

# Ringwood Town Council

Ringwood Gateway, The Furlong, Ringwood, Hampshire BH24 1AT  
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## RECREATION, LEISURE & OPEN SPACES COMMITTEE

Dear Member

21<sup>st</sup> December 2023

A meeting of the above Committee will be held on **Wednesday 3<sup>rd</sup> January 2024** at 7.00pm in the Forest Suite, Ringwood Gateway and your attendance is requested.



Mr C Wilkins  
Town Clerk

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### AGENDA

	<u>Time estimate</u>
<b>1. PUBLIC PARTICIPATION</b> There will be an opportunity for public participation for a period of up to 15 minutes at the start of the meeting	Up to 15 minutes
<b>2. APOLOGIES FOR ABSENCE</b>	1 minute
<b>3. DECLARATIONS OF INTEREST</b>	1 minute
<b>4. MINUTES OF THE PREVIOUS MEETING</b> To approve as a correct record the minutes of the meetings held on 6 <sup>th</sup> December 2023	1 minute
<b>5. CARVERS CLUBHOUSE</b> To review the Clubhouse Manager's reporting arrangements	10 minutes
<b>6. NEW FOREST DISTRICT COUNCIL CORPORATE PLAN 2024 – 28 CONSULTATION</b> To consider the Town Clerk's report ( <i>Report A</i> ) and any comments to form part of the Council's response to the consultation	15 minutes
<b>7. PROJECTS</b> (current and proposed) To consider the officers' report ( <i>Report B</i> ), receive any verbal updates, agree next steps where necessary and consider arrangements for reviewing the Committee's base budget.	10 minutes

If you would like further information on any of the agenda items, please contact Chris Wilkins, Town Clerk on (01425) 484720 or email [chris.wilkins@ringwood.gov.uk](mailto:chris.wilkins@ringwood.gov.uk).

Committee Members

Cllr Andrew Briers (Chair)  
Cllr Becci Windsor (Vice Chair)  
Cllr Gareth Deboos  
Cllr Mary DeBoos  
Cllr Janet Georgiou  
Cllr Rae Frederick  
Cllr John Haywood  
Cllr Peter Kelleher  
Cllr James Swyer  
Cllr Glenys Turner

Officers

Chris Wilkins, Town Clerk  
Nicola Vodden, Office Manager

*Copied by e-mail to other Members for information*

## RECREATION, LEISURE & OPEN SPACES COMMITTEE

3<sup>rd</sup> January 2024

### New Forest District Council Corporate Plan 2024-28 Consultation

#### 1. Introduction and reason for report

- 1.1 New Forest District Council has invited the Council to participate in the consultation on its draft Corporate Plan 2024-28.
- 1.2 Officers recommend that each committee consider those aspects of the Plan which bear upon its terms of reference and agree comments (which officers will then collate into a suitable overall response.)
- 1.3 The consultation closing date is 26<sup>th</sup> January 2024.

#### 2. Background information and options

- 2.1 The draft Corporate Plan is attached as Annex 1. It identifies several priorities and describes for each the actions it proposes to take, how outcomes will be measured and the support mechanisms. The priorities most relevant to the work of this committee are:
  - Empowering our residents to live healthy, connected and fulfilling lives;
  - Shaping our place now and for future generations;
  - Protecting our climate, coast and natural world;
  - Caring for our facilities, neighbourhoods and open spaces in a modern and responsive way.

(These priorities also overlap with the work of other town council committees. Discussion at this committee should focus on issues relevant to its terms of reference only.)

- 2.2 Members are invited to consider in particular whether to comment on the actions proposed insofar as they affect the work of this council and whether to propose for consideration any further actions that would involve this council (especially opportunities for co-operation or collaboration that would help both councils achieve their stated goals).

#### 3. Issues for decision and any recommendations

##### **Issue for decision:**

- 3.1 Whether to make any comment on the draft Corporate Plan and, if so, what?**

For further information, contact:

Christopher Wilkins, Town Clerk  
Direct Dial: 01425 484720  
Email: [chris.wilkins@ringwood.gov.uk](mailto:chris.wilkins@ringwood.gov.uk)

Jo Hurd, Deputy Town Clerk  
Direct Dial: 01425 484721  
Email: [jo.hurd@ringwood.gov.uk](mailto:jo.hurd@ringwood.gov.uk)

# Corporate Plan 2024-2028 (Consultation Draft)

## Introduction to the corporate plan

This corporate plan is the overarching document that sets our vision, values, priorities, and our commitments. It describes how our services will work together towards our collective ambitions over the next four years.

New Forest District Council works together as one team with one purpose, serving our residents in the best way that we can, delivering value and improving outcomes for our communities and our unique place.

The Council is accountable to our residents and to ensure we get this plan right we have drawn on the results of a resident insight survey and taken on board contributions from members, staff and partners.

Introduction from Cllr  
Jill Cleary, Leader,  
New Forest District  
Council



As Leader I am ambitious for our district and am delighted to present to you the New Forest District Council corporate plan for 2024 to 2028. Thank you to everyone who has supported the development of this important document through taking the time to respond to our consultation. This insight has informed our vision and priorities and we are already working hard to take these forward with a plan which is a reflection of our collective aspirations.

The New Forest is a beautiful place that has a unique offer for residents, businesses and our many visitors. As a well-established community leader, the council has long recognised the strong heritage and a world-class environment we operate within, and work to protect and enhance. Tackling climate and environmental challenges is key to ensure that the special nature of the New Forest can be enjoyed by future generations.

We also want to support the prosperity of our residents. We know there are investment opportunities to come, and it is important to me that our residents now and in the future can benefit from these opportunities. The cost of living crisis has exacerbated some of the inequalities within our communities. We have a plan that focuses on our people as well as our place and we will support our communities to feel safe and supported while being able to take every opportunity that comes the district's way.

