

# POSITION STATEMENT 2018

## AND ANNUAL PERFORMANCE REPORT



### Introduction - The New Forest

The New Forest is an area of southern England which includes one of the largest remaining tracts of unenclosed pasture land, heathland and forest in the heavily populated south east of England. It covers south-west Hampshire and extends into south-east Wiltshire and towards east Dorset. It is a unique place of ancient history, fascinating wildlife and stunning beauty and was established as a royal hunting preserve.

The local government administrative area of New Forest District Council (290 square miles) includes the [New Forest National Park](#) (206 square miles). Within the district there are 145 square miles of Crown land, managed by the [Forestry Commission](#).

The New Forest is a working forest that has prospered for nearly 1000 years. Many of the agricultural practices conceded by the Crown in historical times to local people are still retained. The most significant of these is the depasturing

of ponies, cattle, pigs and donkeys in the open forest by authorised local inhabitants known as Commoners. These unique agricultural commoning practices are administered by the [Verderers](#).

The district council was created on 1 April 1974 and was a merger of the borough of Lymington, New Forest Rural District and part of Ringwood and Fordingbridge Rural District. The district is one of the most populated in England (179,236) not to be a unitary authority and within its boundaries there are 37 active Town and Parish Councils. Hampshire County Council are responsible for upper tier services.

Operating within the heart of the district council area is the National Park Authority established in 2005. The National Park is the planning authority for its area. In other service areas there are shared responsibilities and close collaborative working with the district council. Approximately 70% of the

population of the district live in the New Forest District Council authority area in a number of medium sized towns. To the south and east of the district border there lies 40 miles of coastline.

The broad range of organisations and community groups that exist means that the council works collaboratively with and in the community to deliver solutions.

The New Forest is home to the third largest economy in Hampshire, with a total Gross Value Added of £4.4bn. The district contains over 9,000 businesses in total, which is more than any other local authority in Hampshire, include the cities of Southampton and Portsmouth. 85% of businesses in the district are micro in size employing fewer than 10 people. Self-employment is relatively high at over 19% and unemployment is consistently lower than in the rest of the country. Leisure, tourism and marine along with their associated supply chains

are significant employment and economic sectors within the district. The council works closely with the [New Forest Business Partnership](#) and 'Helping local business grow' is a priority.

Average earnings are low with 60% of the working population earning less than the UK average. This, and the high average house price, results in significant cross commuting between those who work in the forest but can't afford to live there, and those who can afford to live within the district but work elsewhere. The district council is located between the two major conurbations of Southampton and Bournemouth.

The very special nature of the New Forest makes it an extremely attractive place to live; both for those in work and those wishing to retire (28.5% of the population is over 65). Housing development is made more difficult by many of the environmental constraints of the area.

## New Forest District Council

Housing, and particularly affordable housing for local people is a particular issue in the district. The district council manages its own housing stock (5,021 properties) and there are in excess of 3,000 people on the housing waiting list.

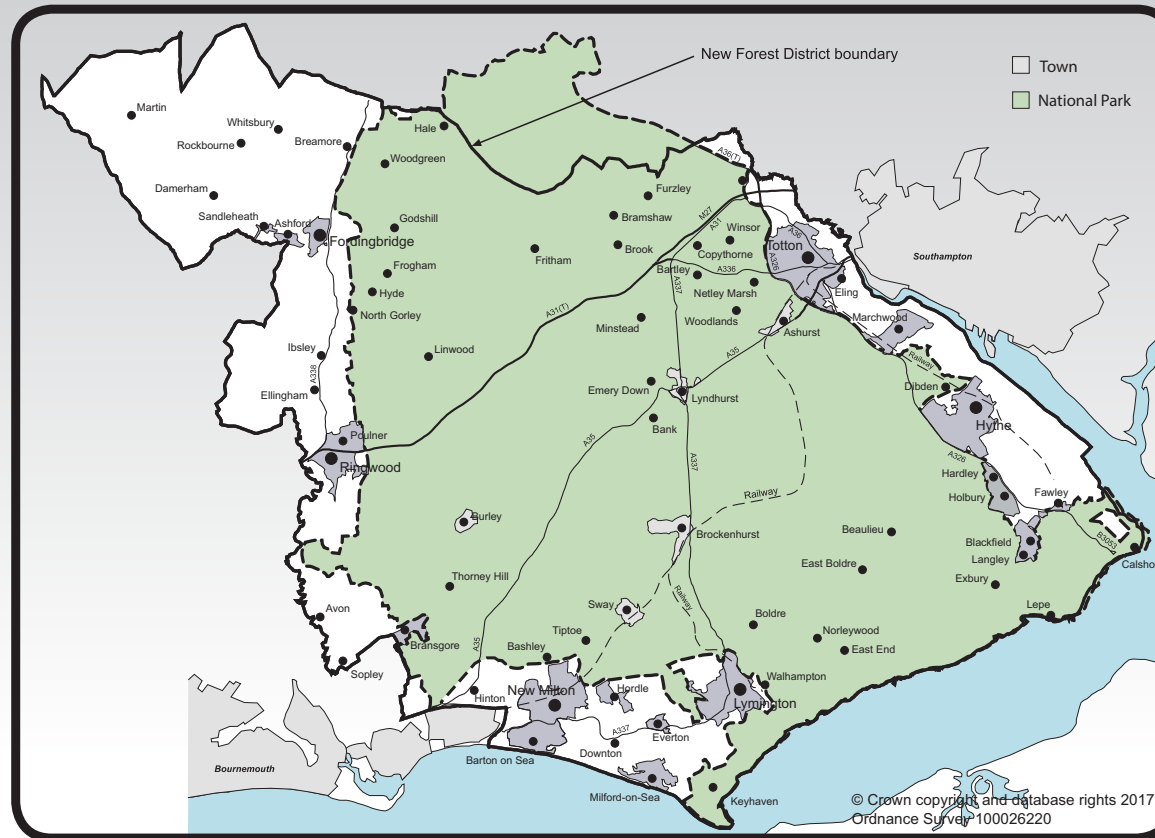
The New Forest district local plan review provides the opportunity to shape the district over the next twenty years and this will be an important process for the council to complete. Early indications are that not all identified housing need will be met. There are opportunities for a significant change, particularly in the Totton and Waterside area.

