

RESOURCES AND TRANSFORMATION OVERVIEW AND SCRUTINY PANEL

28th MARCH 2024

REPORT FOR UPDATED CORPORATE PLAN

1. RECOMMENDATIONS

- 1.1 The Resources and Transformation Overview and Scrutiny Panel note the Corporate Plan 2024-2028 final draft for approval by Cabinet.

2. EXECUTIVE SUMMARY

- 2.1 Our draft Corporate Plan was presented to Cabinet on the 6th December 2023. The draft plan was approved for public consultation which ran from the 6th December 2023 to the 26th January 2024.
- 2.2 Suggestions, and comments were received over this period and carefully considered for inclusion in an updated Corporate Plan. This revised Corporate Plan and associated KPIs (Key Performance Indicators) are now presented.

3. INTRODUCTION & PURPOSE

- 3.1 Following the 2023 elections, Cabinet considered its strategic plan for the period of the administration, resulting in the production of a draft Corporate Plan for 2024 to 2028.
- 3.2 The Corporate Plan is the single most important strategy that shapes the way the Council works and defines its ambitions. In doing so it brings together strategic and service objectives, helping the organisation to work towards the same vision, values and priorities.
- 3.3 It will be underpinned by a suitable and proportionate performance management framework that will detail the plan's priorities and monitor its delivery. This will include the agreed Key Performance Indicators (KPIs).
- 3.4 This report presents our revised post-consultation Corporate Plan for noting.

4. DEVELOPMENT APPROACH

- 4.1 The Corporate Plan reflects the ambitions of the new political administration.
- 4.2 The plan has been informed by the administration's election manifesto, feedback from the residents survey, elected members and staff engagement.
- 4.3 Delivery of the plan over the next four years will be led by the administration, and supported by actions to address the administration's commitments and the issues

residents feel are important. Priorities and actions will be clearly communicated to staff to further support the delivery of the plan.

5. CORPORATE PLAN 2024-2028

5.1 The Corporate Plan focuses on the challenges ahead and it is these that have shaped the vision and priorities within the plan.

5.2 The vision of the plan is to secure a better future by supporting opportunities for the people and communities we serve, protecting our unique and special place, and securing a vibrant and prosperous New Forest. This has been organised into the thematic areas of People, Place and Prosperity.

People Helping people in the greatest need and creating balanced, resilient, and healthy communities who feel safe and supported with easy access to services.

Place Delivering growth, opportunity and services that shape our place now and for future generations, within a unique environmental context, to ensure we remain a special place to live, work and visit.

Prosperity Promoting a strong local economy that delivers its aspirations through effective partnerships, attracting investment, and increasing skills and employment opportunities.

5.3 Each theme has a set of priorities with actions and performance measures being monitored and refreshed annually to ensure delivery of the plan.

5.4 Our new set of agreed KPIs are added to the plan. These are measures that align to the commitments in the Corporate Plan and will form the basis of our quarterly monitoring. These KPIs will cascade through to services and front-line teams through our performance management framework.

6. CONSULTATION

6.1 In December 2023, Cabinet approved the draft Corporate Plan for public consultation. The consultation ran for just over seven weeks from the 6th December 2023 to the 26th January 2024. Feedback was invited over this period from the public, elected members, staff, businesses and our key partners, using our available communication channels.

6.2 Engagement activity is further described in appendix 2.

6.2 Our consultation was open to all via a feedback form on our consultation page. Paper copies of the draft plan and feedback forms were made available in our information Offices.

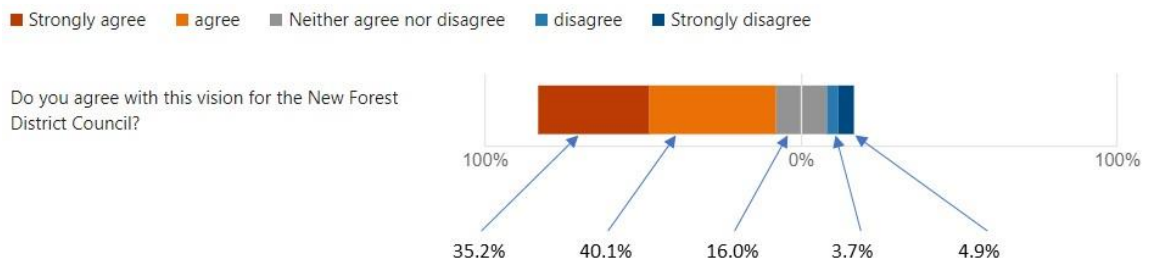
6.3 There were 162 individual consultation responses and respondents were asked to identify their relationship with the district. Multiple entries were allowed. For

example, several respondents described themselves as a resident of the New Forest district as well as representing a business, partner, organisation, or stakeholder in the New Forest district.

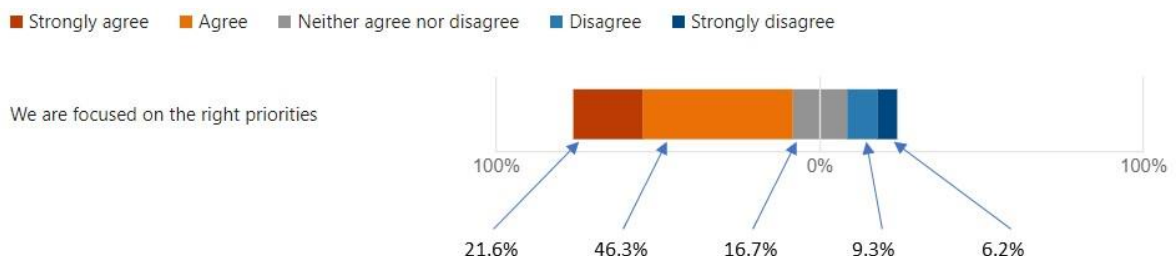


6.4 Feedback was sought around the vision and priorities themes with the results as follows.

75% of respondents agreed with our Vision for the New Forest.