Together we will navigate the challenges and seize the opportunities that lie ahead, ensuring our district remains a wonderful place to live, work and thrive.

Introduction from  
Kate Ryan, Chief  
Executive, New Forest  
District Council



As chief executive my role is to ensure the successful implementation of this plan, working closely with our dedicated staff and council members to drive the strategic priorities forward.

The next four years is a critical time for us to advance the most important issues concerning our residents. Our focus is on creating thriving and safe communities and a strong economy, providing homes, and supporting the most vulnerable, responding to the climate and nature emergency, and delivering excellent services that are future proof.

Our corporate plan priorities are designed to tackle these challenges head-on. I am confident that together with our residents, business partners, and other stakeholders, we can achieve our goals by prioritising people, place, and prosperity.

At the heart of delivering our priorities is our staff. We aim to be an employer of choice and I firmly believe that having the best staff, who are well-supported, is key to delivering the best outcomes for our residents. Building on this, and to support the delivery of the commitments within this plan, our transformation programme will invest in our staff, develop the skills and infrastructure we need and modernise our services at pace to be both financially and environmentally sustainable for the future.

## Our vision:



To secure a better future by supporting opportunities for the **people** and communities we serve, protecting our unique and special **place**, and securing a vibrant and **prosperous** New Forest

## Our values:

Our values underpin the council's vision and priorities by shaping our behaviours and the way we work.

<b>Learning</b>	We learn from what we and others do well and where we need to improve, we support staff development and organisational growth
<b>Empathy</b>	We show kindness, actively looking to understand people's different needs, and ensure our services are responsive
<b>Ambition</b>	We are ambitious for our people and our place, embracing innovation and best practice
<b>Fairness</b>	We act fairly, honestly, and openly in all we do

## Our priority themes:



### PEOPLE

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

- Helping those in our community with the greatest need
- Empowering our residents to live healthy, connected and fulfilling lives
- Meeting housing needs



### PLACE

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

- Shaping our place now and for future generations
- Protecting our climate, coast, and natural world
- Caring for our facilities, neighbourhoods and open spaces in a modern and responsive way



### PROSPERITY

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

- Maximising the benefits of economic growth and investment
- Supporting our high-quality business base and economic centres to thrive and grow
- Championing skills and access to job opportunities

## UNDERPINNED BY:

Investing in our people and services to meet customer needs, protecting the council's financial position, and embedding sustainability through our Future New Forest transformation programme.

- Putting our customers at the heart of what we do
- Being an employer of choice
- Being financially responsible
- Designing modern and innovative services



## PEOPLE

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

### Our Priorities:

- Helping those in our community with the greatest need
- Empowering our residents to live healthy, connected and fulfilling lives
- Meeting housing needs

### Introduction:

Our vision for our people in the district is one where they feel safe, supported, and can live healthy independent lives. We will continue to support our most vulnerable residents knowing that this will be most effective when we work with our partners, including the voluntary sector.

Many of our residents are feeling the effects of financial hardship and we recognise that households are finding it increasingly difficult with the cost of living, which can disproportionately affect those with the greatest needs. We will continue to work with our partners to develop community hubs, tackle food poverty, provide warm spaces and provide advice and information to support residents within our communities.

Living in fair and affordable communities is crucial for our people, and we are dedicated to enhancing the quality of housing and to ensure it remains accessible for those with lower incomes. Good quality housing fosters strong family and community ties and helps eliminate the inequality associated with poor housing and associated poor health outcomes.

Our focus and efforts will persist in providing affordable housing to our residents, while simultaneously meeting compliance with housing standards. In its capacity as a responsible landlord the council will address any necessary repairs and maintenance requirements as soon as possible. We will also maintain open communication with our tenants to better understand their concerns and act upon them.

The council is the largest provider of social rented properties in the district, and so we have a wider responsibility to ensure housing is delivered that meets the needs of our community. This will involve working with landowners and developers and wider partners to bring forward sites suitable for housing and to address associated infrastructure needs.

There are already established community groups in place, and we will nurture them to ensure that people can receive support from those within their communities, who understand local issues and can help resolve them. It is important to us that our residents feel safe, and we will continue to identify and respond to concerns to build confidence that the New Forest is a safe place to live.

Our vision for the district will preserve our community's strong sense of place through a vibrant arts and culture offer which will see a new cultural strategy being developed bringing opportunities for learning, entertainment, leisure, personal growth, and improved communication with our residents.



Priority	Helping those in our community with the greatest need
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<p><b>We will:</b></p> <ul style="list-style-type: none"> <li>• Provide more quality, temporary accommodation for single people and families and work with our partners to tackle homelessness.</li> <li>• Ensure our housing strategy and policies supports necessary adaptations and other support that enables people to stay in their homes and to live independently.</li> <li>• Support community engagement, working with partners and our town and parish councils to help resolve local issues, including those associated with the cost of living</li> </ul>	<p><b>Measured by:</b></p> <ul style="list-style-type: none"> <li>• Percentage of homelessness duty cases successfully prevented.</li> <li>• Number of households in external emergency accommodation.</li> <li>• Number of families with children under 16 in external emergency shared accommodation over 6 weeks</li> <li>• Maximising allocated budgets for Disabled Facility Grants (DFGs).</li> <li>• Number of Appletree careline customers.</li> <li>• Number of cost of living and community support initiatives and projects.</li> </ul>
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Delivery supported through:

- Homelessness strategy
- Housing strategy
- Community Strategy

Priority	Empowering our residents to live healthy, connected and fulfilling lives
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<p><b>We will:</b></p> <ul style="list-style-type: none"> <li>• Improve the health and wellbeing of our communities, working with partners to deliver increased physical activity and good mental health.</li> <li>• We will collaborate with partners to deliver a vibrant arts and culture offer to provide opportunities for learning, entertainment, leisure, personal growth and improved communication.</li> <li>• Work closely with our other public bodies to promote safety, tackle the perception of crime within our towns and parishes, and expand our CCTV coverage to include rural areas.</li> <li>• Conduct emergency preparedness exercises and ensure robust business continuity arrangements are in place to support community resilience in responding to incidents.</li> <li>• Work with our communities to understand their needs and empower them to influence the services and outcomes of their area.</li> </ul>	<p><b>Measured by:</b></p> <ul style="list-style-type: none"> <li>• Percentage of physically inactive adults.</li> <li>• Investment in leisure centres (£).</li> <li>• Percentage of resident satisfaction on crime and safety perception measures.</li> <li>• Investment in and rollout of CCTV coverage.</li> <li>• Number of Community Safety Projects.</li> <li>• Number of incidents where Anti-social behaviour powers have been exercised.</li> <li>• Community grants value allocated and the number of people grants are designed to reach.</li> </ul>
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Delivery supported through:

- Health and wellbeing strategy
- Community safety strategy
- Community engagement strategy (tbc)
- Anti-Social behaviour strategy
- Emerging cultural strategy
- Tenant engagement strategy

**Priority**

**Meeting housing needs**

**We will:**

- Provide increased numbers of affordable homes by 2026 and explore innovative models with landowners, partners and developers to enable sustainable and affordable homes for the future.
- Ensure all residents in the district can benefit from energy efficiency measures and support landlords to meet efficiency standards in the private rented sector.
- Improve the energy efficiency of over 3,200 council houses by 2030.
- Work with our housing tenants to understand their needs and provide high quality service standards in line with the government's new Social Housing Charter.
- Work with developers and landowners to bring forward opportunities for wider housing provision to meet the needs of our communities, including first homes, shared ownership and other tenures.

**Measured by:**

- Number of affordable social housing homes delivered by NFDC and its partners.
- Number of affordable council homes delivered against the 2026 target.
- Percentage score for tenant satisfaction as determined in the Tenant Satisfaction Measures (TSMs).
- Number of council homes achieving Energy Performance Certification band C.

Delivery supported through:

- Housing strategy
- Greener housing strategy
- Tenant engagement strategy
- New Forest Local Plan



## PLACE

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

### Our Priorities:

- Shaping our place now and for future generations
- Protecting our climate, coast, and natural world
- Caring for our facilities, neighbourhoods and open spaces in a modern and responsive way

### Introduction:

We recognise that we serve a special natural environment. Having an internationally recognised National Park that covers so much of our district, alongside many other protected designations, has many advantages in terms of preserving the character and beauty of this place.

This protected nature of so much of our district also presents challenges; not least in terms of finding the right locations for new homes and infrastructure. We recognise that successful places strike the right balance between growth and conservation.

We consider the social, environmental, and economic impact of what we do and how we do it, shaping our place to deliver the homes, jobs, infrastructure, skills and investment that are needed now and in the future. We will champion the need for carbon reduction, climate adaption, and nature recovery to build our capacity and community resilience in all we do. And there remain opportunities for us to look more widely at our district and the potential it has. Our coastline and its recreation and tourism potential present an opportunity to do more, whilst also recognising the need to work with partners to provide for the coasts long-term management and protection.

Being responsible for the care and operational upkeep of our facilities, neighbourhoods and open spaces remains one of our main responsibilities, and the focus of our frontline services that are so visible to our residents and visitors on a daily basis. We are committed to implementing our new wheeled bin waste collection service, to meet the aim of recycling more.

We will continue to deliver a green and clean environment that supports vibrant high streets and village centres, and we will challenge ourselves to do things differently by reviewing what we do and how we resource our work. We will increasingly use data and technology to ensure that our approaches, processes, and use of resources modernise the way we work and do.

We are ambitious and innovative for our residents, communities and the environments we serve to continue our work for a distinctive, prosperous and thriving place.

## Priority Shaping our place now and for future generations

### We will:

- Update our strategic planning framework to manage change in the future, including an updated local plan that responds to the Freeport proposition and delivers the homes and infrastructure our district needs.
- Ensure that development considers the social, environmental, and economic factors to provide sustainable outcomes that address the current and future needs of our communities.
- Review our planning processes to ensure they provide greater certainty for customers and deliver timely and effective decision making that makes the best use of resources.
- Encourage Hampshire County Council to provide necessary transport infrastructure including upgrades to the A326, in a way which delivers economic prosperity, connectivity and considers the enhancement of biodiversity and sustainable access from the National Park to the coast.
- Continue to explore the opportunities for alternative recreational offers, such as a new country park or at our coastline, to help alleviate recreational pressure on the National Park.

### Measured by:

- Percentage of planning applications determined in time.
- Percentage successful planning application appeals.
- Number of homes delivered against national and local requirements.
- Levels of developer contribution and Community Infrastructure Levy secured (£) and number of projects financed.
- Number of events and cultural activities supported by New Forest District Council.

### Delivery supported through:

- New Forest Local Plan
- New Forest National Park Partnership Plan
- New Forest Place Strategy

## Priority Protecting our climate, coast, and natural world

### We will:

- Build greater climate resilience through preparedness activity developed in our climate and nature emergency action plan and seek out opportunities to provide for carbon reduction, climate adaption, and nature recovery.
- Further develop our strategic thinking on fleet management and carbon reduction across our corporate property estate.
- Work with partners such as the Environment Agency to deliver Flood and Coastal Erosion Risk Management (FCERM) Strategies which will set action plans for protecting our coastline.

### Measured by:

- Annual performance against Climate and Nature Emergency Action Plan.
- Overall emissions from council activity (Kg of CO<sub>2</sub>).
- Emissions from the council's vehicle fleet.
- Percentage of household waste sent for recycling.
- Number & Percentage of ultra-low/electric taxi vehicles licensed.