The vast majority of services are provided by in house teams. This includes the operation of five high quality Health & Leisure Centres, a Housing Services Building Works team as well as Refuse and Recycling, Grounds Maintenance and Street Scene. The council employs 759 FTEs with a small number of services provided by third parties or through shared service arrangements.

The council's assets consist of five Health and Leisure Centres, two depots, two administrative offices and a number of local town and amenity car parks. Other than these primarily operational assets, the council owns few investment opportunities.

In May 2015 the council's new Conservative administration won 58 out of 60 seats at the district council election. They set about aligning their manifesto pledges to the council's [Corporate Plan \(March 2016\)](#) with their priorities to secure a better future for the community. The priorities are:

- Helping local business to grow
- More homes for local people
- Service outcomes for the community
- Protecting the local character of our place



These priorities were underpinned by:

- Living within our means
- Working with others to achieve more

In the last two years significant change has taken place within the senior management of the organisation and in the way in which the council goes about its business as the council has set about rebalancing its expenditure and income in light of the significant reduction in central government funding. During this period services have maintained a consistent level of delivery. There is recognition that despite these changes the organisation needs to ensure that it has the capacity to deliver on its priorities.

## Our performance highlights 2017/18

New Forest District Council remains committed to delivering the priorities set out in the 2016-2020 Corporate Plan: Helping local business grow, More homes for local people, Service outcomes for the community, Protecting the local character of our place, Working with others to achieve more and Living within our means.

Our Economic Development Service continues to work with a variety of partners to deliver a range of information and advice, and has organised and led 32 events during 2017/18. Examples include providing specific workshops on GDPR legislations, dedicated 1-1 business clinics and a seminar on

securing purchasing opportunities with the District Council.

We rehoused 389 households from the home search register in 2017/18. However, there are still over 3,000 applicants on the register seeking council housing which we will continue to work hard to address.

We have been involved in a number of projects to assist the wellbeing of our community. This has included targeting high levels of childhood obesity, and introducing activities to help relieve the symptoms of dementia.

Work to deliver the Hurst Spit defence project alongside the Environmental Agency has continued and the coastal protection scheme is set to benefit communities in the local area.

£218,020 in grants was approved this year for 15 local not-for-profit and voluntary groups as part of the community grants scheme. We also continued to work with local charities, including donating IT equipment we no longer use to the local homeless charity "Jamie's Computers".

Net Savings and improved income generation totalling £1.377m have absorbed pay and price increases across the Portfolios totalling some £1.130m, and have also made an important contribution towards offsetting the reductions

in government resources. The residual required increase in Council Funding has been achieved by an increase in Council Tax.

# UNDERSTANDING OF THE LOCAL PLACE AND PRIORITY SETTING

Average earnings (full time) in the New Forest are **£667** per week

People make **13.5m** day trips to the New Forest each year generating **£120m** and supporting more than **2,500** jobs

