

Leaders - Portfolio Performance Dashboard														
Quarter 1 - April 1 2022 - June 30 2022									Portfolio Holder - Cllr Edward Heron					
Key Priorities		Key Activities				Key Actions								
Portfolio Priorities		Key Activity				Specific Actions			Target Date	Status Update				
Ensuring sustainability is at the centre of our decisions to preserve resources and the environment for future generations		Development of a strategy and action plan that ensures sustainability underpins all of our actions				Update on the delivery of the Climate Change and Nature Emergency action plan			2022/23	Climate Change Manager appointed. Baseline data collected and further work being commissioned. Internal Climate Change meetings established with Services updating on actions and initiatives to move to Net Zero. Regular liaison with the NPA to align work particularly around Nature Recovery with the Council working with partners to support delivery of specific projects. Stakeholder conference being planned for early 2023.				
		Ensure that all council assets are used in the most sustainable way to support communities and the local economy				Develop a UK Shared Prosperity Fund Local Investment Plan to deliver the three investment priorities of Community and Place, Supporting Local Business and People and Skills			Ongoing	Cabinet approved projects to be submitted as part of the bid in July. Bid submitted 1 Aug 2022 with support from partners . Awaiting government feedback.				
Working with regional and local partners to ensure the prosperity of the New Forest area		Work with partners to deliver the greenest Freeport, securing sustainability and prosperity for the New Forest area				Continue to work to deliver the Solent Freeport with a focus on the development of skills and education, including working with the Education Sector and the Waterside Skills Forum			Ongoing	The Council continues to support the process to secure the approval of the Freeport FBC and is also exploring the potential opportunity re skills development with partners including Brockenhurst and Totton college and the Solent LEP.				
		Actively engage with partners, including the Hampshire & Isle of Wight Local Government Association, in exploring a County Deal							Ongoing	A draft Prospectus has been developed and has been discussed positively as a next wave bid with Ministers. However progress is on hold pending changes at national government level.				
		Annual review of the economic investment in the New Forest				Annual review of the economic growth and inward investment in the New Forest			2022/23	Continuing dialogue with developers, land owners, existing and potential investors, HCC, LEP and DIT to support and facilitate growth and investment in the District.				
Being an employer of choice		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							2022/23	Work continues to shape the Transformation Programme which will define the organisation approach. As part of this work, a revised People Strategy will be produced for 2023. A review of the Council Worksmart policy started in July with a two week consultation period with staff. The results will now be analysed with a future report to EMT and HR Ctte in due course.				
		Respond to the outcomes of the staff survey and deliver the HR Strategy to support recruitment and retention							2022/23	A staff survey is planned for October. We will be working with an agreed partner to collate the results and we aim to ask a range of questions to staff which will give us a good health check on a number of issues. The council will then be able to consider the responses and any improvements that we may be able to make. The HR Strategy is due for renewal this year, but as a strand in the Transformation programme which may run over several years, it is anticipated that this will be a light touch review this year.				
Excellence in services to our residents and continuing to maintain front line services						Identify and deliver a programmed approach to assets, services, and ways of working through a council-wide focus on transformation to further enhance modern working practices that meet the needs of our staff in delivering services that meet the needs of our residents			Ongoing	Early workshops have been held with the leadership team to establish initial transformation programme workstreams which will enable us to meet changing customer needs, develop a continuous improvement culture and deliver services which offer the best possible value for money. The framework for Transformation will be brought to members in the Autumn, with a member briefing in September at Corporate Affairs Overview & Scrutiny Panel, followed by a report to October Cabinet. The officer Capital and Change board continues to review the development and oversight of the Council-wide approach to change and delivery of the transformation programme, setting out the future vision of the organisation. The CCB looks to align, where appropriate, projects and initiatives in line with strategic direction and the Council's transformation programme workstreams.				
Ensuring effective democratic engagement and representation									Ongoing	The Elections 2023 Project Board continues to provide oversight of the delivery of the extensive electoral changes, including ward boundary and legislative changes, on a monthly basis. These changes are being widely communicated to ensure electors understand the impact and any action they need to take with leaflets being sent as part of the annual canvass. Dedicated webpages have also been established containing information on all changes, both local and national.				
Key Performance Indicators									Financial Information - Budgets £'000					
Quarterly KPIs		Unit	Freq.	Last Quarter	Target	This Quarter	Desired DOT	Actual DOT	Status	Budget Description	Original Budget	July Cabinet	-	Latest Budget
Portfolio indicators above or on target		%	Q	57%	Monitor	78%	Up	Up		General Fund Revenue Position	496	77		573
Vacancies filled first time		%	Q	80%	85%	81%	Up	Up		Variation Percentage		15.5%		
Climate change action plan delivered against target		%	Q	NEW KPI	Monitor	Expected Q2/Q3	Up	-		Supporting Narrative	Funding for the Elections and Democratic Services Project +£77k			
Subscribers to residents' email		% of residents	Q	8.3%	14%	8.5%	Up	Up						
Annual KPIs		Unit	Freq.	2021	Target	2022	Desired DOT	Actual DOT	Status	General Fund Capital Programme	500	0		500
Average customer rating of residents' email (usefulness, ease of understanding, relevant information)		Score out of 10	Annual	9.0	9.0	Available November	Up	N/A		Variation Percentage		0.0%		
Level of customer satisfaction with Council services		%	Annual	N/A	60%	Available Dec/Jan	Up	N/A		Supporting Narrative				
High Risks														
High Risk Area							RAG Rating	Mitigation actions						RAG Rating
Pressure on business resilience due to labour market pressures, skills shortages and likely cost of living and inflationary budget pressures								There is an ongoing assessment of the impact of these pressures on the Council's workforce, and where flagged as a specific issue causing recruitment or retention issues this is able to be addressed through the policy framework adopted. Signposting for wider support for employees has taken place as well as promotion of our wider benefit package. The Council also supports wider business resilience through our economic development town centre actions and business support.						
Cost of living rises will have a negative impact on the local community and wider economy								The Council continues to work hard to promote and support the wider economy and is seeking to maximise the opportunities of initiatives such as the Freeport to raise skills levels, create employment and therefore potential increased income for residents. The Council will also continue to distribute any government funding initiatives, and is working alongside our partners, including the Local Partnership Campaign Manager to explore and promote further support to households.						
Uncertainty over the legislative and national policy framework will impact on strategic direction and local decision making								This risk is mitigated through political and officer networks where specific concerns can be raised. This includes the Local government association and District Council network. Also through attendance at meetings and close liaison with partners, including with Hampshire County Council and the wider authorities. Specific risks will also be flagged through relevant project boards, and if appropriate in service risks registers.						

