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|--|--|---|---|---|
| Leader's <i>Delivering a sustainable and prosperous New Forest and putting our community first</i> | Pressure on business resilience due to Covid related absence and diversion of resource, coupled with shortages in the labour market |  | <ul style="list-style-type: none"> Where appropriate some staff have been able to self-isolate and work from home and additional resource has been utilised where possible, minimising the impact on service delivery. Reflect changing labour market and plan for future recruitment and retention as part of the workforce strategy to maintain a strong offer as an employer of choice. |  |
| | There is a long-term negative impact on the local community and economy resulting from COVID-19. |  | <ul style="list-style-type: none"> During the pandemic the Council has worked with partners to support the local community. The continued operation of the Local Resource Hub, together with the voluntary sector and local community groups has supported many of the most vulnerable in the community. The use of Covid ambassadors to help keep residents & visitors safe together with the use of Applemore Health & Leisure Centre as a vaccination site are examples of the additional actions that the Council has taken to support the community and negate the impact of the pandemic. The work of the Council's Revenue & Benefit Services and the Economic Development Team has enabled £60m to be paid out to local business to protect the local economy. The support for the successful Solent Freeport provides an opportunity for future jobs. |  |
| | The current Ukraine Crisis has seen a change in policy on how countries purchase wholesale Gas and Oil from Russia. This has placed increased inflationary pressure on a global supply market that was already under strain due to increased demand. A shortage of supply and increasing demand has the potential to cause significant cost pressures to the Council and its partners, and contribute further to fuel poverty and cost of living challenges across the New Forest. |  | <ul style="list-style-type: none"> The Council's newly adopted climate and nature action plan will look to introduce a targeted reduction in energy consumption which will offer a level of protection against significant cost increases. Ongoing liaison with contractors and key strategic partners will continue in order to strike a suitable balance in terms of use of Council funding to mitigate rising cost as against placing increased pricing pressures on residents and customers. |  |
| | Uncertainty over the devolution agenda impacts on strategic direction. |  | <ul style="list-style-type: none"> Review of Levelling Up White Paper underway with a member briefing planned for March. Attendance at meetings and close liaison with partners, including with Hampshire County Council regarding the County Deal. |  |



























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| Planning, Regeneration and Infrastructure <i>Encouraging development that meets local needs and enhances the special qualities of the environment</i> | Competitors in the private sector take more of the Building Control market share. | ■ | <ul style="list-style-type: none"> Install new IT systems to enable enhanced mobile working and give officers on-site access to all Building Control. Forge links with local builders and architects and form working relationships by offering expertise and advice to enable building regulation standards are met. Continue to provide unrivalled service and charge only for the service provided to ensure value for money for the customer. | ■ |
| | Ability to respond quickly to changes in Government Guidance, Regulations & Legislation. | ■ | <ul style="list-style-type: none"> Ensure that potential changes are considered in Plan making work, ensure that changes in legislation are immediately reviewed and necessary changes to processes are made. | ■ |
| | Unable to maximise the benefits to the District associated with growth due to insufficient capacity. | ■ | <ul style="list-style-type: none"> Review capacity and skills and ensure that there is the right capacity and skills to maximise the benefits for the district resulting from growth. | ■ |
| | Lack of five-year housing supply weakens the ability to deliver quality developments. | ■ | <ul style="list-style-type: none"> Commenced work on Local Plan Part 2 'call for sites' proactive work on nitrate/phosphate/BNG projects to enable development to come forward, explore other enabling development measures to increase housing delivery numbers. | ■ |
| | Delivering lower numbers of affordable homes on strategic sites due to viability issues. | ■ | <ul style="list-style-type: none"> Ensure that viability assessments rigorously reviewed with comparisons made between different sites, considered whether other interventions are possible to redress viability issues. Need to consider impact on Housing Revenue Account delivery. | ■ |