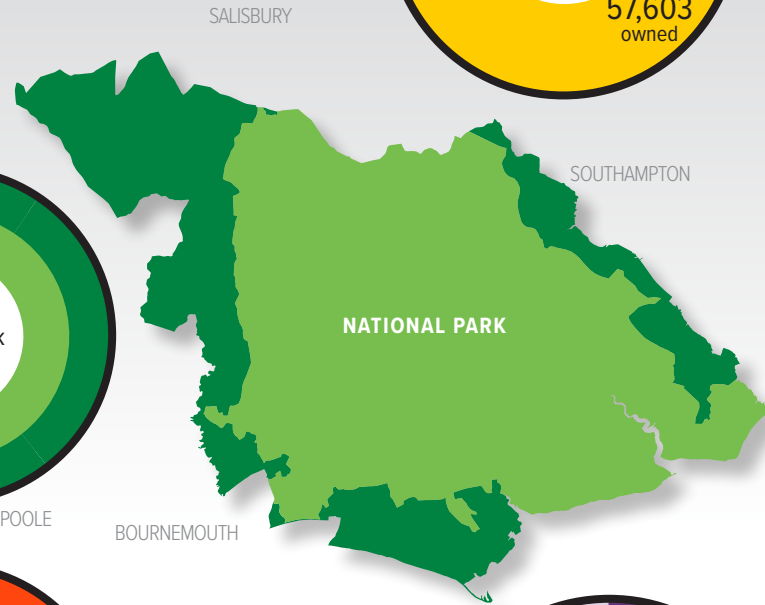
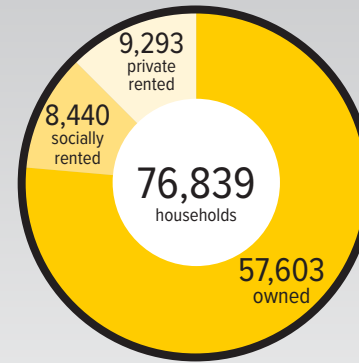
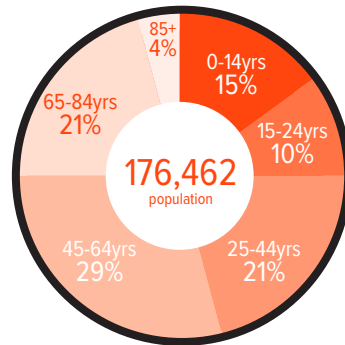
**9,000** businesses

We receive **165** homelessness applications a year and prevent **282** other households from becoming homeless

**5,021** council houses

**142,234** district residents are eligible to vote

**9,000** households are supported with housing benefit and/or council tax reduction



Helping local business grow

Leisure, tourism and marine are significant employment sectors within the district. We work closely with the New Forest Business Partnership and the New Forest Tourism Association to boost the economic viability of the area.

More homes for local people

We grant planning permission to over 1,000 planning applications for new dwellings per year, and around 284 new homes are built here every year, 62 of them being affordable new homes. With over 3,000 people on the Homesearch register, 'more homes for local people' is one of our key priorities.

Service outcomes for the community

We provide over 100 local services that our residents value, including refuse, street cleaning, benefits, health and leisure, and housing advice. We regularly review our services to understand how we can improve and what our customers want.

Protecting the local character of our place

We recognise the area's unique qualities and characteristics - our Local Plan shapes development in the area, and we work to keep the area a clean, green, and safe place. *NFDC is responsible for areas outside the National Park, and outside Forestry Commission Crown Lands.*

Working with others to achieve more

We have a role to play in protecting and improving the New Forest. We know that we can't realise our ambitions in isolation and work closely with the National Park Authority, the Forestry Commission, town and parish councils, local businesses, and numerous local groups.

Living within our means

We continually review activities and services to identify opportunities for savings and opportunities to generate income to address significant reductions in government funding, whilst at the same time maintaining services that are important to our customers.

## HELPING LOCAL BUSINESS GROW

Our Economic Development Service continues to work with a variety of partners to deliver a range of information and advice, and has organised and led **32** events during 2017/18. Examples include providing specific workshops on GDPR legislations, dedicated 1-1 business clinics and a seminar on securing purchasing opportunities with the District Council.

We were involved in the New Forest Partnership Awards, and the **New Forest Brilliance in Business Awards 2017**, celebrating businesses that achieve outstanding results which benefit their workforce, their local community and the New Forest economy as a whole. The overall winner of the awards were Cyclexperience in Brockenhurst, who play an important part in the local economy by not only providing significant seasonal employment, but also in ensuring that users of the cycle hire service use other local, independent businesses and respect the natural forest that they are visiting.

Our specialist team launched a **free business advice service** for New Forest businesses in July, providing bespoke information on areas such as grants, planning, regulations and business growth.

We continue to see benefits of our partnership with Creative England to encourage filming in the district, with around a dozen documentaries filmed in the area this year. Fawley Power Station was used as part of the set for the most recent Star Wars film, generating an additional **£1 million** in the local economy during filming.

We rehoused **389** households from the home search register in 2017/18. However, there are still over **3,000** applicants on the register seeking council housing which we will continue to work hard to address.

The Local Plan continues to be developed and refined and will be published for wider consultation in the Summer of 2018. It will include proposals for **10,000** new houses in the district over the next 20 years.

**284** additional homes were built this year, with **62** of these being affordable. Our Housing Strategy aims to improve availability of genuinely affordable homes, and identifies a range of ways in which the council will enhance housing options available and the supply of affordable housing for the benefit of local people. The council, in its capacity as housing authority, acquired a further **16** homes for social rent during 17/18.

We have also been awarded almost **£1 million** of Community Housing Funds (CHF), part of a national scheme for areas where second home ownership is high. This will allow the council to promote and assist the development of community housing schemes in the future, which could include co-operatives, co-housing, self-build and Community Land trusts.

