



# 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, builds on the strong financial position we have created and the services our community wants. We remain ambitious in setting priorities that matter to the people of the New Forest and we put our community first.

Our commitments include tackling the accelerating impact of climate change, 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 economic prosperity for the area both now and for the future.

The plan builds on the foundations already laid out, maintaining our commitment to 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 and Corporate Affairs

PORTFOLIO

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





## Portfolio holder introduction

**There is continued commitment to delivering modernised and innovative services, putting our community first. This will be done alongside an electoral review to ensure effective democratic representation for all our residents.**



Partnership working remains a key priority to achieve more together. This includes working with the Local Enterprise Partnerships to co-ordinate and actively encourage businesses and appropriate infrastructure connectivity opportunities; delivering a prosperous New Forest.

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 Barry Rickman**

Leader and Corporate Affairs

## Priorities

- Excellence in services to our residents and continuing to maintain front line services.
- Being an employer of choice.
- Working with regional partners to ensure the prosperity of the New Forest area.
- Ensuring effective democratic engagement and representation.

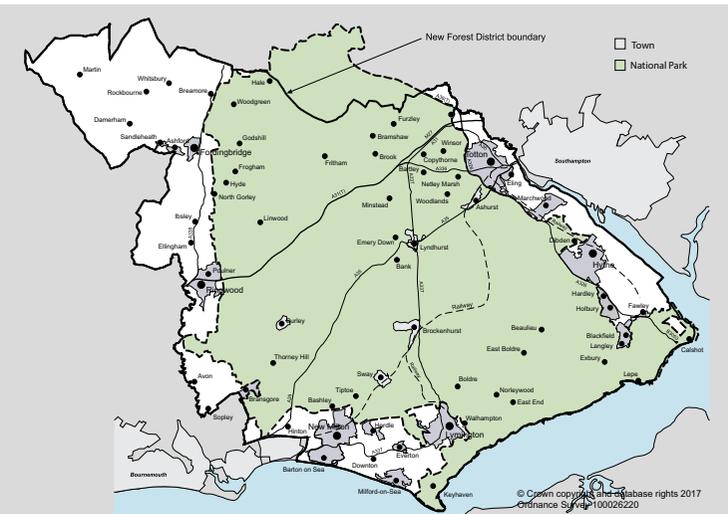
## Key activities

- Deliver the Organisational Strategy and continued roll out of the smarter working initiative.
- Respond to the outcomes of the staff survey and deliver the HR Strategy to support recruitment and retention.
- Annual review of the economic investment in the New Forest.
- Work with the Local Government Boundary Commission to deliver the Electoral Review in support of electoral equality and effective local government for the New Forest area.

# Planning and Infrastructure PORTFOLIO

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





## Portfolio holder introduction

**Delivering the vision of the local plan and ensuring a mix of homes 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, social and environmental outcomes for the district.**



Aligned to this is the delivery of a range of green infrastructure projects, funded through developer contributions that enhance the special qualities of the environment. We will also work with partners across south Hampshire to develop a joint spacial strategy which will provide part of the robust evidence base for the next local plan. Greater emphasis will be placed on the early engagement with building control to add value to development proposals and ensure that buildings are safe. Modernisation of car parking will ensure up to date facilities and contribute towards air quality and support the local economy.

**Cllr Edward Heron**  
Planning 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 projects that mitigate the impact of development on the natural environment.
- Ensuring building control are engaged at the earliest stage to make future in development projects safe.

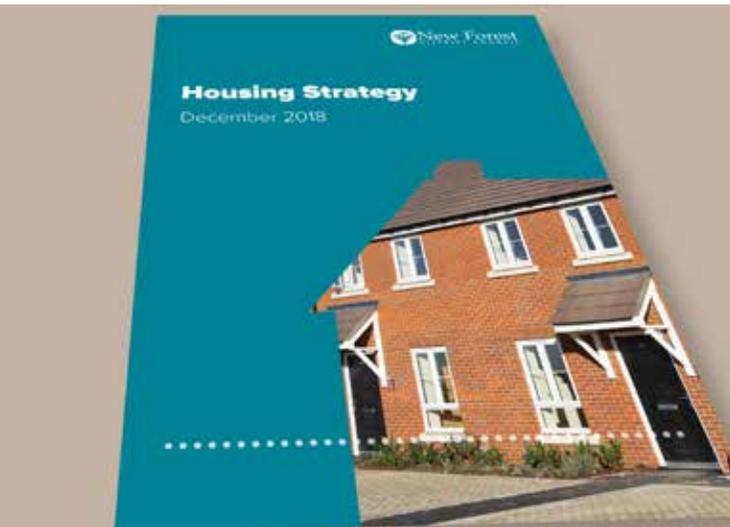
## Key activities

- Enable the delivery of development set out in the Local Plan supported by appropriate infrastructure.
- Ensure that all development within the district is resilient to climate change and creates healthy environments for our residents to live in.
- 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.
- Review car parking infrastructure and technology.

# Housing Services PORTFOLIO

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





## 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 & 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 Services

## 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 local people, including support for a strong high quality private rented sector.

## Key activities

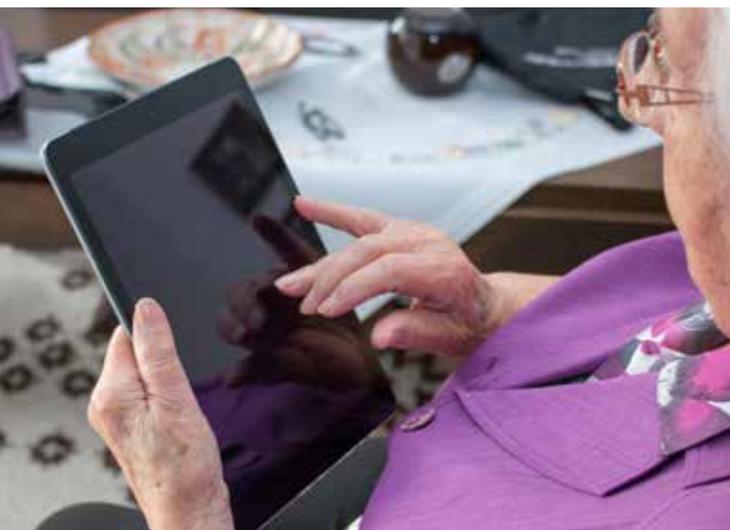
- Deliver the key priorities identified within the Housing Strategy 2018.
- Provide 600 new council homes by 2026 across social rent, affordable rent and shared ownership tenures.
- Reduce homelessness through the provision of multi-agency support to sustain homes and tenancies and through the increase in access to private sector rented homes.
- Protect the health and safety of tenants in private rented properties.
- Minimise the use of emergency Bed & 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.

# Community Affairs

PORTFOLIO

*'Keeping our  
communities safe and  
listening to their needs'*





## Portfolio holder introduction

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



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.

We are committed to meaningful engagement with town and parish councils to ensure we are listening to the needs of our local communities.

### **Cllr Diane Andrews**

Community Affairs

## Priorities

- Putting customers 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 service outcomes.
- Ensuring the New Forest remains a safe place to live, work and visit.

## Key activities

- Implement the new NFDC digital platform and corporate website with enhanced functionality designed around the customer.
- Understand and respond to residents expectations in the delivery of customer services.
- Provide grant funding to community groups and charitable organisations who help deliver the council's objectives in the community.
- Engagement with town and parish councils through the information bulletin and a review of our Statement of Partnership.
- Deliver the Safer New Forest Partnership Plan.

# Finance, Investment and Corporate Services

PORTFOLIO

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





## Portfolio holder introduction

**Financial constraints and the funding for local authorities will remain a 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.**

**Investment in ICT will be instrumental in delivering flexibility and efficiencies.**

The acquisition and managing of quality assets to ensure new income generations, and a return on investment, will help support the council's financial resilience and ensure value for money for the council tax payer.

We will continue to invest in our assets to ensure fit for purpose facilities and 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.
- Supporting the migration to universal credit.

## 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.
- Commence trading and acquire properties through the Council's Residential Property Company.
- Deliver improved infrastructure to support operational services.
- Continue to manage the impact of Universal Credit and related welfare reforms and the migration from Housing Benefit.

# HR HUB

# Leisure and Wellbeing

## PORTFOLIO

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





## Portfolio holder introduction

**Improving the health and wellbeing of our community and sustaining a healthy lifestyle legacy for future generations is the key focus of the Portfolio; collaborating with partner agencies through the Health and Wellbeing Boards to ensure that 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.

The continued provision of affordable and accessible leisure facilities is an important aspect of creating and sustaining active communities to prevent ill health and improve opportunities.

### **Cllr Mark Steele**

Leisure 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.
- Increase the levels of physical activity within the district.
- Providing affordable and accessible leisure facilities.

## Key activities

- Provide strategic leadership across the district through the New Forest Health and Wellbeing Board to improve the lives of local residents.
- Develop and deliver a Health and Wellbeing Strategy focusing on:
  - Physical Health
  - Mental Health
  - Tackling Health Inequalities
  - Creating Healthier Communities
- Create a Leisure Facilities Strategy to ensure the infrastructure exists to enable increased levels of physical activity.
- Deliver the strategic objectives set out in the review of NFDC leisure centres.

# Environment and Regulatory Services PORTFOLIO

*'Working to tackle  
climate change and  
enhancing our special  
environment'*





## Portfolio holder introduction

**We recognise public concern over the accelerating impact of Climate Change, the damage to nature with habitat erosion and the disappearance of cherished wildlife. We share this challenge and we will work with others to take actions to protect and improve our environment which will be at the heart of all our decisions.**



Environmental risks to health will also be prioritised to reduce carbon emissions and improve air quality. Managing our coastline remains a priority to protect communities from the impacts of erosion with partnership working being instrumental to this.

Our regulatory services will also continue to help protect our residents from risks to health by working with businesses and improving the knowledge and choice for local residents and visitors by publishing inspection ratings.

### **Cllr Alison Hoare**

Environment and Regulatory Services

## Priorities

- Taking actions that address the impact of climate change locally.
- Working with others to protect and enhance our natural environment.
- Reducing waste and increasing recycling.
- Ensuring regulatory services are delivered for the benefit of our residents, businesses and visitors.

## Key activities

- Develop and deliver an overarching Environment Strategy which will set out our actions to protect the local environment and reduce our impact on climate change.
- Develop a new Waste Strategy for the Council.
- Develop investment plans to enable identification of partnership funding options and delivery of flood & coastal erosion projects.
- Respond to future challenges through the development of a new Tree Strategy.
- Work with partners on initiatives to reduce the levels of littering and fly tipping.
- Improve the air quality of the area.
- Maintain a safe environment for our residents and local businesses, by carrying out statutory inspections and following up on complaints.
- Deliver the licensing policy responding to legislation and addressing the challenges faced.
- Continue to provide more land to meet the demand for burial space.

# Economic Development PORTFOLIO

*'Helping local  
businesses to grow and  
prosper'*





# B New Forest Brilliance in Business

Awards



## Portfolio holder introduction

**Economic wellbeing is central to a thriving community and within this portfolio there is a continued focus on helping local businesses to grow and prosper. Increased broadband and mobile connectivity remains 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.**



There is an increasing need to respond to the social, environmental and technological challenges to businesses through supporting our high streets to thrive and diversify, and by providing support for specific industries including forestry and agriculture.

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**  
Economic Development

## Priorities

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

## Key activities

- Identify all businesses within the district and target engagement.
- Work with partners and other council services 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.
- Establish one online 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.



Leader's and Corporate Affairs	Planning and Infrastructure	Housing	Community Affairs
<p><b>Specific actions</b></p> <ul style="list-style-type: none"> <li>• Annual review of the economic investment in the New Forest</li> <li>• In partnership with the LEP support funding bids to government to enable improvements in infrastructure</li> <li>• Council submission to the Boundary Commission on ward boundary proposals to support electoral equality by February 2020 and implement ward boundary changes for 2023 quadrennial District elections</li> <li>• Implement actions to make the council an employer of choice</li> </ul>	<p><b>Specific actions</b></p> <ul style="list-style-type: none"> <li>• Deliver actions in Housing Delivery Action Plan and monitor through an annual report to Cabinet</li> <li>• Introduce a new pre-application advice service for 2020 to provide support for applicants</li> <li>• Develop and deliver an annual programme of recreational mitigation projects</li> <li>• Review all Supplementary Planning Documents and the Community Infrastructure Levy Process</li> <li>• Design and deliver new ICT system to modernise delivery of the service by 2021</li> <li>• Increase the market share for Building Control to ensure the safety of development</li> <li>• Actions and recommendations from car parking review to be reported Environment Overview &amp; Scrutiny Panel by March 2021</li> </ul>	<p><b>Specific actions</b></p> <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 for annual consideration by the Housing Overview &amp; Scrutiny Panel</li> <li>• Work with the Task &amp; Finish Group to develop and deliver the new Private Sector Housing Strategy by 2020/21</li> <li>• Deliver at least 40 units of council owned emergency accommodation</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 six monthly by 2020</li> <li>• Implement a new strategy to tackle empty properties by the end of 2020</li> </ul>	<p><b>Specific actions</b></p> <ul style="list-style-type: none"> <li>• Implement a modern customer led Website during 2020/21 in response to changing customer's needs, working with Customer Task &amp; Finish Group and monitored by the Community Overview and Scrutiny Panel</li> <li>• Greater engagement with Town &amp; Parish Councils following the Task &amp; Finish Group review of the Statement of Partnership</li> <li>• Undertake community safety engagement workshops and deliver the Community Safety conference bi-annually</li> <li>• Report on the delivery of Safer New Forest Partnership Plan to the Community Overview &amp; Scrutiny Panel</li> </ul>
<p><b>Achievement indicators</b></p> <ul style="list-style-type: none"> <li>• Proportion of service performance indicators above or on target (%)</li> <li>• Increase in vacancies filled first time (%)</li> <li>• Increase in infrastructure investment in the New Forest</li> </ul>	<p><b>Achievement indicators</b></p> <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 mitigation projects delivered each year (Number)</li> <li>• Total amount of Community Infrastructure Levy (CIL) spent (£)</li> <li>• Increase in the total amount of open space play and sports provision and cycling and walking infrastructure delivered each year (hectares)</li> <li>• Increase in NFDC Building Control Market Share (%)</li> </ul>	<p><b>Achievement indicators</b></p> <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>• Net increase in 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>	<p><b>Achievement indicators</b></p> <ul style="list-style-type: none"> <li>• Increase in services available online (Number)</li> <li>• Increase in unique user visits to the website (Number)</li> <li>• Increase in customer ease of use score (%)</li> <li>• Increase in number of engagement activities (Number)</li> <li>• Increase in the number of people who feel safe from the fear of crime (%)</li> </ul>

Finance, Investment and Corporate	Health and Wellbeing	Environment and Regulatory	Economic Development
<p><b>Specific actions</b></p> <ul style="list-style-type: none"> <li>Balanced budget agreed annually in February</li> <li>Deliver the ICT strategy to modernise applications and infrastructure with an annual update to Corporate Overview and Scrutiny Panel</li> <li>Identify opportunities and progress the Commercial Property Investment and the Residential Property Investment Strategies for monitoring by Corporate Overview and Scrutiny Panel</li> <li>Continue to work closely with the Department for Work and Pensions, New Forest Citizens Advice and stakeholders on supporting residents through the migration to Universal Credit reporting to Corporate Overview and Scrutiny Panel</li> <li>Deliver new depot facilities to support operational services during 2021</li> </ul>	<p><b>Specific actions</b></p> <ul style="list-style-type: none"> <li>Development and delivery of the New Forest Health &amp; Wellbeing strategy during 2020/21 for consideration by Community Overview and Scrutiny panel</li> <li>Quarterly meetings of the New Forest Health &amp; Wellbeing Board</li> <li>Development of Health &amp; Wellbeing Board strategic priorities</li> <li>Facilities Strategy adopted as part of the Local Plan</li> <li>Deliver the outcomes from the Health &amp; Leisure Review and monitor the achievement of the wider objectives through the Community Overview &amp; Scrutiny Panel</li> <li>Monitor delivery of Mytime Active contract for Dibden Golf Centre to improve participation in golf and associated activities reporting to Community Overview and Scrutiny Panel</li> </ul>	<p><b>Specific actions</b></p> <ul style="list-style-type: none"> <li>Develop an Environmental Strategy which will identify local actions to address the impact of climate change</li> <li>Cabinet approval of Waste Strategy by December 2021</li> <li>Delivery of Tree Strategy, in response to future challenges, reporting to Environment Overview and Scrutiny Panel</li> <li>Develop of business case for future flood and erosion risk management projects at Barton-on-Sea and Milford-on-Sea</li> <li>Work with the Environment Agency to develop the business case for the Hurst Spit to Lymington Flood &amp; Coastal Erosion Project</li> <li>Development of a Clean Air Strategy to identify actions which will improve air quality across the district</li> <li>Work with partners on initiatives such as 'Operation Wolf' as part of fly tipping enforcement and continue to promote behavioural change on littering reporting back to Environment Overview and Scrutiny Panel</li> </ul>	<p><b>Specific actions</b></p> <ul style="list-style-type: none"> <li>Using County Intelligence Unit identify all businesses within the District and prioritise engagement activity</li> <li>Create an 'Invest in the New Forest' Website during 2020/21 to support inward investment to the area</li> <li>Establish an online single point of entry to the council for businesses by 2020</li> <li>Identify options for improved connectivity in the District and develop an Action Plan</li> <li>Work in partnership to increase the uptake of apprenticeships and upskilling opportunities, including Solent Apprenticeship Hub and New Forest Training Academy</li> <li>Continue to actively promote the New Forest as a filming destination for the wider creative digital industries</li> <li>Work with Development Management to roll out Employment and Skills Plans on all major development</li> </ul>
<p><b>Achievement indicators</b></p> <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>Increase the value of commercial investment (%)</li> <li>Increase the value residential investment (%)</li> <li>Reduction in ICT downtime as a result of the ICT Strategy (Number)</li> </ul>	<p><b>Achievement indicators</b></p> <ul style="list-style-type: none"> <li>Increase in physical activity in adults (%)</li> <li>Increase in physical activity in children (%)</li> <li>Reduction in inactivity levels (%)</li> </ul>	<p><b>Achievement indicators</b></p> <ul style="list-style-type: none"> <li>Reduced carbon footprint for the New Forest area and District Council</li> <li>Increase in Household waste sent for reuse, recycling and composting (%)</li> <li>Reduction in the number of flytipping incidents (Number)</li> <li>Increase in food establishments which have a satisfactory or good food hygiene rating (%)</li> <li>Increase in coastal funding to achieve the specific actions (%)</li> </ul>	<p><b>Achievement indicators</b></p> <ul style="list-style-type: none"> <li>Increase in S106 agreements containing employment and skills plan (Number)</li> <li>Increase in apprenticeships within the District (Number)</li> <li>Increase in Businesses engaged in economic development programme (Number)</li> <li>Increased uptake in investment platform (%)</li> <li>Increase in broadband connectivity (%)</li> <li>Increase in subscribers to 'Helping local businesses grow' e-news (Number)</li> </ul>