<ul style="list-style-type: none"> <li>• Work with our partners at the National Park and other key stakeholders to support the protection and enhancement of natural landscapes, habitats and biodiversity to ensure the future sustainability of the Forest.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of air quality monitoring points exceeding Nitrogen Dioxide (NO2) legal limit.</li> </ul>
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<p>Delivery supported through:</p> <ul style="list-style-type: none"> <li>➤ New Forest Local Plan</li> <li>➤ New Forest National Park Partnership Plan</li> <li>➤ New Forest Place Strategy / Economic Strategy</li> <li>➤ Climate and Sustainability Supplementary Planning Document</li> <li>➤ Flood and Coastal Erosion Risk Management (FCERM) Strategies</li> </ul>
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**Priority**      Caring for our facilities, neighbourhoods and open spaces in a modern and responsive way

<p><b>We will:</b></p> <ul style="list-style-type: none"> <li>• Introduce our district wide wheeled bin collection service and further implement our waste strategy to increase recycling rates and reduce the amount of residual waste.</li> <li>• Deliver a new operational depot at Hardley and consider opportunities to enhance our other depot sites to facilitate carbon reduction across our operations.</li> <li>• Keep our ways of working and the services and facilities we provide under review, focussing on best practice and place-based outcomes to deliver in a modern and responsive way.</li> <li>• Work with our key stakeholders and partners to develop policies, strategies and approaches that enable us to robustly tackle issues that affect the quality of place such as fly tipping and environmental crime.</li> <li>• Develop a district wide parking strategy that looks to support new technologies, respond to the climate agenda, identify development opportunities and potentially generate more sustainable income levels to support the council’s wider aspirations and service delivery.</li> </ul>	<p><b>Measured by:</b></p> <ul style="list-style-type: none"> <li>• Amount of non-recycled waste produced by households.</li> <li>• Number of households using our chargeable garden waste service.</li> <li>• Number of incidents of fly tipping and environmental crime and number of successful actions taken.</li> <li>• Percentage customer satisfaction with the appearance of their local area.</li> </ul>
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<p>Delivery supported through:</p> <ul style="list-style-type: none"> <li>➤ Hampshire Joint Municipal Waste Strategy</li> <li>➤ New Forest Waste Strategy 2022-2027</li> <li>➤ Environmental Enforcement policy</li> <li>➤ Parking Strategy</li> </ul>
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## PROSPERITY

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

### Our Priorities:

- Maximising the benefits of economic growth and investment
- Supporting our high-quality business base and economic centres to thrive and grow
- Championing skills and access to job opportunities

### Introduction:

An important part of our plan over the next four years is to support our high-quality business base and economic centres to thrive and grow, to realise the growth and investment opportunity which is afforded to us by our Freeport status in an inclusive way, and to ensure that our residents have the tools and skills to access the jobs which become available.

Data tells us that demographics and trends are changing, we have an older than average population, that is aging as a cohort, and this has a notable impact upon our overall economic performance as a district. We also acknowledge the indivisible link between access to a place to live and employment as part of a joined-up approach to helping make the New Forest as prosperous a place as it can be.

For the young and those of working age we want to ensure that the New Forest is a place of employment opportunity. Our ambition, by attracting economic growth and investment, is to create a more prosperous future for our residents and businesses that will make a positive difference to people's lives, and to ensure growth can be genuinely inclusive. We cannot do this by ourselves. We need our existing resident and business communities to tell us what greater prosperity looks like to them. Then, to continue to deliver outcomes we will need to place partnership working with the public, private and third sector across the region and beyond at the heart of growing prosperity across the New Forest.

The Solent Freeport is a key part of that, bringing a once in a generation opportunity to cement the Solent's place as a trading hub of global importance, and the New Forest area has a big role to play. Development sites within the New Forest will contribute to some 40% of jobs to be created by the Freeport and more than 70% of developable land. There are expected to be job opportunities in renewables, shipping and wider marine sectors which are at the heart of the Freeport's aspirations. By positively promoting the Freeport we hope to encourage people to gain the skills they need to access these emerging job opportunities. It will also require us to prepare now, so that our future labour force is well placed to provide the skills that our businesses want.

This will mean working with regional partners to encourage our schools and further education establishments to ensure that teaching plans for future skills and employment need.

While planning for the future, we already have a very important Small and Medium Enterprise (SME) sector based around our world class tourism offer and our rural economy. Supporting those smaller businesses to flourish is an equally important part of our plan. Our natural environment also presents opportunities to develop green skills, as well as being a key proponent of our tourism offer.

Much prosperity in the New Forest is linked to our town and village centres, which have always evolved over time and will continue to do so. This may present opportunities to rethink the offer of some of these centres to be more self-sustaining, viable and vibrant, particularly in parts of the district that have not been able to keep pace with changing trends, shopping behaviours, or the economic climate. We will put plans and strategies in place that ensure that this is an area of focus for us.

<b>Priority</b>	<b>Maximising the benefits of economic growth and investment</b>	
<p><b>We will:</b></p> <ul style="list-style-type: none"> <li>• Promote the Freeport aspiration to further develop the Solent as a globally recognised hub for trade and undertake an enabling role for investment in our Freeport tax sites.</li> <li>• Ensure that investment in our district enhances rather than diminishes our special natural environment and that the benefits are locally evident and felt across all parts of our district.</li> <li>• Work with the public, private and third sector across the region and beyond to deliver inclusive growth and investment that drives prosperity across the New Forest.</li> </ul>	<p><b>Measured by:</b></p> <ul style="list-style-type: none"> <li>• Number of jobs created within the district.</li> <li>• Hectares of industrial/employment land developed.</li> <li>• Level (£) of retained business rates.</li> </ul>	
<p>Delivery supported through:</p> <ul style="list-style-type: none"> <li>➤ Solent Freeport proposition</li> <li>➤ New Forest District Local Plan</li> <li>➤ New Forest Place Strategy / Economic Strategy</li> </ul>		
<b>Priority</b>	<b>Supporting our high-quality business base and economic centres to thrive and grow</b>	
<p><b>We will:</b></p> <ul style="list-style-type: none"> <li>• Work with local people and stakeholders to develop visions and proposals for their high streets and town centres and consider where targeted regeneration approaches may be necessary.</li> <li>• Establish partnerships to support our local areas to bring in new investment including grant funding.</li> <li>• Support our SME base to thrive, working with the New Forest Enterprise Centre, focusing across the tourism sector and the rural economy.</li> </ul>	<p><b>Measured by:</b></p> <ul style="list-style-type: none"> <li>• Levels of investment or funding secured to improve the performance of our economic centres (£).</li> <li>• The number of projects delivered in our high streets and town centres.</li> <li>• Increases in the levels of footfall in our town centre high streets.</li> <li>• Rate of business start-ups and SME survival rates.</li> </ul>	

<ul style="list-style-type: none"> <li>• Explore the opportunities for our Arts and Culture offer and community events to help boost the vibrancy of our high streets and town centres.</li> </ul>	<ul style="list-style-type: none"> <li>• Perceptions of our high streets and town centres.</li> </ul>
<p>Delivery supported through:</p> <ul style="list-style-type: none"> <li>➤ UK Shared Prosperity Fund and Rural England Prosperity Fund Programme</li> <li>➤ New Forest Place Strategy</li> <li>➤ Town Centre Partnerships</li> </ul>	
<p><b>Priority</b>      <b>Championing skills and access to job opportunities</b></p>	
<p><b>We will:</b></p> <ul style="list-style-type: none"> <li>• Undertake skills assessment and mapping to inform the development of an employment and skills strategy.</li> <li>• Work with partners to best support our residents to access employment opportunities regardless of the barriers they face.</li> <li>• Encourage employment and skills training to address emerging opportunities and local need aligned to the Solent Freeport proposals, the green agenda, as well as established New Forest sectors such as marine, tourism and the rural economy.</li> </ul>	<p><b>Measured by:</b></p> <ul style="list-style-type: none"> <li>• Levels of employment growth (Employment / Unemployment rate)</li> <li>• Number of funded hours of skills programmes and support provided.</li> <li>• Employment rate percentage of working age adults (aged 16-64).</li> </ul>
<p>Delivery supported through:</p> <ul style="list-style-type: none"> <li>➤ Employment and skills strategy</li> </ul>	



	<p><b>FUTURE NEW FOREST</b></p> <p>Investing in our people and services to meet customers' needs, protecting the council's financial position, and embedding sustainability through our Future New Forest transformation programme</p>
<p><b>Introduction:</b></p> <p>Underpinning the delivery of our priorities is the council's transformation programme; Future New Forest. This ambitious programme will influence how we operate, enable us to support our strategic objectives and to make choices for the future. The programme will focus efforts on our customers and easy to use digital-first delivery of services, efficient working practices and processes, our people and capabilities, the use of our assets and accommodation and ensuring a sustainable financial position. The Council has developed equality objectives that are embedded in this plan and will maintain an overarching commitment to environmental sustainability in all that we do.</p>	

Putting our customers at the heart, we will:	Being an employer of choice, we will:	Being financially responsible, we will:	Designing modern and innovative services, we will
<ul style="list-style-type: none"> <li>• Deliver customer and digital strategies that meet our customers' needs.</li> <li>• Develop and provide services using data and insight to ensure that we understand our customers and meet the needs of our diverse communities.</li> <li>• Implement a customer relationship management system that keeps customers informed on progress and instils confidence in service delivery.</li> <li>• Increase the number of services available online, whilst focusing face to face and telephone contact for those who need it most.</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver a people strategy that outlines how we attract, retain, and grow talent.</li> <li>• Encourage diversity and champion equality within our workplace, developing and supporting an inclusive working environment where all staff are respected with zero tolerance of bullying and harassment.</li> <li>• Invest in skills development, training, and career progressions opportunities to ensure a skilled and resilient workforce and leadership team for the future.</li> <li>• Commit to paying at least the national living wage to our staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain a balanced budget and deliver value for money to our residents through service reviews, procurement and contract management, and transformation efficiencies.</li> <li>• Maintain an up-to-date medium term financial plan and financial strategy to address the council's financial challenges beyond the short-term</li> <li>• Be commercially focused in our approach to investment strategies and income opportunities guided by strategic priorities.</li> <li>• Maximise the use of our assets and accommodation to support efficient</li> </ul>	<ul style="list-style-type: none"> <li>• Standardise and apply common design patterns and platforms across the council to release capacity and deliver efficiency benefits.</li> <li>• Proactively use data and insight to inform decision-making and report performance through a robust performance management framework and culture.</li> <li>• Maximise the use of new technology, automate manual processes and keep our software up to date with technology releases.</li> <li>• Maintain robust and resilient ICT infrastructure to protect the integrity of data and our digital systems</li> </ul>

	<ul style="list-style-type: none"> <li>Promote employee wellbeing and prioritise work-life balance by adopting flexible and family-friendly working practices</li> </ul>	and effective delivery of our future service provision.	
<b>Measured by:</b> <ul style="list-style-type: none"> <li>Percentage resident satisfaction in perception measures.</li> <li>Percentage customer satisfaction in perception measures.</li> <li>Number and percentage of services available digitally.</li> </ul>	<b>Measured by:</b> <ul style="list-style-type: none"> <li>Percentage of vacancies filled first time.</li> <li>Percentage staff turnover.</li> <li>Average number of days sickness absence per employee.</li> <li>Number of training days per employee.</li> <li>Amount of training spend per employee.</li> <li>Number of council apprenticeships.</li> </ul>	<b>Measured by:</b> <ul style="list-style-type: none"> <li>Percentage variance to Council budget +/- (General fund budget variations).</li> <li>Percentage variance to Housing Revenue budget +/- (HRA budget variations).</li> <li>Percentage of Council Tax collected.</li> </ul>	<b>Measured by:</b> <ul style="list-style-type: none"> <li>Benefit realisation through ICT investment.</li> <li>Percentage of ICT incidents resolved within SLA.</li> <li>Number of projects delivered on time and to budget.</li> <li>Percentage unscheduled downtime.</li> </ul>
<b>Delivery supported through:</b> <ul style="list-style-type: none"> <li>Customer Strategy</li> </ul>	<b>Delivery supported through:</b> <ul style="list-style-type: none"> <li>People Strategy</li> <li>Pay Policy</li> </ul>	<b>Delivery supported through:</b> <ul style="list-style-type: none"> <li>Medium Term Financial Plan</li> <li>Transformation Strategy</li> <li>Asset &amp; Accommodation Strategy</li> <li>Procurement Strategy</li> </ul>	<b>Delivery supported through:</b> <ul style="list-style-type: none"> <li>Digital Strategy</li> <li>ICT Security and Information Governance Policy</li> </ul>

## Current Projects Update

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No.	Name	Status	Recent developments	Description and notes	Lead Officer/Member	Financing
<b>Full Council</b>						
FC1	Long Lane Football Facilities Development	In progress (scheduled for completion in early 2024)	The artificial turf pitch has been completed and is now in use. The PWLB loan has been drawn down. A Pre-contract Services Agreement and a Letter of Intent for the pavilion and other works have been entered into. Work on these started on 5th June. Weather and other dependencies permitting, completion is now expected in mid-March 2024.	A joint venture with Ringwood Town Football Club and AFC Bournemouth Community Sports Trust to improve the football facilities for shared use by them and the community.	Town Clerk	The current expectation is that the Council's contribution to the project will, in effect, be limited to a modest loss of income from the site (but over a long term).
<b>Planning Town &amp; Environment Committee</b>						
PTE1	Neighbourhood Plan	In progress	Draft Plan approved for submission to LPAs by Full Council 26/07/2023. Regulation 18 consultation concluded 29/09/2023. Independent examiner appointed 20/11/2023.	To prepare a Neighbourhood Plan for the civil parish of Ringwood but limited in scope to a few specified themes.	Deputy Town Clerk	Spent £24,957.42 (£18,000 funded from Locality grants, £3,650 additional budget agreed for SPUD youth engagement work (F/6061)). £3,492.58 remaining of original RTC budget.
PTE2	Human Sundial	Complete, with exception of interpretation board	Work to refurbish human sundial and install surrounding benches now complete. Time capsule cover stone replaced on 21/07/2023. Interpretation board with details of sundial, Jubilee Lamp etc. to be designed and costed.	Replacement of damaged sundial and surrounding paviers; installation of removable benches to protect it for the future.	Deputy Town Clerk	£10,659.15 spent funded from CIL and contribution from Carnival. Additional £580 for repair of cover funded from CIL (C/6957).
PTE3	Crow Stream Maintenance	Annual recurrent	Spraying of stream banks undertaken 05/05/2023, annual flail carried out in August and stream clearance by volunteers on 28/09/2023. NFDC released additional £10,000 from developers' contributions to allow this work to continue for another 10 years. Site meeting arranged for 27/11/2023 to discuss drainage improvements at bottom of Crow Hill.	Annual maintenance of Crow Ditch and Stream in order to keep it flowing and alleviate flooding	Deputy Town Clerk	Budget of £1,000 funded by transfer from earmarked reserve
PTE6	Shared Space Concept - Thriving Market Place	In progress	Bid submitted for share of £15,000 allocated by NFDC from UKSPF to undertake options appraisal/feasibility study. HCC survey work completed November 2023. Working Party to be established to progress the project.	Concept for town centre shared space identified through work on the Neighbourhood Plan. Working in partnership with NFDC and HCC.	Deputy Town Clerk	HCC funded survey work. No other identified budget.
	Greening Ringwood	In progress	Public meeting held on 05/07/2023 and project leads in place for 5 new projects. Last update from coordinator considered by the Committee on 03/11/2023.	Greening Campaign Phase 2 to run from Sept 2023 to July 2024, focussing on making space for nature; energy efficient greener homes; climate impacts on health and wellbeing; waste prevention; and cycle of the seed.		£50 signing up fee funded from General Reserve.
	Bus Shelters	In progress	HCC framework contractor has completed survey of shelters free of charge. This has yet to be reviewed. Results and availability of funding will be discussed with HCC.	Review of Council owned bus shelters.		No agreed budget
Projects being delivered by others which are monitored by the Deputy Clerk and reported to this committee:						
	Crow Lane Footpath	In progress	Developers' contributions paid to HCC to implement. Additional funds required to progress and approved by NFDC Cabinet on 02/11/2022 - report indicates delivery in 2024/25. Design work paused but HCC hope work will recommence on the scheme before the end of 2023.	New footpath to link Beaumont Park with Hightown Road, alongside west of Crow Lane	Hampshire CC	Developers contributions
	Railway Corner	In progress	Project supported by RTC. Planning application submitted (23/11081).	Project to improve and promote historical significance of triangle of land at junction of Hightown Road and Castleman Way.	Ringwood Society	No financial implications.
	Memorial Bench for Michael Lingam-Willgoss	In progress	Consent to install bench has been granted by HCC. Legal fees covered by County Cllr Thierry. Date for installation yet to be agreed.	Provision of memorial bench in Market Place in memory of Michael Lingam-Willgoss.	Ringwood Carnival / Ringwood Rotary	No financial implications.

## Policy &amp; Finance Committee

PF5	Poulner Lakes Lease	On hold	Awaiting track maintenance solution - see Recreation Leisure & Open Spaces Committee item RLOS21.	Negotiating a lease from Ringwood & District Anglers' Association of the part of the site not owned by the Council	Town Clerk	Some provision for legal advice or assistance may be needed eventually.
PF11	92 Southampton Road	In progress (commenced March 2023)	One of the tenants has left. A new letting agent has been instructed and has served notice to quit. Urgent repairs have been completed.	Reviewing the letting of this council-owned house	Town Clerk	Rent receipts and other financial implications of any changes are unclear at present but will be considered as part of the review.

### Recreation, Leisure & Open Spaces Committee

RLOS4	Grounds department sheds replacement	In progress (Commenced design work in April 2021. Aiming to establish planning prospects and likely cost by December 2023.)	Officers have been working with a planning consultant on project design and two rounds of pre-application planning advice have been completed. Following the discussion at the committee on 1st November a planning application is being prepared.	A feasibility study into replacing the grounds maintenance team's temporary, dispersed & sub-standard workshop, garaging and storage facilities. Combined with a possible new car park for use by hirers of and visitors to the club-house.	Town Clerk	Revised capital budget of £4,000 (originally £10,000 until virement to RLOS19)
RLOS5	Cemetery development	In progress (Commenced design work in April 2021. Aiming to complete by December 2024.)	Design and funding arrangements for a memorial wall have been agreed in principle. An architect has been instructed to prepare the invitation to tender for the construction contract.	Planning best use of remaining space, columbarium, etc.	Town Clerk	Capital cost estimated at £37,500 will be met from a combination of earmarked reserves.
RLOS10	Waste bin replacement programme	In progress (Commenced April 2020)	The replacements scheduled in years 1 and 2 have been completed. The final round of replacements will be determined and arranged by March 2024.	Three-year programme to replace worn-out litter and dog-waste bins	Grounds Manager	Budget of £2,000 a year.
RLOS14	Poulner Lakes waste licence	In progress	Surrender requirements and process have been investigated and discussed with Environment Agency and New Forest District Council. Consultants, ACS Testing, have been engaged to provide technical advice and support. A fuller picture of the surrender requirements and process is expected to emerge by early 2024.	Arranging to surrender our redundant waste licence to avoid annual renewal fees	Town Clerk	
RLOS19	Carvers Strategic Development	In progress (Commenced Feb. 2021)	The Masterplan prepared by landscape designer New Enclosure was approved by the Carvers Working Party on 5th July. Responses to the public consultation on this have been evaluated and a brief to the designer to update the plan accordingly has been submitted.	Devising a strategic vision and plan for the future of Carvers Recreation Ground pulling together proposals for additional play equipment and other features	Carvers Manager	Revised budget of £6,000 (virement from RLOS4).
RLOS21	Poulner Lakes track maintenance	In progress (under discussion since Jan. 2021)	Costs estimates for re-surfacing schemes obtained from two suppliers. NFDC officers have been consulted about related mitigation schemes and possible support - decision expected in New Year.	Devising a sustainable regime for maintaining the access tracks at Poulner Lakes to a more acceptable standard.	Town Clerk	Yet to be settled
RLOS23	North Poulner Play Area skate ramp request	In progress (commenced Mar. 2023)	A 'half-pipe' has been identified as a likely cheaper and easier option. The likely costs and wider implications of installing this are being investigated.	A local resident requested provision of a 'quarter-pipe ramp' at this site and has been fund-raising for it	Deputy Town Clerk	Yet to be quantified and agreed
RLOS24	Poulner Lakes Circular Path	In progress	Works to reduce and landscape the drainage retention pond completed. It's performance will be monitored through the winter.	HCC has funded the creation of a circular path for pedestrians and cyclists to improve accessibility and so encourage greater use	Deputy Town Clerk	Staff time only

### Staffing Committee

None

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## Proposed/Emerging Projects Update

No.	Name	Description	Lead	Recent developments	Progress / Status Stage reached	Estimated cost	Funding sources
<b>Full Council</b>							
	None						
<b>Planning Town &amp; Environment Committee</b>							
	Roundabout under A31	Planting and other environmental enhancements		Area being used by National Highways for storage of materials during works to widen the A31.	Floated as possible future project		
	Lynes Lane re-paving Rear of Southampton Road	Ringwood Society proposal Proposal by Ringwood Society to improve appearance from The Furlong Car Park and approaches			Floated as possible future project Floated as possible future project		
	Dewey's Lane wall	Repair of historic wall		Re-build/repair options and costs are being investigated	Shelved as a TC project		
	Signage Review	Review of signs requiring attention - e.g. Castleman Trailway, Pocket Park, Gateway Square	Cllr Day		Floated as possible future project		
	Crow ditch	Investigate works required to improve capacity and flow of ditch alongside Crow Lane, between Hightown Road and Moortown Lane					Developers contributions
<b>Policy &amp; Finance Committee</b>							
	Paperless office	Increasing efficiency of office space use	Cllr. Heron	Discussions with Town Clerk and Finance Manager			
<b>Recreation, Leisure &amp; Open Spaces Committee</b>							
	None	(Current projects expected to absorb available resources for several years)					
<b>Staffing Committee</b>							
	None						

## Closed Projects Report

No.	Name	Description	Outcome	Notes
<b>Full Council</b>				
FC2	Strategic Plan	Exploring ideas for medium term planning. Aim to have complete for start of budget-planning in Autumn 2022.	Completed in October 2022	
<b>Planning, Town &amp; Environment Committee</b>				
	Pedestrian Crossings - Christchurch Road	Informal pedestrian crossings to the north and south of roundabout at junction of Christchurch Road with Wellworthy Way (Lidl)	Completed by HCC	
	Cycleway signage and improvements	New signage and minor improvements to cycleway between Forest Gate Business Park and Hightown Road	Completed by HCC	
	Carvers footpath/cycle-way improvement	Creation of shared use path across Carvers between Southampton Road and Mansfield Road	Completed by HCC	
	Replacement Tree - Market Place	New Field Maple tree to replace tree stump in Market Place.	Completed in January 2022 by HCC	
PT E4	Climate Emergency	Funds used to support Greening Campaign, community litter-pick and Flood Action Plan leaflets.	Completed March 2023	
	A31 widening scheme	Widening of A31 westbound carriageway between Ringwood and Verwood off slip to improve traffic flow; associated town centre improvements utilising HE Designated Funds	Scheme completed by National Highways and road re-opened in November 2022.	
	SWW Water Main Diversion (associated with A31 widening scheme)	Diversion of water main that runs along the A31 westbound carriageway. Diversion route included land in RTC's ownership at The Bickerley.	Scheme completed by SWW in 2022.	
	Surfacing of Castleman Trailway	Dedication and surfacing of bridleway between old railway bridge eastwards to join existing surfacing.	Surfacing works completed by HCC early April 2022.	
	Bus Shelter Agreement	Request by ClearChannel in Nov. 2020 for RTC to licence the bus shelters in Meeting House Lane and the advertising on them. Despite various communications, we have had no contact for over a year and therefore regard the original request to be defunct.	Request not followed up by ClearChannel, therefore defunct and removed from project list October 2023.	
PT E5	<b>Policy &amp; Finance Committee</b>			
PF1	New Council website	Arranging a new website that is more responsive, directly editable by Council staff and compliant with accessibility regulations.	Completed	
PF2	Greenways planning permission	Consideration of applying to renew planning permission for bungalow in garden previously obtained	Decided not to renew	
PF3	Detached youth outreach work	To provide youth workers for trial of detached outreach work	Transferred to Recreation Leisure & Open Spaces Committee (see RLOS20)	
PF4	Review of governance documents	A major overhaul of standing orders, financial regulations, committee terms of reference, delegated powers, etc. Routine periodic reviews will follow completion of this work.	Completed in July 2022	All governance documents will now receive routine annual reviews.
PF6	Health & Safety Management Support Re-procurement	Re-procuring specialist advice and support for discharge of health and safety duties	Completed in February 2023	
PF7	Financial Procedures Manual	Preparation of a new manual for budget managers and other staff detailing financial roles, responsibilities and procedures	Completed in September 2022	Will be updated by Finance Manager as necessary
PF8	Bickerley Legal Title	An application to remove land from the Council's title was made	Completed in October 2023	Application successfully resisted
PF9	Greenways office leases	The tenant of the first floor suite gave notice and left. The building was re-let as a whole to the tenant of the ground floor suite.	Completed in November 2022	
PF10	Councillors' Email Accounts	Providing councillors with official email accounts (and devices, if required) to facilitate compliance with data protection laws.	Completed in August 2023	
<b>Recreation, Leisure &amp; Open Spaces Committee</b>				
RLOS1	War Memorial Repair	Repair by conservation specialists with Listed Building Consent with a re-dedication ceremony after.	Completed in 2021-22	
RLOS2	Bickerley Tracks Repair	Enhanced repair of tracks to address erosion and potholes (resurfacing is ruled out by town green status) and measures to control parking.	Fresh gravel laid in 2021-22.	No structural change is feasible at present.
RLOS3	Public open spaces security	Review of public open spaces managed by the Council and implementation of measures to protect the highest priority sites from unauthorised encampments and incursions by vehicles	Completed in 2021-22	
RLOS6	Community Allotment	Special arrangement needed for community growing area at Southampton Road	Ongoing processes adapted	Agreed to adopt as informal joint venture with the tenants' association
RLOS7	Bowling Club lease	Renewal of lease that expired in April 2023.	Completed in July 2023	New lease granted for 14 years.
RLOS8	Ringwood Youth Club	Dissolution of redundant Charitable Incorporated Organisation	Completed in July 2023	Charity removed from Register of Charities
RLOS9	Aerator Repair	Major overhaul to extend life of this much-used attachment	Completed in 2021-22	
RLOS11	Ash Grove fence repair	Replacing the worn-out fence around the play area	Completed in 2021-22	
RLOS12	Van replacement	Replacing the grounds department diesel van with an electric vehicle	Suspended in 2023	Van will be replaced in accordance with Vehicle & Machinery replacement plan
RLOS13	Bickerley compensation claim	Statutory compensation claim for access and damage caused by drainage works	Completed March 2022	Settlement achieved with professional advice
RLOS15	Acorn bench at Friday's Cross	Arranging the re-painting of this bespoke art-work	Completed in 2021-22	Labour kindly supplied by Men's Shed
RLOS16	Town Safe	Possible re-paint of this important survival, part of a listed structure	Suspended indefinitely in September 2022	Complexity and cost judged disproportionate to benefit
RLOS17	Crow Arch Lane Allotments Site	The transfer to this Council (pursuant to a s.106 agreement) of a site for new allotments off Crow Arch Lane	Completed in November 2023	
RLOS18	Cemetery Records Upgrade	Creation of interactive digital cemetery map and scanning of cemetery registers as first stage in digitizing all cemetery records to facilitate remote working, greater efficiency and improved public accessibility.	Completed in 2021	Cost £5,467. Further upgrades are needed to digitize the records fully
RLOS20	Detached youth outreach work	Trialling the provision of detached outreach work by specialist youth workers.	Completed in May 2022	
RLOS22	Bickerley parking problem	Unauthorised parking on the tracks crossing the Bickerley is causing damage and obstruction	Closed off in September 2023	Additional signage has been installed. An estimate of £5,510 to move the "dragon's teeth" was judged disproportionate to the problem.
<b>Staffing Committee</b>				
S1	HR support contract renewal	Renewal of contract for the supply to the Council of specialist human resources law and management support	Completed in 2021-22	
S2	Finance Staffing Review	Reassessing staffing requirements and capacity for finance functions and re-negotiating staff terms	Completed in 2021-22	