomes</li> <li>• Respond to changing customer needs through the Customer Task and Finish Group review of face to face, telephone and online service delivery</li> <li>• Develop a Grass Strategy, designed to support biodiversity</li> <li>• Monitoring of Tree Strategy, in response to future challenges</li> <li>• Develop a Litter Policy, working with the Community Task and Finish Group</li> <li>• Work with partners on initiative such as 'Operation Wolf' as part of fly tipping enforcement and continue to promote behavioural change on littering</li> </ul> |
| Achievement indicators (awaiting response)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Achievement indicators                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <ul style="list-style-type: none"> <li>• Number of additional council homes delivered (Number)</li> <li>• Increase in prevention duty cases successfully prevented (%)</li> <li>• Maintain the number of private sector lease properties (%)</li> <li>• Reduction in private sector property inspections resulting in Category 1 hazards (%)</li> <li>• Increase in rough sleepers entering accommodation pathway (%)</li> <li>• Reduction in the number of households in external emergency B&amp;B accommodation at year end (Number)</li> </ul>                                                                                                                                                                                                                                                                                                                   | <ul style="list-style-type: none"> <li>• % of standard fly tipping incidents responded to within 24hrs (%)</li> <li>• % of specialist fly tipping incidents responded to within 3 days (%)</li> <li>• Number of trees removed from NFDC land (Number)</li> <li>• Number of trees planted on NFDC land (Number)</li> <li>• Website optimisations resulting in an improved customer experience (Number)</li> <li>• Website accessibility (%)</li> <li>• Increase in subscribers to resident's email (Number)</li> <li>• Average customer satisfaction rating of resident's email (%)</li> </ul>                                                                                                                                                           |

| Finance, Investment and Corporate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Partnering and Wellbeing                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
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| Specific actions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Specific actions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <ul style="list-style-type: none"> <li>Balanced budget agreed annually in February</li> <li>Deliver the ICT strategy to modernise applications and infrastructure</li> <li>Identify opportunities and progress the Commercial Property Investment and the Residential Property Investment strategies</li> <li>Continue to work closely with the Department for Work and Pensions, New Forest Citizens Advice and stakeholders on preparing for the migration to Universal Credit</li> <li>Design new depot facilities for future requirements and in response to any changes to national waste strategy</li> <li>Deliver the Test and Trace Support payments to support those having to self-isolate</li> </ul> | <ul style="list-style-type: none"> <li>Development and delivery of the New Forest Health and Wellbeing Strategy during 2021/22</li> <li>Monitor the delivery of the strategic outcomes from the Health and Leisure partnership with Freedom Leisure</li> <li>Monitor delivery of Mytime Active contract for Dibden Golf Centre to improve participation in golf and associated activities</li> <li>Undertake and develop community safety engagement opportunities to promote the work of the partnership and ensure the views of residents are reflected within key priorities</li> <li>Develop and promote the Safer New Forest Webinar, maximising participation of the wider partnership including the voluntary sector</li> <li>Report on the delivery and successes of the Safer New Forest Partnership Plan</li> <li>Manage the transition of digital switchover for Appletree Careline and focus activities on developing new areas of business growth opportunities</li> <li>Inspections and investigations to be prioritised based on high-risk activities that are critical to public safety and in line with the Food Standards Agency and Health and Safety Executive strategies for food safety, infectious disease control and health and safety</li> <li>Begin the recovery phase to the Covid-19 pandemic, providing sector specific business advice, supporting new businesses, and investigating complaints to meet the needs of residents</li> <li>Increase activity and engagement in targeted communities as part of the recovery from the Covid-19 pandemic</li> </ul> |