## MORE HOMES FOR LOCAL PEOPLE

## SERVICE OUTCOMES FOR THE COMMUNITY

We have been involved in a number of projects to assist the **wellbeing of our community**. This has included targeting high levels of childhood obesity, and introducing activities to help relieve the symptoms of dementia.

In total, over **10 million** waste and recycling collections were made during the year, with only **0.06%** reported as missed. Two new public conveniences have been rebuilt at New Milton and Lymington which continue to be well-received within the local communities.

The annual community litter pick was once again supported by volunteers over several weekends.

We launched the Eat Out, Eat Well public health scheme in July, and continued to carry out regular **food hygiene inspections** across the district which provides reassurance to both residents and visitors when eating out.

Our Health and Leisure centre membership has increased from 7,616 up to **8,208** over the course of the year. Our Ringwood centre was reopened following significant investment in the facility, and we also launched a new "New Forest Health & Leisure" app which enables users to book classes quickly and access a host of information.

## PROTECTING THE LOCAL CHARACTER OF OUR PLACE

Work to deliver the Hurst Spit defence project alongside the Environmental Agency has continued and the **coastal protection scheme** is set to benefit communities in the local area.

We continue to work hard to remove abandoned vehicles, with **54** being removed this year compared to **60** last year, and **26** in 2015/16.

Our Milford-on-Sea beach huts and seafront improvement scheme was completed in time for Summer 2017. The innovative design and engineering behind the scheme has been recognised in a series of prestigious awards throughout the course of the year.

King George V Recreation Ground was enhanced to include new footpaths, improved drainage and a bespoke dog activity area. The dog park is part of our “Greenway” project and this is the first of many similar projects that will **improve dog walking facilities** across the district.

With our support, **The Eling Tide Mill** experience reopened in April 2018 after a major refurbishment project. This included installing new footpaths and wooden boardwalks and improving access to open spaces around Bartley Water and Goatee Beach.

**£218,020** in grants was approved this year for **15** local not-for-profit and voluntary groups as part of the community grants scheme. We also continued to work with local charities, including donating IT equipment we no longer use to the local homeless charity “Jamie’s Computers”.

We support the **Forest Arts Forum**, which allows organisations such as hArt, CODA, Forest Arts and Forest Forge to use the arts to tackle issues such as social isolation and bullying. We continue to undertake a national pilot with **Sport England** – the “Social Prescribing” project to explore the benefits of basing Active Lifestyle Officers in GP surgeries targeting hard to reach patients.

Alongside other public sector organisations, we participated in “Our Day” on 21 November, a national tweetathon to highlight public services. We posted nearly **100** tweets about our staff and services, achieving a Twitter reach of a staggering **749,000** people.

We have an ongoing partnership with the **National Parks Authority and Forestry Commission** and work together on initiatives such as litter picking, and were recently involved in a multi-agency approach to improve safety and licencing of local vehicles. We are also collaborating with our partners in order to contribute to the New Forest National Park partnership plan.

## LIVING WITHIN OUR MEANS

Net Savings and improved income generation totalling **£1.377m** have absorbed pay and price increases across the Portfolios totalling some **£1.130m**, and have also made an important contribution towards offsetting the reductions in government resources. The residual required increase in Council Funding has been achieved by an increase in Council Tax.

Our draft Residential Property Asset Investment strategy was approved by full council in December 2017, which will give us the opportunity to purchase residential properties and become a private sector landlord with the benefit of a proven track record in rental property management.

The undertaking of several service reviews, additional income generation, and a review of our asset maintenance and replacement programme resulted in overall savings during the year against the original 2017/18 revenue budget.

We have continued to deliver our services alongside a reduction in headcount equivalent to **21 full time posts** over the past year, representing **2.7%** of the workforce.

## WORKING WITH OTHERS TO ACHIEVE MORE

# FINANCIAL PLANNING AND VIABILITY

## Current position

The Council's net worth increased by **£2.551m** in 2017/18.

Usable Reserves grew by £1.1m at the end of 2017/8, to **£53.5m**. The Treasury Management Strategy allows for up to **£40m** to be invested long term.

The Capital Programme for 2017/18 totalled **£23.237m**, including major repairs to the council's housing stock, new homes, the replacement of vehicles and plant, the Eling Experience project and the first investment property purchase for several years, in line with the strategy adopted in February 2017.

Treasury Investment income grew to **£820,000**, £150,000 up on 2016/17.

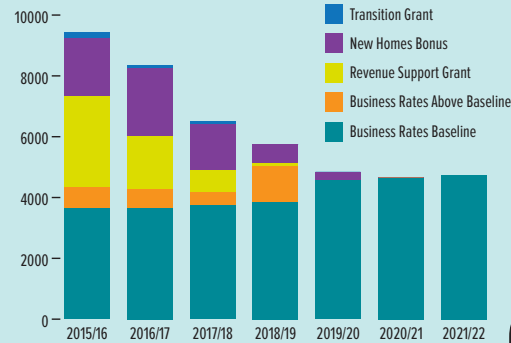
## 2022 position

Predicted budget deficit of **£2m**

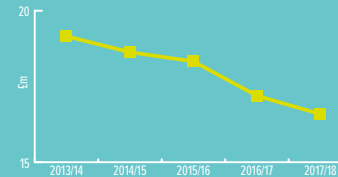
**January**  
Corporate Overview  
Panel

	2014/15	2015/16	2016/17	2017/18	2018/19
Council Tax per Band D - £	155.76	155.76	158.36	163.36	168.36
Annual % change	0.0%	0.0%	1.7%	3.2%	3.1%

## Government Determined Resources



## General fund budget - £m

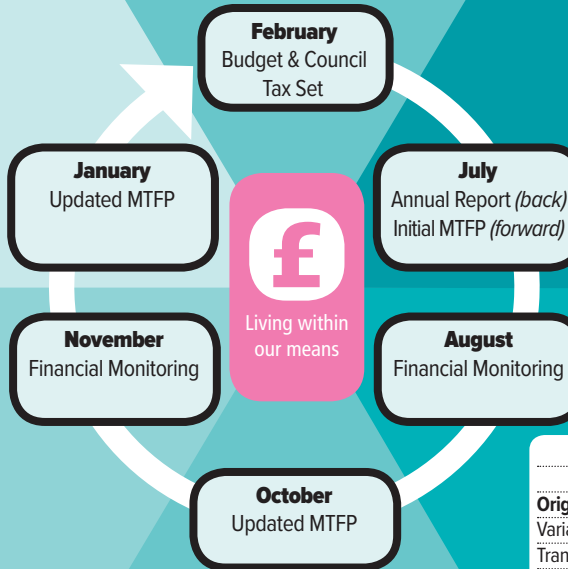


## Summary Balance Sheet 31/03/18

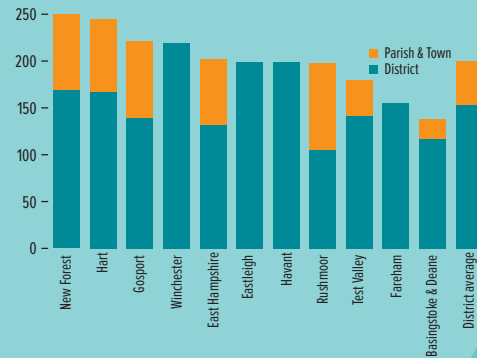
	£'000
Council Dwellings	366,652
Other PPE	78,769
Investment Properties	4,695
Other Long Term Assets	22,744
Current Assets	52,362
<b>Total Assets</b>	<b>525,222</b>
Current Liabilities	(20,118)
HRA Settlement	(139,808)
Other Long Term Liabilities	(99,352)
<b>Net Assets</b>	<b>265,944</b>
Usable Reserves	53,533
Unusable Reserves	212,411
<b>Total</b>	<b>265,944</b>

## Summary Usable Reserves 31/03/18

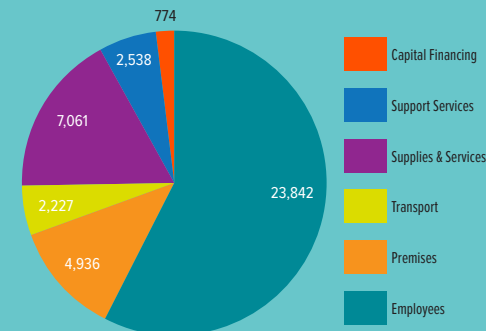
	GF £'000	HRA £'000	Total £'000
Working Balance	3,000	1,000	4,000
Earmarked	2,686	23,157	25,843
Capital Programme	12,409		12,409
Capital Receipts	1,092	4,823	5,915
<b>CIL / DC's</b>	<b>19,187</b>	<b>28,980</b>	<b>48,167</b>
<b>Total</b>	<b>53,666</b>	<b>53,666</b>	<b>53,533</b>



## Band D Council Tax: Hampshire Districts & Parish/Town 2018-19



## Budgeted Expenditure 2018/19 £'000 (Exc. Housing Bens)



	Savings £'000	New Req. £'000	Rephasing £'000	Total £'000
<b>Original Budget April 2017/18</b>				<b>16,587</b>
Variations agreed in August	-499	567	1,146	1,214
Transfer from Reserves in August		-150	-1,146	-1,296
Variations agreed in November	-392	25	-416	-783
Transfer to Reserves in November			416	416
Variations agreed in April	-1,430	301	-438	-1,567
Transfer to Reserves in April		337	438	775
<b>Updated Budget 2017/18</b>	<b>-1,984</b>	<b>743</b>	<b>0</b>	<b>15,346</b>

**October**  
Budget Task &  
Finish Group

**September**  
Corporate Overview  
Panel

# CAPACITY TO DELIVER

## Current position

Staff turnover **7.7%**

**77%** of vacancies are filled first time

**7** apprentices and **17** management development apprenticeships

Training spend per employee **£296**

## Organisational strategy

## Future position 2022

Aligning future organisation with delivery of the **corporate plan**

Increased **partnering and collaboration** with others to reduce costs and transform service delivery

Continuing on our path to act more **business-like** with targeted additional **income generation**

Aiming to **maximise income** from local government finance reform

Encouraging **smarter working** and the use of digital interaction, transforming our approach to customer services

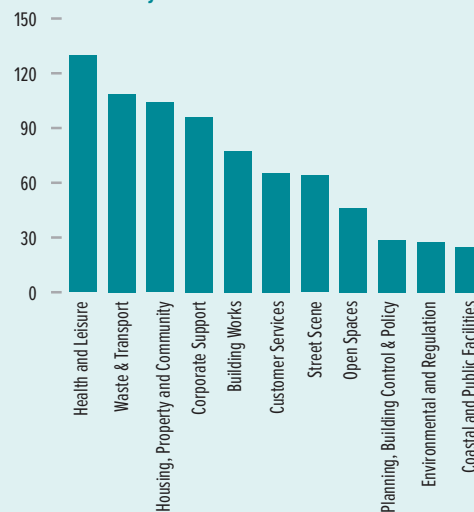
## Challenges

- 1 With further reductions in funding, what are our arrangements to deliver with less?
- 2 Can the organisation sustain capability and capacity with its existing workforce?
- 3 Are arrangements in place to support future smarter working?

## Organisation 2017/18

**FTE 759**

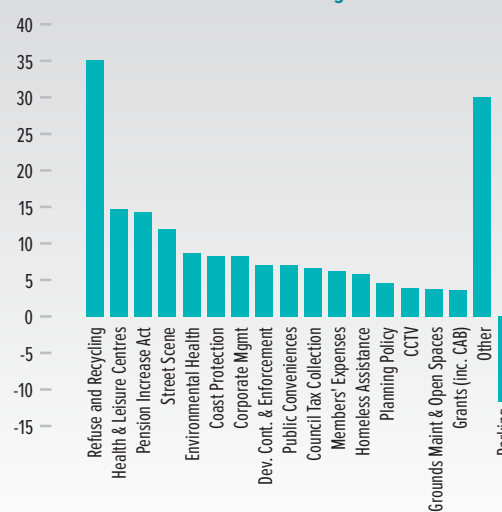
Workforce data by service FTE 2017



**Budget £17.243m**

**Reserves £53.5m**

Use of Band D Council Tax 2018/18 budget



**Technology**  
*Risk/Opportunity*

**Customer Expectations**



## Organisation 2022

**FTEs**  
**less than 780**

**Varied**  
**mix of service**  
**delivery**

**Budget**  
**requirement**  
**10% less**



# ORGANISATIONAL LEADERSHIP AND GOVERNANCE

Member Task & Finish Groups report to overview & scrutiny on significant projects and processes

**Budget** (annually) **CCTV**  
**Coastal Customer Leisure Review** **Citizens Advice**  
**Community Grants** (annually)  
**Waste Management Strategy**

## Communications

Regular Chief Executive messages to all staff, staff briefings, communications bulletins

## Important documents and links

[Strategic Risk Register](#)

[Annual Governance Statement](#)

[Constitution](#)

[Medium Term Financial Plan](#)

[Annual Audit Letter](#)

[Organisational Strategy](#)

[Organisational Structure](#)

[Democratic Structure](#)

## MANAGEMENT STRUCTURE

**Chief Executive**  
Bob Jackson

**Executive Heads**  
 Colin Read – Operations and Deputy Chief Executive  
 Grainne O'Rourke – Governance & Regulation, Planning & Housing (Monitoring Officer)  
 Manjit Sandhu - Resources

**Head of Finance**  
Alan Bethune

**Service Managers**  
 Steve Jones (Open Spaces)  
 Steve Cook (Building & Coastal Services)  
 Rob Lane (Street Scene)  
 Chris Noble (Waste & Transport)  
 Joanne McClay (Environmental & Regulation)  
 Ritchie Thomson (Housing Maintenance)  
 David Groom (Planning)  
 Louise Evans (Policy & Strategy)  
 Rosemary Rutins (Democratic & Member Support)  
 Andrew Kinghorn (Legal)  
 Andrew Smith (Estates & Valuation)  
 Brian Byrne (Estates Mgmt & Support)  
 Richard Knott (Housing Options)  
 Joanne Bailey (Health & Leisure)  
 Rebecca Drummond (Community & Customer Engagement)  
 Heleana Aylett (Human Resources)  
 Rob Beere (ICT)  
 Ryan Stevens (Revenue & Benefits)

Informal Engagement Cabinet/EMT

## DEMOCRATIC STRUCTURE

Council 60 members

### Cabinet

**Leader and Corporate Affairs**  
Cllr Barry Rickman

**Deputy Leader and Portfolio Holder Planning & Infrastructure**  
Cllr Edward Heron

**Portfolio Holder Housing Services**  
Cllr Jill Cleary

**Portfolio Holder Community Affairs**  
Cllr Diane Andrews

**Portfolio Holder Finance, Corporate Services & Improvement**  
Cllr Jeremy Heron

**Portfolio Holder Leisure & Wellbeing**  
Cllr James Binns

**Portfolio Holder Environment & Regulatory Services**  
Cllr Alison Hoare

**Portfolio Holder Local Economic Dev, Property & Innovation**  
Cllr Michael Harris

### Overview & Scrutiny

**Corporate Overview & Scrutiny Panel**  
Chairman:  
Cllr Mark Steele

**Community and Leisure Overview & Scrutiny Panel**  
Chairman:  
Cllr Geoffrey Blunden

**Environment Overview & Scrutiny Panel**  
Chairman:  
Cllr Steve Rippon-Swaine

**Housing Overview & Scrutiny Panel**  
Chairman:  
Cllr Steve Davies

**Member Task & Finish Groups**

### Committees

**Appeals**  
Chairman:  
Cllr Alan Alvey

**Audit**  
Chairman:  
Cllr Alan O'Sullivan

**Employee Engagement Panel**  
Chairman:  
Cllr Barry Rickman

**General Purposes & Licensing**  
Chairman:  
Cllr Steve Clarke

**Planning**  
Chairman:  
Cllr Bill Andrews



# LEADERSHIP OF PLACE

## PARTNERSHIP ARRANGEMENTS

Provided to  
**HR (NPA) Audit** (Southern Internal and Audit Partnership)  
**Customer Services** (Hythe PC)  
**Traffic Management** (HCC)  
**Grounds Maintenance** (various)

Provided from  
**Treasury Management** (HCC)  
**Customer Services** (Totton TC, Fordingbridge PC, Fawley PC)  
**Planning Trees and Conservation** (NPA)

Private/public  
**Dibden Golf Centre**

Shared projects  
 Based at the **channel coastal observatory** we are the

lead authority for regional coastal monitoring. Directly managing the south east region and co-ordinating the entire English coastline (six regions) including funding bids of £23 million to 2021. Key partners include Environment Agency, Canterbury, Worthing & Havant councils to deliver the programme.