| Housing and Homelessness <i>Creating balanced communities and housing options that are affordable and sustainable</i> | Increase in homelessness. | ■ | <ul style="list-style-type: none"> Prevention focussed service, Landlord Liaison Role and Forum, Partnerships, Housing Support Team. | ■ |
| | Loss of annual Government funding including, Homeless, Rough Sleeper Initiative and Discretionary Housing Payments. | ■ | <ul style="list-style-type: none"> Reduction in Bed & Breakfast expenditure and funding to access the private rented sector. Proposed restructure to maintain efficiency. Ongoing lobbying of Government. | ■ |
| | Loss of Housing Revenue Account (HRA) income through increase in rent arrears and void rent loss. | ■ | <ul style="list-style-type: none"> New Arrears Management software procured to enable monitoring and early intervention and new arrears recovery initiatives introduced. Void Project Team established and external contractors procured to carry out works and minimise turnaround. | ■ |
| | Compliance with property safety inspections (Gas, Electric, Legionella etc). | ■ | <ul style="list-style-type: none"> All statutory compliance matters treated as priority with additional resources in place to deal with scaling up of fire safety matters and asbestos actions. | ■ |
| | Changes in the Housing Market, valuations and legislation affecting housing development programmes. | ■ | <ul style="list-style-type: none"> Maintain close liaison links with affordable housing providers and Homes England. Flexible approach to rent designation of properties and Shared Ownership/rent designation. | ■ |
| | All local authorities will be expected to play a role in the Government's Homes for Ukraine Scheme, including support for the provision of housing for those fleeing the country and dealing with sponsor households. Current uncertainty and lack of guidance as to how the process will work. | ■ | <ul style="list-style-type: none"> Further guidance is awaited from central Government. Work ongoing with Hampshire Authorities, local groups and sponsor households to work through the process based on information provided so far. | ■ |

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| People and Places <i>Engaging with our communities and maintaining the quality of the place in which they live</i> | Lack of investment in technology and/or the wrong technology results in an inability to move towards digital service delivery. |  | <ul style="list-style-type: none"> Website delivery included in Information and Communication Technology work programme. |  |
| | An increase in the health and social inequalities as a consequence of the impact of Covid. A negative impact on all health and wellbeing measures, particularly young people's mental health. |  | <ul style="list-style-type: none"> Community Strategy in development Health delivery plan in development Working with organisations to increase skills and awareness to support early intervention on wellbeing issues. Working with communities of most need to increase engagement Community Grants |  |
| | Lack of understanding of community needs and the ability to provide support for the needs, including with the impact of COVID-19. |  | <ul style="list-style-type: none"> Community Strategy under development. Community COVID-19. Recovery Task and Finish Group recommendations. Community Grants. |  |
| | Lack of cemetery provision within the district in the medium term. |  | <ul style="list-style-type: none"> To review the capacity of existing cemeteries and consider new sites for cemeteries. |  |
| Finance, Investment and Corporate Services <i>Enabling service provision and ensuring value for money for the council taxpayer</i> | Financial uncertainty arising from COVID-19 pandemic. |  | <ul style="list-style-type: none"> Robust financial monitoring and reporting arrangements, prudent financial planning, government grants / support. |  |
| | Comprehensive Spending Review may result in funding fluctuations and continued funding uncertainty. |  | <ul style="list-style-type: none"> Prudent financial planning, with options to close the gap being drawn up and worked on. Budget equalisation reserve available to support the production of a balanced budget. |  |
| | 1 year settlement for 22/23 now known. Additional funding has been offered, but no longevity to it. |  | <ul style="list-style-type: none"> Prudent financial planning, regard additional 22/23 funds as one-off. |  |
| | Lack of suitable commercial property investment opportunities in the district. |  | <ul style="list-style-type: none"> Good links with local agents, responsiveness to opportunities that arise. |  |
| | Lack of suitable residential property opportunities in the District. |  | <ul style="list-style-type: none"> Good links with local agents, responsiveness to opportunities, stronger residential property market than expected during the period of restrictions. |  |
| | Delays in the delivery of new depot facilities. |  | <ul style="list-style-type: none"> Contingent on operational needs being clarified as part of the proposed waste strategy. |  |