Planning, Regeneration and Infrastructure Portfolio Performance Dashboard															
Quarter 1 - April 1 2022 - June 30 2022									Portfolio Holder - Cllr Diane Andrews						
Key Priorities		Key Activities			Key Actions										
Portfolio Priorities	Key Activity	Specific Actions	Target Date	Status Update											
Delivering the vision of the Local Plan and encouraging development that meets local needs and delivers positive economic, social, and environmental outcomes	Enabling the delivery of sustainable development set out in the Local Plan supported by appropriate infrastructure		N/A	The vast majority of the strategic site allocations are either now in pre-application discussions or at planning application stage and the Council is working collaboratively with the site developers in order to bring the strategic sites forward successfully. A parcel of SS18 for 63 dwellings has now been granted permission and has commenced on site. SS4, SS12, a parcel of SS1, a parcel of SS5 and a parcel of SS17 have a resolution to grant permission pending completion of a S106											
	Develop a clear programme for spending monies collected through Community Infrastructure Levy	Review all supplementary planning documents and the community infrastructure levy process, to include Air Quality SPD and Climate Change SPD	N/A	A series of supplementary planning documents have been reviewed with the Parking SPD adopted in April 2022 and Air Quality SPD in June 2022. Technical guidance notes published on waste facilities in new development and first homes. Ongoing work on CIL process. Climate Change SPD is under development.											
Working with partners, applicants, and developers to ensure a positive, timely and enabling attitude to development		Determine planning applications and related submissions within the appropriate timeframe	N/A	Ongoing.											
		Design and deliver new ICT system to improve and modernise delivery of the service in 2023, enabling officers to focus on delivering positive planning outcomes and enhancing the competitiveness of building control		Project is progressing as planned, secured supplier. Contract awarded and officers working with supplier on configuration of system. Go live in 2023.											
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	Progress work on the Joint Strategy for South Hampshire			Series of officer and member workshops held over the last quarter, and work now commencing on Green Infrastructure work. Further discussion ongoing with Transport Authorities.											
Using contributions to deliver green infrastructure projects that address the impact of development on the natural environment	Ensure that all development within the district is sustainable, resilient to changes in climate and creates healthy and biodiverse environments	Develop and deliver an annual programme of projects to enhance natural green spaces and maximise the associated benefits, including biodiversity and air quality, and secure quality open space through development across the district	Ongoing	Fawley (Gang Warily) contract awarded and works nearly complete. On-going work at Bartley Park and Milford on Sea. Detailed scheme of projects for further years being finalised.											
	Deliver additional open space, play equipment, sports provision, cycling and walking opportunities and habitat creation areas	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		Local cycling and walking infrastructure plan for waterside is being developed by HCC. New Forest area Local cycling and walking infrastructure plan is also under development as a joint commission by HCC, NFDC, NPA and Forestry England.											
	Work with partners to develop and deliver infrastructure projects to provide sustainable transport options and manage water resources in a sustainable manner			Papers presented to Jan 22, Environment and Sustainability Overview and Scrutiny Panel to approve result of audit of current transportation S106 contributions, HCC contracted services department engaged to undertake work on schemes identified to be taken forward. Green infrastructure strategy progressing.											