NPA Partnership Plan

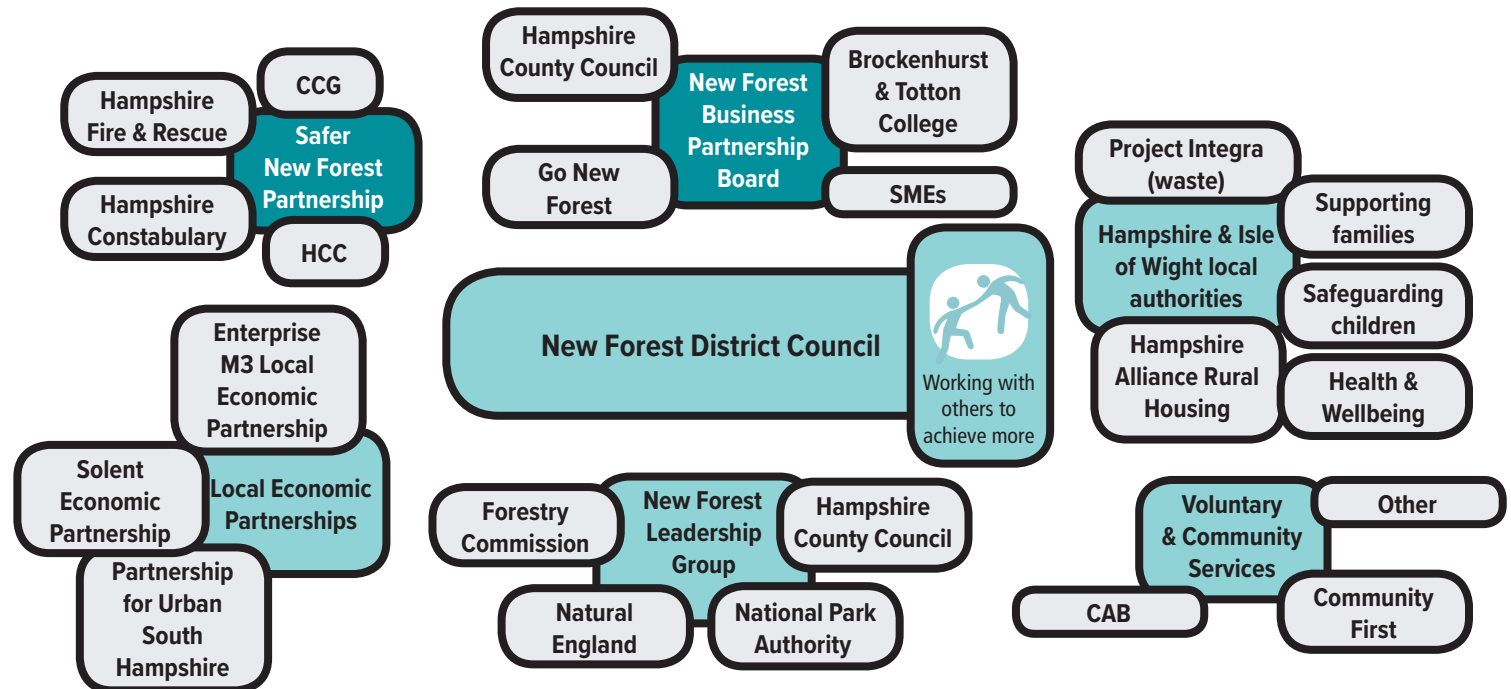
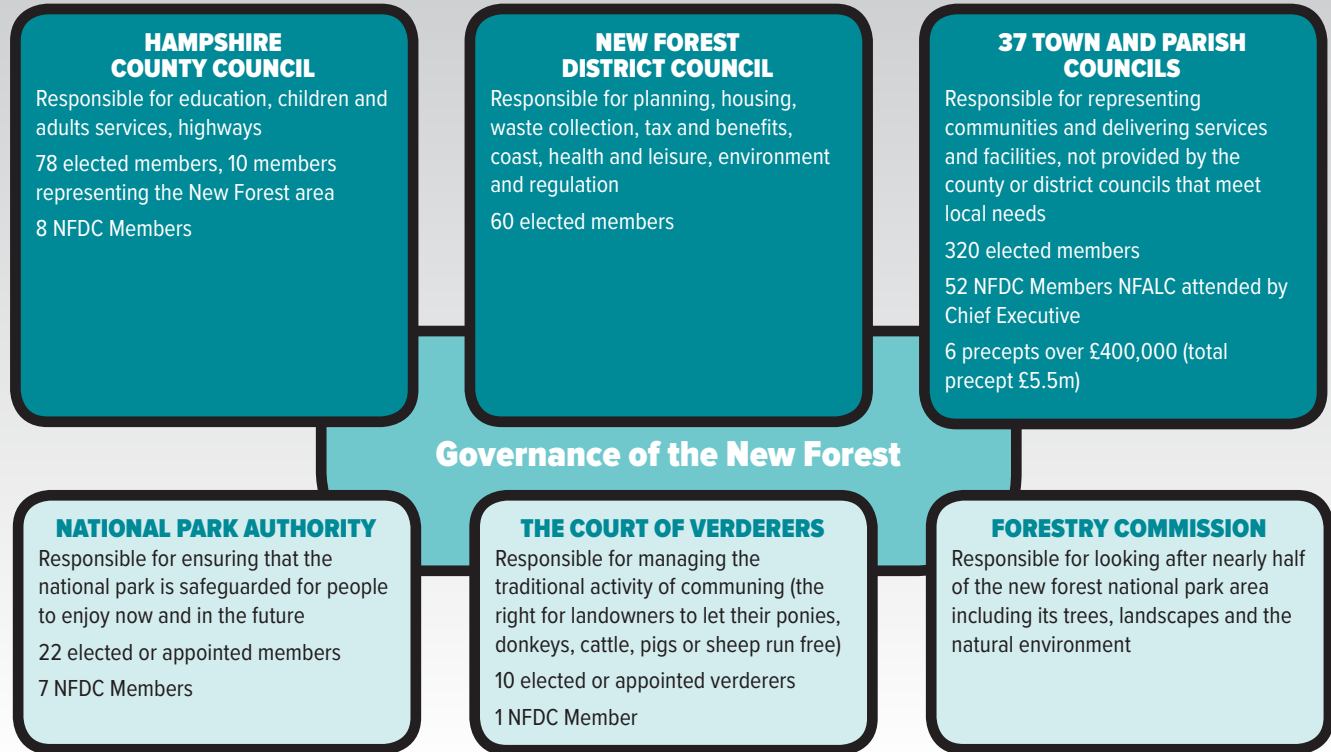
Ringwood Gateway

Community Grants **awarded £218,020**

Redevelopment and refurbishment of Eling Tidemill with Heritage Lottery Funding in partnership with Totton & Eling TC totalling **£2 million**

Government partnerships

**Disabled facility grant (£1.259m) and community housing funding (£976k)**



# Key performance measures

Residual household waste per household	TARGET 500kgs	2017/18 490kgs	2016/17 499kgs
Amount sent for reuse, recycling and composting	TARGET 31%	2017/18 32%	2016/17 31%
Processing of major planning applications within 13 weeks	TARGET 90%	2017/18 95.71%	2016/17 93.5%
Completed high risk food hygiene inspections	TARGET 95%	2017/18 99%	2016/17 99%
Council tax percentage collected	TARGET 98.9%	2017/18 98.8%	2016/17 99.06%
Total applicants on the Homesearch register	TARGET NA	2017/18 3,345	2016/17 3,307
Mean Gender Pay Gap	TARGET NA	2017/18 6.95%	2016/17 NA
Median Gender Pay Gap	TARGET NA	2017/18 -9.48%	2016/17 NA