| | Financial impact to the Council (General Fund and HRA) and vulnerable residents because of rising inflation and potential fuel poverty |  | <ul style="list-style-type: none"> The Council has a general and HRA budget reserve that will be used, if necessary, to accommodate the short term impact of rising inflation on the Council. Medium Term Financial Planning will consider the impact beyond 2022/23. The one-off Household Support Fund grant will be utilised to support vulnerable residents. Citizens Advice New Forest have limited funding to support vulnerable households with fuel and energy bills, with the potential for further HCC funding. NFDC will work with them, and with partners, to provide advice and signpost support. |  |

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| Partnering and Wellbeing <i>Improving the health and wellbeing of our community</i> | Impact of Covid-19 on the leisure market results in lack of customer confidence and reduced income. |  | <ul style="list-style-type: none"> Working with Freedom Leisure to minimise impact on service provision. Increased communication with customers. |  |
| | Coronavirus pandemic - Reallocation of resources to high priority areas results in regulatory activity not being undertaken i.e., food hygiene inspections. |  | <ul style="list-style-type: none"> Recruiting to vacant posts in all areas of the service, additional resource agreed in Environmental protection. |  |
| | Coronavirus pandemic - Backlog of work which was impacted by restrictions. |  | <ul style="list-style-type: none"> Ensure there are sufficient skills and resources in place to deal with backlogs. Further national guidance received for winter 2022 on reprioritisation. |  |
| | Changing leisure market impacts on commercial partners ability to deliver Dibden Golf Course service. |  | <ul style="list-style-type: none"> Review the partnership agreement to ensure service is not at risk in the short term. |  |
| | Inability for the council to deliver on its key priorities as set out within its Safer New Forest strategic plan. |  | <ul style="list-style-type: none"> Combined resources of the Community Safety Partnership (CSP). Partners sharing responsibility and collaborative working continue to enable and ensure the delivery of actions on key priorities as set out within the annual strategic partnership plan. |  |
| | Transition to strategic leisure partnership, including embedding working arrangements and performance standards. |  | <ul style="list-style-type: none"> Dedicated contract manager, monthly partnership board meetings. |  |
| Environment and Coastal Services <i>Working to reduce the impact on our special environment and protecting communities by managing our changing coastlines</i> | Service disruptions in Waste and Recycling due to HGV shortages and an increase in sickness levels (including Covid). |  | <ul style="list-style-type: none"> Contingency plans in place to prioritise the collection of core service (clear and black sacks). |  |
| | Insufficient resources to provide frontline services to the same staffing levels. |  | <ul style="list-style-type: none"> Completion of business cases and recruiting to vacant posts. |  |
| | Insufficient resources and key skills within coastal team to respond to the impacts of storm damage on coastal defences. |  | <ul style="list-style-type: none"> Use existing working relationships with adjoining coastal partnerships and the Environment Agency to create additional capacity and specialist skills when needed. |  |
| | Fluctuations in market values of mixed recycling and Dry-Mixed Recycling. |  | <ul style="list-style-type: none"> Monitoring of tonnages and market values, to ensure that income forecasts are as accurate as possible. Regular revision of forecasts throughout year. |  |
| Business, Tourism and High Streets <i>Helping local businesses to grow and prosper</i> | COVID-19 impact on the local economy. |  | <ul style="list-style-type: none"> Deliver Government Covid Support Grants for businesses as and when available. In addition, the Economic Development team will continue to offer support and information for New Forest businesses and residents to ensure they have the tools they need to improve resilience and productivity. |  |
| | Insufficient labour supply and/appropriately skilled labour supply amongst the New Forest workforce to support the delivery of the Freeport and the wider growth agenda. |  | <ul style="list-style-type: none"> Work with partners and through the Freeport to provide a package of skills/upskilling and training to ensure supply of labour and ensure that residents can benefit from growth. |  |
| | Covid-19 has accelerated the decline of retail nationally with varying impact on the health of New Forest highstreets. |  | <ul style="list-style-type: none"> Annual monitoring of vacancy rates and footfall monitoring in place. Using planning system to promote mixed uses within town centres |  |