Ensuring Building Control are engaged at the earliest stage to make future development projects safe	Increase the number of developments that use NFDC Building Control service	Retain and look to improve the market share for building control to ensure the safety of development	Ongoing	Continued work to ensure market share remains steady, this includes investment in IT System, continued business improvement initiatives and investment in staff training to equip staff to respond to changes in Building Regulations and Fire Safety. Current challenges around recruitment impacting on ability to increase market share, alternative approaches and team structure being explored.											
Explore different delivery models to deliver our housing target including maximising the number of affordable homes		Ensure that the planning service takes reasonable steps to support housing delivery across the district, proactively working with developers	N/A	The vast majority of the strategic site allocations are either now in pre-application discussions or at planning application stage and the Council is working collaboratively with the site developers in order to bring the strategic sites forward successfully. A parcel of SS18 for 63 dwellings has now been granted permission and has commenced on site. SS4, SS12, a parcel of SS1, a parcel of SS5 and a parcel of SS17 have a resolution to grant permission pending completion of a S106											
Set a vision for the future of each of our towns	Explore how Local Design Codes could be developed for specific areas across the district			National Model Design Code Pilot Programme Phase 1 now complete together with a monitoring and evaluation exercise. Awaiting national guidance update to inform future work.											
	Review the current issues within our town centres and work towards developing town centre plans or regeneration plans			Work underway on a community engagement project to set a vision for Totton. Working with HCC to develop an access strategy for Fordingbridge. Discussions with Ringwood Town Council about connectivity within the town centre, and with Lymington relating to the preparation of a Neighbourhood Plan.											
Key Performance Indicators									Financial Information - Budgets £'000						
Annual KPIs			Unit	Freq.	2020/21	Target	2021/22	Desired DOT	Actual DOT	Status	Budget Description	Original Budget	July Cabinet	-	Latest Budget
Number of houses completed each year (as set out in the Annual Authority Monitoring Report)			Num	Annual	422	400	79	Up	Down		General Fund Revenue Position	2,696	0		2,696
Number of green infrastructure projects delivered each year			Num (Cumulative)	Annual	3	3	3	Up	Down		Variation Percentage		0.0%		
Number of Biodiversity Net Gain projects delivered each year			Num	Annual	5 pp granted 4 implemented 1 occupied	Monitor	40 pp granted 15 implemented 5 occupied	Up	Up		Supporting Narrative				
Additional employment floorspace created within the district			m2	Annual	3591 (net)	Monitor	3227	Up	Down						
Quarterly KPIs			Unit	Freq.	Last Quarter	Target	This Quarter	Desired DOT	Actual DOT	Status	Budget Description	Original Budget	July Cabinet	-	Latest Budget
New Forest District Council building control market share			%	Q	55%	55%	55%	Up	-		General Fund Capital Programme	680	700		1,380
Determination of <b>major</b> planning applications within the nationally prescribed time frames			%	Q	100%	60%	100%	Up	Up		Variation Percentage		102.9%		
Determination of <b>minor</b> planning applications within the nationally prescribed time frames			%	Q	76%	70%	80%	Up	Up		Supporting Narrative	£700k - Open Space Schemes			
Determination of <b>other</b> planning applications within the nationally prescribed time frames			%	Q	88%	80%	92%	Up	Up						
Number of projects that New Forest District Council are involved in to deliver sustainable transport options			Num	Q	9	Monitor	13	Up	Up	TBC					
High Risks															
High Risk Area					RAG Rating	Mitigation actions					RAG Rating				
Competitors in the private sector take more of the Building Control market share						We continue to work to ensure our market share remains steady but investment in the team is required to enable further improvement on the market share. We do not want to offer a service and win the work only to fail to deliver.									
Unable to maximise the benefits to the District associated with growth due to insufficient capacity						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						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						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 HRA delivery									

Environment and Coastal Portfolio Performance Dashboard

Quarter 1 - April 1 2022 - June 30 2022

Portfolio Holder - Cllr Steve Davies

Key Priorities	Key Activities	Key Actions		
Portfolio Priorities	Key Activity	Specific Actions	Target Date	Status Update
Working with others to protect and enhance our natural environment	Contribute towards the overarching Sustainability Strategy which will set out our actions to protect the local environment and reduce our impact on climate change	Contribute towards the overall Climate Change and Nature Emergency action plan, identifying local actions to address the impact of climate change	Ongoing	Currently reviewing existing data and completing gap analysis. The Council is commissioning initial baseline data work, which will then be used to measure our current position. We will then determine what we need to be doing to move us towards net zero.
Reducing waste and increasing recycling	Develop and implement a new modern Waste Strategy for the Council working with the Project Integra Board	Approval of the Waste Strategy, which aims to increase recycling and reduce carbon emissions, during 2022, with implementation 2022-2027	2027	NFDC waste strategy was approved in July 2022. Detailed planning for the implementation of the strategy is now underway.
		Continue to work with Hampshire partners to understand local implications of national waste and recycling policy changes	Ongoing	Hampshire authorities are still awaiting the outcome from 2021 Government consultations and draft legislation before full detailed implications of the Environment Act 2021 are know.
		Procure an operations ICT system during 2022/23 in order to support the council's waste strategy	2022/23	Procurement process for this new system will be running during Autumn 2022.
Developing plans and funding opportunities to protect our coastline		Identify further opportunities for funding and increasing capacity to develop and deliver coastal schemes	2024	As the coastal strategies for Christchurch Bay and Hurst to Lymington are developed, these will identify potential FCERM schemes, along with identifying funding requirements. These strategies are not due for completion until early 2024.
		Support the delivery of future Flood & Coastal Erosion Risk Management (FCERM) activities and the council's role as the Coast Protection Authority	2024	This is ongoing through the development of the two FCERM strategies with NFDC being involved at both project team and board level.
		To undertake North Point recycling operations in the Autumn of 2022	Q4 2022	Procurement process live, however, it is likely that the process will confirm that there is currently insufficient funding to deliver the works. Conversations arranged with Historic England/HCC around funding.
		Adoption of the Christchurch Bay & Harbour Flood & Coastal Erosion Risk Management (FCERM) Strategy to identify future flood and coastal erosion projects	2024	Development of the strategy is ongoing. Engagement rounds have been undertaken to raise awareness of the baseline do nothing assessments. Further engagement has been undertaken in July 2022 with key stakeholders to commence discussions around long list options.
Supporting sustainability and the local economy through the strategic review and use of car parking assets	Review car parking infrastructure and technology and review the work of the Parking Working Group to develop and implement a modern Car Park Strategy	Continue to develop a Car Parks Strategy and continue to increase the number of electric charging points	Ongoing	Scoping meeting planned late summer to start process
Developing a strategy for our assets at Keyhaven, considering environmental objectives, flood protection and the local economy			Ongoing	NFDC currently discussing environmental projects on land; discussion to take place with HIWWT around further environmental management projects on NFDC land managed by HIWWT.

Key Performance Indicators

Financial Information - Budgets £'000

KPIs	Unit	Freq.	Last Quarter	Target	This Quarter	Desired DOT	Actual DOT	Status	Budget Description	Original Budget	July Cabinet	-	Latest Budget
Household waste sent for reuse, recycling and composting	%	Q	33%	55%	35.6%	Up	Up		General Fund Revenue Position	4,100	89		4,189
Coastal funding to achieve specific actions	Funding will be informed by the completion of the following two upcoming strategies: Christchurch Bay & Christchurch Harbour FCERM Strategy, and Hurst Spit to Lymington FCERM Strategy.								Variation Percentage		2.2%		
									Supporting Narrative	Refuse & Recycling - fuel price increase +£210k and sacks price increase +£70k. Recycling - glass sales income up - £125k, garden waste additional loaders/income -£25k net and dry mixed recyclables income -£75k. Parking - business rates costs +£34k			
Number of electric charging points	Num (Cumulative)	Q	0	10	0	Up	-		General Fund Capital Programme	2,418	172		2,590
Total CO2 emissions saved through electric charging points*	kg (Cumulative)	Q	7279.8 Kg	8250kg	8984 kg	Up	Up		Variation Percentage		7.1%		
*Data (including target) reflects cumulative CO2 emissions saved through electric charging points since programme launch in January 2020. Cumulative target updated quarterly.									Supporting Narrative	South East Regional Coastal Monitoring Programme - rephasing from 21/22 +£172k			

High Risks

High Risk Area	RAG Rating	Mitigation actions	RAG Rating
Service disruptions in Waste and Recycling due to HGV shortages and an increase in sickness levels (including Covid). Insufficient resources to provide frontline services to the same staffing levels		Continuous recruitment campaign, use of agency staff providers on the council's agency staff framework, application of market supplement policy where needed, joint working with other operations services staff to maintain services, effective management of sickness procedures to reduce absence levels.	
Insufficient resources and specialist skills within coastal team to respond to the impacts of storm damage on coastal defences		This is a continued ongoing risk. A request has been made to the EA for some funding resource to enable the continued work on the Hurst to Lymington strategy. If successful this may allow for the temporary recruitment of a post to support FCERM work.	
Fluctuations in market values of mixed recycling and DMR		Monitor material markets and report any fluctuations via Financial Monitoring processes.	