| Achievement indicators                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Achievement indicators                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <ul style="list-style-type: none"> <li>Maintain high level of council tax collected (%)</li> <li>NNDR collected (%)</li> <li>Achieve a balanced budget with reasonable council tax increases (%)</li> <li>Budget variations (General Fund) (%)</li> <li>Increase in the value of residential investment (£million)</li> <li>Increase in the value of commercial investment (£million)</li> <li>ICT incidents resolved within SLA (%)</li> <li>Maintain a Remote Access Solution (VPN) (%)</li> </ul>                                                                                                                                                                                                            | <ul style="list-style-type: none"> <li>Reduction in inactivity levels (%)</li> <li>Number of sedentary adults with recognised medical conditions enrolled in the freedom leisure active lifestyles referral programme (Number)</li> <li>Level of investment in the leisure centres by Freedom Leisure (£ value)</li> <li>Advice, support and guidance provided on food safety and compliance with covid requirements, to all new food businesses which have started up during the pandemic and those requesting assistance following reopening after lockdowns (%)</li> <li>Inspection of all higher risk food establishments to improve public safety (%)</li> <li>Increase participation in Community Safety engagement events and completion of annual crime and disorder survey (Number)</li> <li>Maintain residents' satisfaction on the low level of reported crime and anti-social behaviour within the district (%)</li> <li>Support Communities through programmes to improve the mental wellbeing of residents (Number)</li> <li>Increase the engagement with lower socio-economic communities (Number of projects)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                      |

| Environment and Coastal                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Business, Tourism and High Streets                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
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| Specific actions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Specific actions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <ul style="list-style-type: none"> <li>• Contribute towards the overall Sustainability Strategy, identifying local actions to address the impact of climate change</li> <li>• Cabinet approval of Waste Strategy by December 2021</li> <li>• Procure an operations ICT system in order to support the council's waste strategy</li> <li>• Explore opportunities to support in the delivery of future FCERM activities and the council's role as the Coast Protection Authority</li> <li>• Develop a business case for submission to the Environment Agency to support beach management plan operations for Hurst Spit in the short-term</li> <li>• Work with the Environment Agency to develop a FCERM strategy for Hurst Spit to Lymington</li> <li>• Work with BCP Council in the delivery of the Christchurch Bay &amp; Harbour Flood &amp; Coastal Erosion Risk Management (FCERM) Strategy</li> <li>• Implement the findings of the Depot review</li> <li>• Review of car parks across the district to inform Car Parks Strategy including looking at the introduction of cycling parking in key locations and increasing the number of electric charging points</li> <li>• Review of Keyhaven Strategy</li> </ul> | <ul style="list-style-type: none"> <li>• Identify all businesses within the district using a range of sources and continue to engage with businesses on a regular basis using business e-news email contact</li> <li>• Establish a single point of entry to the council for businesses by 2022</li> <li>• Identify options for improved connectivity in the district and develop an action plan</li> <li>• Establish a programme of activities across the year to support an increase in footfall in our High Streets, commencing with an online conference for local High Street businesses and stakeholders</li> <li>• Work in partnership to increase the uptake of apprenticeships and upskilling opportunities, including through Solent Apprenticeship Hub</li> <li>• Forge connections with location finders within the filming industry to promote the New Forest as a filming location</li> <li>• Launch new programmes and networks with partners to enhance support for businesses in the district</li> <li>• Work with partners to set up the youth employment hub and collaborate on New Forest Young Entrepreneurs</li> <li>• Work in partnership with Go New Forest to share key messages. Promote wider use of the of the district in order to manage capacity and improve visitor experience</li> </ul> |
| Achievement indicators                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Achievement indicators                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <ul style="list-style-type: none"> <li>• Increase in household waste sent for reuse, recycling, and composting (%)</li> <li>• Increase in coastal funding to achieve specific actions (£)</li> <li>• Increase the number of electric charging points by 10 by 31/12/2022 (Number)</li> <li>• Total CO2 emissions saved through electric vehicle charging points (Number)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <ul style="list-style-type: none"> <li>• Increase in apprenticeships within the district (Number)</li> <li>• Increase in businesses engaged in the economic development programme (Number)</li> <li>• Increase in subscribers to 'Helping local businesses grow' e-news (Number)</li> <li>• Participants in initial High Streets online conference (Number)</li> <li>• Participants in European Regional Development Fund business network (Number)</li> <li>• Participants in Youth Employment Hub (Number)</li> <li>• Participants in New Forest Young Entrepreneurs (Number)</li> <li>• Value of grants distributed by March 2022 (£)</li> <li>• Film New Forest - Value of filming in the district (£)</li> <li>• Location finding contacts within the filming industry (Number)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |