

Action plan

Corporate peer challenge 2024

September 2025

Introduction

Recommendations from the CPC team

Following the completion of the Corporate Peer Challenge (CPC) in December 2024 a feedback report was published by the LGA including a list of 10 recommendations for our consideration. The report also included key observations and comments from the peer team based upon their findings from the peer challenge.

We are required to publish an action plan within five months of the completion of the peer challenge. This document, approved in April 2025, outlines associated actions, timelines, and tracks progress towards implementation of the recommendations. Included within this action plan are additional actions which arose from the peer teams observations and commentary and should be considered alongside the 10 formal recommendations.

It is acknowledged that the peer challenge took place prior to the announcements on Devolution and Local Government Reorganisation by the Government, which may impact the resources required to address key priorities, as officers' capacity will be diverted to support reorganisation planning.

A follow-up progress review by the LGA has been scheduled during November 2025, to allow feedback and report progress made against each of the recommendations and discuss impact and learning. A progress report will then be published by the LGA.

Status

A coloured status indicator is included against each action and should be read as follows:

- ✓ Delivered
- In progress/on track
- In progress/at risk
- Ongoing work/move to BAU

Recommendations

The following are the 10 recommendations outlined within the Corporate Peer Challenge feedback report.

No.	Recommendation	Associated actions		Timescales	Summary update	Status	Owner
1	Clarify priorities and timelines for delivery	1.1	Revisit priorities and categorise considering LGR (continue, review and pause)	Jan 2025	Delivered <ul style="list-style-type: none"> • EMT workshop undertaken to prioritise corporate plan deliverables • steps have been taken to redefine strategic priorities in light of LGR and in response to this recommendation • the revised priority list followed the appropriate governance culminating in Cabinet approval in April 2025 • ongoing focus in this area is required to ensure staff capacity and resource is appropriately considered and shaped by the development of a new Programme Management Office (PMO) 	✓	Alan Bethune
		1.2	Seek formal approval for revised priority list, following informal consultation with the Leader and Cabinet members	March/April 2025	Delivered <ul style="list-style-type: none"> • considered by Resources and Transformation panel in March 2025 • approved by Cabinet in April 2025 	✓	Alan Bethune
		1.3	Reallocate resources based on revised priorities in the 2025/26 budget	March 2025	Delivered <ul style="list-style-type: none"> • adjustments made for 2025/26 budget in February 2025 	✓	Alan Bethune
2	Create an overarching corporate narrative and communicate proactively with staff, members and local people	2.1	Develop concise view (graphic/one pager) of priorities to support internal & external comms	April 2025	Delayed <ul style="list-style-type: none"> • postponed as now subject to wider LGR narrative • efforts are underway to develop a clear corporate narrative, to include maintaining service delivery and aligns with revised priorities and LGR • creation of a visual summary of priorities has been postponed ensuring alignment with future messaging once the implications of LGR are clearer 		Kate Ryan/EMT
		2.2	Develop narrative to support revised priorities (aligned to LGR report)	May 2025	Delayed <ul style="list-style-type: none"> • draft corporate narrative was presented to EMT in May 2025 • will be revisited in the coming months in light of ongoing LGR development 		Matt Wisdom/Sara Hamilton
		2.3	Prioritise communications messaging and resource aligned to corporate plan, agreeing gold, silver and bronze focus	June 2025	Delivered <ul style="list-style-type: none"> • gold, silver, bronze framework agreed by EMT in May 2025 • communications team are now using to help prioritise work tasks and have clarity on where the most resource should be allocated • now available on Forestnet 	✓	Matt Wisdom/Sara Hamilton
		2.4	Celebrate successes linked to revised priorities to ensure continuity and reinforcement of narrative (link to recommendation #10) Annual Report (July 2025) End of year look back (December 2025)	Ongoing	Ongoing/BAU <ul style="list-style-type: none"> • annual report published early July 2025 • supported by internal comms to highlight and share key successes • staff event in plan for 2026, overseen by Organisational Development (OD) • OD also considering options such as quarterly celebration events • media releases and internal communications continue to showcase achievements 		Leadership team/Sara Hamilton
		2.5	Support staff understanding of their role in delivering priorities through clear links from corporate plan to individual performance through regular development conversations. Review of performance reviews and one to ones being undertaken within People Strategy Roll out	October 2025	In progress/on track <ul style="list-style-type: none"> • review of one to ones now form part of both employee survey action plan and people strategy delivery • further consideration being given to supporting managers with making links between individual roles, team delivery, service plans and the corporate plan • PDR review initiated to incorporate behaviours framework. Initial discussion at leadership team in July 2025 to start review, planning for new guidance and process in place by October 2025 • tools for 1:1 and performance review conversations as part of behaviour framework • EMT considering new draft framework for performance reviews for approval in September and subsequent launch in October 2025 		Alan Bethune/Rebecca Drummond/Leadership team

3	Design and deliver a robust member and senior officer development programme	3.1	Member training opportunities, including self-serve, Member briefings and LGA sessions will be themed to support Members' understanding of the different roles of an elected Member and how training can support their development. This will take account of Local Government Reorganisation implications. Training will be prioritised based on the feedback received from a recent Member Development survey, which includes strengthening Overview and Scrutiny (See 4 below)	May 2025	Ongoing/BAU (proportionate response within current LGR context) <ul style="list-style-type: none"> focus now on LGR training and the role of a councillor linked to the four themes of representing your local area, community leadership, developing council policy and planning and regulation (signposting to LGA site) cabinet member training undertaken on LGR targeted briefings have been delivered on housing regulations and other service-specific topics supporting continuous development, a dedicated training and development area has been created on the councillor SharePoint site, providing a single point of access for resources and guidance 		Matt Wisdom
		3.2	Support members in their roles across key programme governance including waste, transformation and LGR	Ongoing	Ongoing/BAU <ul style="list-style-type: none"> all member briefings being undertaken and covering substantive programme areas briefings have included waste and LGR (Transformation covered previously) regular subject matter provided to Portfolio Holders to aid understanding informal cabinet briefings now in place and specific briefings on housing matters 		Matt Wisdom
		3.3	Build on the informal EMT/Leader meetings to set up dedicated EMT/Cabinet development sessions	Ongoing	Ongoing/BAU <ul style="list-style-type: none"> initial dedicated session on Local Plan Review lead members are provided with proactive and earlier opportunity to engage with and shape key priorities other sessions include: <ul style="list-style-type: none"> LGR housing regulation community asset transfer 		Kate Ryan/EMT
		3.4	Continue leadership and management development programmes with further opportunities linked to the behaviour framework and development of leadership skills to support LGR	Ongoing	Ongoing/BAU <ul style="list-style-type: none"> New management development cohort commenced in April 2025 in addition to new leadership training cohort behaviour framework approved in July 2025 leadership team development day held in July 2025, covering behaviour framework, EDI and reward and recognition initiatives the 'growth and goals' performance review framework to be launched in September 2025 - followed by specific management training brief bite sessions. ongoing EMT focus will be on encouraging leadership team member to prioritise development opportunities, juggling business as usual service delivery, transformation and improvement initiatives and the draw on resources brought about by LGR 		Alan Bethune/Rebecca Drummond
4	Consider ways to strengthen your Overview and Scrutiny function	4.1	Strategic Director linked to each O&S panel to provide direct support to panel members	January 2025	Delivered <ul style="list-style-type: none"> recent changes to the Housing & Communities O&S Panel have strengthened member engagement and scrutiny effectiveness key developments include: <ul style="list-style-type: none"> pre-meeting briefings -enhancing member understanding and confidence in a more informal space example questions - encouraging ownership new structured meeting format, including slides summarising recommendations, issues, and impacts - improving clarity and focus the successful impact of these changes is being considered as a potential model for other panels 	✓	Strategic Director Lead/Matt Wisdom

	Consider ways to strengthen your Overview and Scrutiny function (cont.)	4.2	Agenda planning and topic prioritisation meetings take place with the lead SD, Chairman and Vice-Chairman	January 2025	Delivered <ul style="list-style-type: none"> in place April 2025 	✓	Strategic Director Lead/ Matt Wisdom
		4.3	Specific topic briefings to be held i.e. Housing Regulation, to develop member knowledge and support scrutiny role	Housing – March 2025	Delivered <ul style="list-style-type: none"> now in place April 2025 with briefings taking place on a topic-by-topic basis 	✓	Strategic Director Lead / Matt Wisdom
		4.4	Develop an 'essential' training package for all councillors that serve on Overview and Scrutiny Panels, comprising delivered and self-serve training, to include: <ul style="list-style-type: none"> O&S Chairman training Questioning skills training Scrutiny essentials LGA resources 	October 2025	In progress <ul style="list-style-type: none"> progress is ongoing proportionate framework being developed in context of LGR to be considered by group leaders in October signposting approach adopted toward LGA training provision 		Matt Wisdom
5	Ensure there is collective ownership of the transformation programme by the Executive Management Team	5.1	Governance structure supports reporting and discussion at directorate level with escalation to Transformation Board	March 2025	Delivered <ul style="list-style-type: none"> directorate boards meet regularly with items escalated to the now monthly LGR and Transformation Board moving forward the focus will be on reviewing the regularity of board meetings, how information is presented, level of detail and ensuring the right colleagues are present. this will be shaped through the development of the PMO 	✓	Alan Bethune/ Rebecca Drummond
		5.2	Further embed governance arrangements, including reporting of issues and decisions that conflict with agreed strategic direction	March 2025	Delivered	✓	Alan Bethune/ Rebecca Drummond
		5.3	Revise business case considering LGR and ensure new focus is well communicated and anchored in governance reporting	June 2025	Delivered <ul style="list-style-type: none"> EMT workshop session being arranged to align thoughts on future direction of the programme in the context of LGR and wider priorities the revised Transformation Strategy and Business Case approved by Cabinet in August 2025, following panel reviews in July. a consistent governance approach for LGR and Transformation has been established, with work underway to integrate into a single PMO for clearer oversight of priorities 	✓	Alan Bethune/ Rebecca Drummond
		5.4	Consider and implement opportunities to improve EMT visible leadership of change initiatives	September 2025	In progress <ul style="list-style-type: none"> the new PMO will look to establish visibility of all key priorities and change initiatives EMT members regularly attending: <ul style="list-style-type: none"> Waste Programme Board and Steering group Transformation Project Board Capital Board EMT presence within teams supporting and delivering change projects programme delivery 'plan on a page' to be developed to assist in determining interdependencies, pressure points and impacts 		Alan Bethune/ Rebecca Drummond/EMT
6	Apply internal policies and practices consistently across the Council	6.1	Investment in additional OD and Employee Engagement resources agreed	Feb 2025	Delivered <ul style="list-style-type: none"> two new roles - OD Officer and Employee Engagement Officer in post people strategy action plan developed and delivery in progress 	✓	Alan Bethune/ Rebecca Drummond
		6.2	Induction framework being revisited to ensure consistency, including 'induction essentials' video for new starters and enhanced guidance for managers	Sept 2025	In progress/on track <ul style="list-style-type: none"> induction videos in progress and approximately 11 separate videos being developed to ensure consistency and accessibility in the induction process 		Alan Bethune/ Rebecca Drummond
	Apply internal policies and practices consistently across the Council (cont.)	6.3	Behaviours framework being developed to ensure consistency	July 2025	Delivered <ul style="list-style-type: none"> framework approved in July 2025 by HR Committee, following consideration by Change Champions, EDI group and Leadership Team soft launched through CEX staff sessions in July 2025 topic also covered in Leadership team development day drop-in sessions and training being rolled out across the organisation 	✓	Alan Bethune/ Rebecca Drummond

		6.4	Different ways to communicate key messages and cascade information to operational staff will be implemented including briefing notes and visual updates where appropriate	October 2025	Ongoing/BAU <ul style="list-style-type: none"> employee survey actions will be communicated in varied formats, including visual posters communications briefings are being provided to support Leadership Team in onward messaging a working group is exploring SharePoint licensing to enable all staff to access corporate messages and information additional organisational development capacity has been recruited to support effective rollout and information cascade an Employee Engagement Officer started on in July 2025, focusing on identifying staff persona groups and tailoring communication channels and messages accordingly, with initial plans expected by October 2025 staff personas being developed to ensure communications and engagement are appropriately targeted the Employee Engagement Plan for LGR outlines multiple communication methods to ensure key messages are received suited to different teams and contexts 		Strategic Directors/ Rebecca Drummond
		6.5	Review local arrangements to ensure policies and practices consistently applied and create baseline data to monitor improvements. Linked to People Strategy delivery	September 2025	In progress <ul style="list-style-type: none"> work in progress to improve workforce data through ITrent analytics case manager dashboard developed and being used for monthly discussions with Service Managers to ensure consistency data analytics through ITrent anticipated autumn 25 and HR team receiving training to support delivery of dashboards 		Alan Bethune/ Rebecca Drummond
7	Develop an Assets Strategy and Action Plan	7.1	Initial engagement with Overview and Scrutiny panel to test direction of travel of emerging strategy	March 2025	Delivered <ul style="list-style-type: none"> SAMP considered at R&T Panel June 2025 approved at Cabinet July 2025 	✓	Alan Bethune
		7.2	Adoption of Asset Strategy and Action Plan	July 2025	Delivered <ul style="list-style-type: none"> SAMP considered at R&T Panel June 2025 approved at Cabinet July 2025 Action plan has been adopted, linked to transformation programme which monitors progress and is fundamental part of our preparation for LGR Work is underway with estates and valuations teams to commence activity towards the delivery of the action plan 	✓	Alan Bethune
		7.3	Commence discussions with Town and Parish Council and other partners	July 2025	Delivered with ongoing work as part of adoption of strategy <ul style="list-style-type: none"> high level action around developing the strategy and commencing discussion with T&P councils has been delivered NFALC in person event held 28 April 2025 to explore opportunities ongoing work required to manage process post adoption of the strategy and action plan; to be commenced at appropriate time once the initial phase of work has been carried out meeting planned in September with T&P councils to provide update on status and outline next steps 	✓	Alan Bethune
8	Demonstrate further commitment to carbon reduction with a clear action plan	8.1	Continue to decarbonise the council's housing stock and housing of all tenures in line with the Greener Housing Strategy	Council housing stock EPC 'C' or higher by 2030	Ongoing/BAU <ul style="list-style-type: none"> secured Grant funding of £1,492,595 to support overall annual budget of circa £2m for the next 3 years procurement tender will be launched to secure a long-term contractor partner to deliver work by Q2 25/26 approximately 200 no. of homes will be upgraded to EPC in 25/26 		Richard Knott/ Sophie Tuffin
	Demonstrate further commitment to carbon reduction with a clear action plan (cont.)	8.2	Ensure low carbon development through alignment with the Planning for Climate Change SPD and wider Local Plan Review	Ongoing	Ongoing/BAU <ul style="list-style-type: none"> the SPD continues to be a material planning consideration in determining relevant planning applications for development. The Local Plan Review is currently in the early stages of preparation with climate change identified as a key issue, including seeking to reduce its causes through high sustainability standards for new development local plan review still in early stages of preparation 		James Carpenter/ Tim Guymner

					<ul style="list-style-type: none"> SDPs are in place and are used appropriately 		
		8.3	Refresh of the Climate Change and Nature Emergency Action Plan to ensure ambitious carbon reduction, climate adaptation and nature recovery outcomes	April 2026	In progress/on track <ul style="list-style-type: none"> climate member task and finish group formed to determine tangible outcomes including milestones group meetings have commenced, outcomes and recommendations expected in April 2026 progress review is underway of the existing action plan as part of the Climate and Nature Emergency Annual Update Report which will be published in Q3 2025 additionally, there is a new commitment to prioritise climate concerns within the new service planning template 		James Carpenter/ Roxanne King
9	Continue the good practice in housing and consider applying successful approaches to the wider organisation	9.1	Establish a list of key good practice items and outcomes	October 2025	In progress/on track <ul style="list-style-type: none"> work commenced and will form part of the September Monthly meet content agenda will demonstrate the following: <ul style="list-style-type: none"> use of performance measures, Power BI dashboards and SharePoint leading the way with greener housing delivery use of technology and software to create efficiencies and improvements people development 		Richard Knott/ Paul Thomas
		9.2	Knowledge transfer opportunities with wider SLT	October 2025	In progress <ul style="list-style-type: none"> currently scoping a programme of 15-minute sessions delivered quarterly at leadership meetings: <ul style="list-style-type: none"> performance management compliance management regulatory compliance use of ICT evolution through restructures these will be developed further as part of monthly meet content and delivered through 2026 		Richard Knott/ Paul Thomas
		9.3	Use the topic based 'Monthly Meet' staff engagement forum as a learning opportunity to share examples of Housing best practice and improvement initiatives	September 2025	In progress/on track <ul style="list-style-type: none"> Monthly Meet booked in for early September 2025 agenda will demonstrate the following: <ul style="list-style-type: none"> use of performance measures, Power BI dashboards and SharePoint leading the way with greener housing delivery use of technology and software to create efficiencies and improvements people development 		Richard Knott/ Paul Thomas
10	Remember to celebrate your achievements no matter how small or big they are	10.1	Prioritise and develop an approach and multi-level offer for all staff and implement focussed activity for operational services across Place and Housing	August 2025	Ongoing/BAU <ul style="list-style-type: none"> linked to People Strategy delivery recognition forms part of key elements of 'Take Pride' behavioural commitment behavioural tools to support increased recognition locally via Managers leadership team development day held in July 2025, reward and recognition initiatives and promotion of internal activities multi-level recognition programme to be developed a cross-site BBQ for operational staff has been planned for early October 2025 as a recognition event highlighting significant pressure around waste change roll-out 		Kate Ryan/EMT
		10.2	Build a values based, equitable recognition element into the implementation of the Behavioural framework	October 2025	In progress <ul style="list-style-type: none"> linked to People Strategy delivery recognition forms part of key elements of 'Take Pride' behavioural commitment values and behaviours-based recognition scheme to be developed and intended to launch in autumn 2025 		EMT/Leadership Team

					<ul style="list-style-type: none"> all staff event to be held in 2026, to include significant celebration / recognition 		
		10.3	Leadership team development session on rewards and recognition, to shape and embed this across the organisation	August 2025	Delivered <ul style="list-style-type: none"> leadership team development day held in July 2025, covering behaviour framework, EDI and reward and recognition initiatives. moving forward ongoing development / training opportunities are being considered to ensure ongoing positive impact 	✓	EMT/Leadership Team
		10.4	Build in time to celebrate success into all staff, directorate and team sessions	Ongoing	Ongoing/BAU <ul style="list-style-type: none"> a cross-site BBQ for operational staff has been planned for early October 2025 as a recognition event highlighting significant pressure around waste change roll-out all staff event in plan for 2026 compliments received regularly presented at housing staff meetings leadership team development day held in July 2025, covering behaviour framework, EDI and reward and recognition initiatives celebrating staff successes at transformation directorate meetings successes have been actively celebrated through the publication of the Annual Performance Report and the regular release of media statements. these communications have highlighted key achievements, increased transparency, and strengthened public engagement with the council's work 		EMT/Leadership Team

Additional actions

The following are additional actions which arose from the corporate peer team's commentary and observations and sit alongside the 10 formal recommendations from the Corporate Peer Challenge feedback report.

No	Observation	Actions		Timescales	Summary update	Status	Owner
A	Service planning and delivery to proactively consider opportunities for enhancing inclusivity.	A.1	Include equality and inclusivity considerations into service planning template and associated guidance.	August 2025	Delivered <ul style="list-style-type: none"> Service plans now include EDI and climate impact assessments 	✓	Alan Bethune / Rebecca Drummond
		A.2	Consider knowledge gaps and way to create greater understanding and awareness of equality and inclusion across all staff groups in support of improved diversity and inclusion in the services we provide.	August 2025	Delivered <ul style="list-style-type: none"> Leadership team development day held in July 2025, covering behaviour framework, EDI and reward and recognition initiatives. Ways to further the ongoing development / training opportunities are being considered to ensure this positive impact. 	✓	
		A.3	Link to People Strategy and the creation and development of staff forums.	August 2025	In progress/on track <ul style="list-style-type: none"> Desire to introduce two new staff forums to support specific groups - young people; women Employee engagement forums being reviewed over the summer to consider the different 'champion' groups and how they interact, to ensure we have a system that is fit for the future. EDI networks to fit into the framework. Draft proposals for employee engagement and bringing connectivity between all groups currently being considered by the Chief Executive. 		
B	Policy development to include consideration of equality, diversity and inclusivity impacts at the outset.	B.1	Leadership team development session to explore the LG Equality Framework as it relates to service delivery.	October 2025	Delivered <ul style="list-style-type: none"> Leadership team development day held in July 2025, covering behaviour framework, EDI and reward and recognition initiatives Ways to further the ongoing development / training opportunities are being considered to ensure this positive impact EDI included in service plans to ensure meaningful consideration in service delivery 	✓	Kate Ryan
		B.2	EMT to ensure that where relevant policy development includes an equality impact assessment.	Ongoing	Ongoing/BAU <ul style="list-style-type: none"> Recent examples of policy development including an equality impact assessment include – Beach hut licensing conditions, Mobility Scooter Policy (Housing), changes to our glass collection rounds in waste operations more significantly an EQIA was carried out as part of policy development ahead of the approval of the new waste collection service an EQIA is also included within the LGR case for change proposal 		Strategic Directors
C	Development Management – Standardisation of Section 106 planning agreements to facilitate faster conclusion of planning permission.	C.1	Establish a Developer Forum to explore the issues raised with the service leads with an initial meeting by the summer.	July 2025	Delivered <ul style="list-style-type: none"> first Agents Forum occurred in July agreement future forums will take place on an annual basis 	✓	James Carpenter

D	SLT – Clarify corporate role of wider leadership team members and ensure clear expectation set to consistently cascade information.	D.1	Actions to be summarised for each agenda item, including for cascade, engagement, learning etc.	May 2025	Delivered <ul style="list-style-type: none"> now in place at Leadership Team meetings with clarity over the cascading of information and actions arising from the meeting 	✓	Kate Ryan
E	Town & Parish Councils – Explore opportunities to develop a more meaningful relationship regarding budget for them to deliver services	E.1	Increased regularity of meeting with Town and Parish Council clerks.	Ongoing	Ongoing/BAU <ul style="list-style-type: none"> the context of these meetings and engagement with Town and Parish Clerks has changed are now driven by the implications of LGR. NFDC officers and the CEX are regularly attending T&P clerk meetings (next meeting Sept 25) 		Kate Ryan/ Richard Knott
		E.2	Collaboration on LGR with a joint event planned to increase understanding.	April 2025	Delivered	✓	Kate Ryan/ Richard Knott
		E.3	Developing a Community Asset transfer policy.	July 2025	Delivered	✓	Alan Bethune
		E.4	Resourcing allocated for capacity and delivery.	July 2025	Delivered	✓	Alan Bethune
F	Freeport – Maintain efforts to maximise the opportunities within the Freeport, such as wider NFDC representation in sub-regional groups.	F.1	Waterside Steering group continues to bring together key partners and ensure a focus on NFDC benefits.	Ongoing	Ongoing/BAU <ul style="list-style-type: none"> the Waterside Steering Group continues to meet on at least a quarterly basis and remains a high priority area due to the ongoing LGR discussions and their potential direct impacts on that area of the district consultants were appointed in March 2025 to help prepare the Totton masterplan. work has been focused on community engagement sessions which will inform the output Totton master and infrastructure plans the Totton partnership group have met to assess progress the Economic Development team are now fully resourced and are taking forward key economic development priorities, including the implementation of a New Forest Skills Action Plan 		James Carpenter
		F.2	Deputy Leader attending Solent Freeport Board and FRAC.	Ongoing	Ongoing/BAU		Kate Ryan
		F.3	Economic development and growth capacity re-established to help take forwards Totton masterplan and skills agenda.	Ongoing	Delivered	✓	James Carpenter
		F.4	Chief Executive taking a lead role in the Mayoral Strategic authority programme board.	Ongoing	Ongoing/BAU		Kate Ryan
G	Voluntary sector – Further harness the voluntary sector in New Forest to enhance and improve service delivery	G.1	Continue to deliver, and enhance the outcomes of the Community Forum, Cost of Living Steering Group, Community and CIL Grants Schemes, SLAs with key Voluntary Sector Providers, Health & Wellbeing Initiatives and delivery of Disability awareness programmes.	Ongoing	Ongoing/BAU <ul style="list-style-type: none"> Community Lottery approved - application submitted to the Gambling Commission who are currently assessing the application new Community Grant Scheme successful - bid process was reopened in September 2025. Cost of Living Steering group ongoing. Community Banks set up around the district. SLAs with NFDIS being reviewed and officer added to monitoring team Health and Wellbeing Service Plan under review to include culture and new actions, as strategy now deferred focus around the distribution of CIL funding to support the council's priority relating to arts and culture within the district 		Richard Knott

					<ul style="list-style-type: none"> Youth and Family Matters (Totton-based charity), launching a weekly housing drop-in clinic from September 2025, supported by the Homelessness Prevention Grant 		
H	Continue efforts to recruit more diverse people to consider standing to be a local councillor	H.1	Political group leaders to consider how their work recruiting, developing and selecting candidates to stand for future elections can improve wider representation of the local community	April 2026	Delayed <ul style="list-style-type: none"> will be reviewed when it is known what elections will be taking place when, in light of the LGR proposals engagement with electoral services as part of the planning/approach 		Kate Ryan/ Matt Wisdom
		H.2	Review engagement opportunities ahead of future town & parish and district elections	TBC	Delayed <ul style="list-style-type: none"> will be reviewed when it is known what elections will be taking place when, in light of the LGR proposals engagement with electoral services as part of the planning/approach 		Kate Ryan/ Matt Wisdom
I	Establish expectations for consistent IT use across the authority, including how documents are stored, IT training and the use of SharePoint and M365 tools	I.1	Create plan to deliver 'Digital Skills for all' to facilitate learning, technology adoption and best practice usage.	August 2025	In progress/on track <ul style="list-style-type: none"> the Digital Strategy includes Digital Skills as one of its core principals as does the People Strategy with an action plan to deliver across the next 2 years. staff engagement completed through ICT survey joint working between ICT, Transformation, and Economic Development has led to the creation of the 'Digital Skills for All' project ambitious programme designed to boost digital capability across the organisation and within the wider community by aligning staff development with the needs of resident and business, the project aims to support organisational resilience, inclusive growth, and future-readiness a draft project initiation document is in place, funding opportunities are being explored, and procurement is underway to onboard a training partner to deliver tailored skills programmes for each staff group 		Alan Bethune/ Rebecca Drummond
		I.2	Continued training and knowledge sharing with the ICT service desk to then deliver consistent best practice and meaningful messaging to our staff.	August 2025	Delivered/BAU <ul style="list-style-type: none"> continuing to share knowledge with the ICT service desk to deliver consistent best practice and meaningful messaging to our staff. This will be an ongoing item progress will be monitored through staff survey and ICT KPIs 		Alan Bethune/ Rebecca Drummond
		I.3	Creation of 3 new ICT best practice guides: <ul style="list-style-type: none"> "Where to start a digital conversation" "Where to save my files" "Best practice guide to using my SharePoint Team Site" 	August 2025	Delivered <ul style="list-style-type: none"> all guides are created with both a full guide and a guide on a page these have been published on the ICT portal and communicated to staff via the weekly comms email 	✓	Alan Bethune/ Rebecca Drummond
J	Housing – Further involve tenants in policy development, scrutiny and training to strengthen their voice	J.1	Deliver actions in the Tenant Engagement Strategy.	April 2026	Ongoing/BAU <ul style="list-style-type: none"> Tenant representation appointed to O&S Panel Tenants involved in development of Landlord Strategy Will be ongoing for 4-year period of the strategy 		Richard Knott/Paul Thomas
		J.2	Establish a menu of engagement options and learning opportunities for staff Increase participation across demographics and localities.	April 2026	Ongoing/BAU <ul style="list-style-type: none"> 'Community Day' launch in July in New Milton – next event in Calshot in plan calendar of events published including estate walkabouts and community hub visits 'Hometalk' magazine continues to be published, and summer edition sent to all housing tenants by post Online consultations for key strategies 		Richard Knott/Paul Thomas
		J.3	Complete the Tenant data survey and analyse results to create targeted approach.	April 2026	Delivered <ul style="list-style-type: none"> Survey completed and programme of engagement to collect remaining tenant data being drawn up 3% increase in overall tenant satisfaction rate performance from LY 	✓	Richard Knott/Paul Thomas

K	Establish a narrative to better articulate local housing requirements to overcome public and political resistance.	K.1	Progressing the Local Plan from current Reg 18 Issues and Options stage through to Reg 19 will allow wider views to be gathered	April 2026	In progress/on track <ul style="list-style-type: none"> the Local Plan Issues and Scope consultation concluded on 4 April. Representations received were considered by officers prior to reporting to Member Working Group later in April intention to proceed to a furthermore detailed 'Regulation 18' consultation later this year, and submission of final version of Local Plan by December 2026 priority has been ensuring preparedness for LGR Mayoral authority that will have strategic planning powers 		James Carpenter
		K.2	Undertaking a range of engagement activities both with the community/ Towns & Parishes and with elected members, through the Local Plan Member Working Group and more widely	April 2026	In progress/on track <ul style="list-style-type: none"> officers have undertaken a much broader range of engagement activities outside of the Council, including meetings with parish and town councils, exhibitions and visiting local schools 		James Carpenter
		K.3	Undertake Green Belt review as part of the local plan evidence base to better understand capacity in the district, in line with the NPPF principles of "Grey Belt"	April 2026	In progress/on track <ul style="list-style-type: none"> within the evidence base being prepared for the Local Plan Review, a Green Belt review is being prepared 		James Carpenter
		K.4	Partnership working across Hampshire, and with the National Park Authority on the special landscape constraints and designations that constrain growth in the district, to arrive at an appropriate housing number	April 2026	In progress/on track <ul style="list-style-type: none"> officers and members continue to engage regularly with National Park Authority colleagues in relation to the preparation of respective local plans partnership work continues through Partnership for South Hampshire, Hampshire-wide engagement and duty to cooperate meetings with adjoining authorities Priority has been ensuring preparedness for LGR Mayoral authority that will have strategic planning powers 		James Carpenter
		K.5	Specific work with officers planning committee members to understand and act upon the current and future implications of a lack of 5-year housing land supply, and the impacts of not meeting the NPPF Housing Delivery Test (application of a 20% buffer) on planning decision taking	April 2026	In progress <ul style="list-style-type: none"> a training programme for the planning committee is being prepared member training programme in process of being prepared with some training already delivered member training focus has shifted toward preparedness for LGR (as per updates to recommendation no.3) 		James Carpenter