68% of respondents agreed with our Priority themes



6.5 All consultation feedback was considered and used to form the revised Corporate Plan. Alongside the consultation, work has continued to develop the design, now incorporated into the updated final draft of the Corporate Plan 2024-2028 being presented in appendix one.

7. RESOURCES AND TRANSFORMATION OVERVIEW AND SCRUTINY PANEL CONSIDERATIONS

7.1 In preparing the draft consultation document, Resources and Transformation Overview and Scrutiny Panel made a number of observations and queries. Consideration has been given to these comments in developing the latest version of the Corporate Plan. Comments from the panel are included below.

- Following recent events on the Waterside, members were pleased to note the inclusion of emergency preparedness exercises, though they would like to see more emphasis on collaborative working with towns and parishes in this regard. Response – acknowledged
- It was felt that the Plan should make more reference to youth and recreation facilities. Response – there are some references to recreation facilities. These are in relation to our tourism offer and diversion from more sensitive parts of our coastline. We also recognise that ‘the care and operational upkeep of our facilities, neighbourhoods and open spaces remains one of our main responsibilities’.
- Members welcomed the reference to the A326, which was important for the Waterside. Response – acknowledged.
- It was suggested Future New Forest be brought forward into one of the themes. Response – The Future New Forest transformation programme is important as the principal delivery channel for work that cuts across all priority themes. Accordingly, on reflection, we would submit this as the underpinning area of work.
- Under People, it was suggested that the document should include measures for the reduction of deprivation and poverty together with a related action plan. Response – These will be included as part of our partnership working.
- Under Prosperity, it was queried whether the proposed priority of ‘Ensuring the investment in our District enhances rather than diminishes our special natural environment’ appeared to conflict with the related performance measurement of ‘hectares of industrial employment land developed’. It was also queried how the benefits of the Freeport were measured across the district. Response – there will be opposing challenges across the district that must be balanced, such as the need for development and employment opportunities and associated travel. Our Corporate Plan will focus on the most significant issues we can address. The Freeport has its own full business case which of course, we will have a role in continuing to influence with our Leader sitting on the Board.
- Members were pleased to see references to town centre prosperity and targeted regeneration approaches, especially in respect of Fordingbridge. Under Place, it was also suggested that more emphasis be given to infrastructure in relation to the strategic sites at Fordingbridge. Response – The Corporate plan makes reference to the District, we shall pass comments to the Service for inclusions in associated Service plans.
- It was suggested that greater prominence be given to partnership working in a wide range of areas, including open spaces, with HCC and town and parish councils. It was also queried whether reference could be made to working in support of the County Council given the current challenges it faced. Response – We recognise we cannot deliver everything independently and aim to work in partnership where we can.

Accordingly, there are references to Hampshire County Council where they are responsible for leading work right across the County.

- It was also felt there should be targets relating to affordable housing provision. Response – Targets will be developed.

8. GOVERNANCE AND DELIVERING THE PLAN

8.1 The Corporate Plan sits alongside the Council's financial plans to ensure the resources are available and appropriately directed to deliver the plan. Its delivery will be supported by a proportionate performance management framework that will ensure priorities and necessary actions filter through to portfolio resource planning and service plans.

8.2 Primarily the plan will be communicated and reported upon electronically, as has been the case with the current plan. This will help keep cost to a minimum as well as making the plan and its delivery more accessible to those interested in specific priorities and activities. Dedicated webpages will be developed to support this.

9. RESOURCE IMPLICATIONS

9.1 There are no new resource implications arising from this report. Our Corporate Plan will shape our commitments and guide the delivery of key services. Our Transformation Programme, Future New Forest, will, working with the established governance agree resourcing the programme directly.

10. FINANCIAL IMPLICATIONS

10.1 A clear focus of the plan is continued financial responsibility. Direct costs arising from the production and publicity of the plan are kept to a minimum.

11. CRIME AND DISORDER & DATA PROTECTION IMPLICATIONS

11.1 There are no Crime and Disorder or Data Protection implications arising directly from this report.

12. ENVIRONMENTAL IMPLICATIONS

12.1 The Corporate Plan places a great emphasis on our unique District. These commitments are prominently noted in the introductions from the Leader and Chief Executive – that we tackle environmental challenges and seek to be environmentally sustainable. It makes reference to key work programmes within our Place priority so that we consider the social, environmental, and economic impact of what we do and how we do it. The Corporate Plan therefore seeks to preserve our unique place.

13. EQUALITY AND DIVERSITY IMPLICATIONS

13.1 Underpinning our delivery is a focus to ensure balance and equity. While we aim to modernise services, make these digital where possible, we will consider digital inclusion

and accessibility more generally. We want our services to be within reach of those who need them thus tackling the inequalities in our communities. Additionally, we shall champion equality in our workplace so that we always operate within an inclusive working environment.

14. PORTFOLIO HOLDER COMMENTS

- 14.1 I am very grateful to my fellow Cabinet members, our staff, leadership team, partners and residents for their contributions towards the development of our new Corporate Plan. The plan focuses on the challenges we face and sets out our ambitions to respond to these challenges over the next four years, structured around the themes of People, Place and Prosperity.
- 14.2 Consultation feedback has been carefully considered in developing this final draft. An updated set of measures will ensure we stay on track to deliver the commitments within the plan.
- 14.3 I am confident this plan will help us secure a better future for the people we serve, protect our unique and special place and support a vibrant and prosperous New Forest.

For Further Information Please Contact:

Background Papers

Appendix:

1. [NFDC Corporate Plan 2024-2028 final draft](#)
2. Engagement activity

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