

Corporate Strategy

HAVANT BOROUGH COUNCIL
COUNCIL
18 FEBRUARY 2015

Dear Councillor

I am now able to enclose, for consideration at next 18 FEBRUARY 2015 meeting of the Council, the following document on the Corporate Strategy that was unavailable when the agenda was printed.

Agenda No	Item
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10	<u>Corporate Strategy</u> (Pages 1 - 10)
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Havant Borough Council

DRAFT Corporate Strategy 2015-2020

1. Introduction

This Corporate Strategy sets the agenda for our organisation over the next five years and helps us to understand:

- Where we are today
- Where we want to be in the future
- How we intend to get there

Everything we do should contribute to the Corporate Strategy and there will be evidence of a golden thread throughout the organisation linking all our efforts and resources back to the delivery of its priorities.

This document is a refresh of the Corporate Strategy 2012-17; it builds on our achievements to date and reflects our current thinking about the future of public services.

2. Context

Public services in the UK face unprecedented challenges. National and global economic crises have affected the government and the public sector at all levels, as well as our customers, local residents, communities and businesses. At the same time, those who use public services have high expectations of quality, performance and efficiency.

The Council's Medium Term Financial projections, using the latest assumptions on funding streams, show that service transformation projects need to be delivering savings and additional income of between £1.0m and £1.5m by 2019/20 to deliver a long term balanced budget.

Havant Borough Council seeks to respond to these challenges by articulating its priorities in this Corporate Strategy. The strategic direction we are setting aims to shape the services we provide for a sustainable future, and complements our 'Local Plan'. The local plan is based on comprehensive information about the future needs of our area.

The Local Plan (Core Strategy) was adopted in March 2011 and sets out the development requirements for the Borough's growth and prosperity from 2006 to 2026. This included 6,300 new homes and 162,000 square metres of new employment floor space. Some of these requirements have already been met through development that has taken place and through planning permissions granted since 2006.

The Local Plan (Allocations) adopted in July 2014 identified land for a remaining 2853 new homes (this includes an added buffer to allow for changing circumstances) and 73,800 square metres of new employment floorspace.

The progress of the local plan is monitored on an annual basis and the 2014 Annual Monitoring Report can be viewed from this page of our website:

<http://www.havant.gov.uk/planning-policy-design/annual-monitoring-reports>

3. Our Mission

As elected leaders and public servants, we will play our part and shape council services to ensure that the communities of Havant will be increasingly prosperous, vibrant and active. We will put our customers at the centre of everything we do.

4. Our Vision

Over the past two years officers have worked with the Cabinet, Councillors, staff and partners using a technique called future basing to develop a clear vision of what success will look like for the Council in 2020.

Our **Vision for 2020** is defined in the context of the following four themes at Appendix 1 on Page 5:

- **Economy** – what businesses will operate in our area, who will work for them and what skills will they have?
- **Environment** – what will the environment look like and how will it be cared for?
- **Society** – how will society operate in the future and how will it have changed? How will we shape services to meet local customer needs?
- **Organisation** – how will we as a borough council work with partners and communities to ensure that we are sustainable and able to deliver vital services?

We have used these four themes to paint a picture of what the Borough of Havant, the communities we serve and our organisation will look like in 2020 if we are successful.

Our Vision for 2020 defines what success will look like and this enables us to describe the key initiatives and actions that we need to deliver in order to achieve success and these will be built into our annual business planning process.

There is no doubt that as a result of the context of the world we live in, local government will look very different in 2020 and our approach will help us to shape the future for ourselves rather than becoming hostages to fortune.

The Council's Priorities

Our five priorities for the next five years are:

- Financial Sustainability
- Economic Growth
- Public Service Excellence
- Innovation and Creativity
- Environmental Sustainability

Financial sustainability

- We will continue to consider how to ensure services can be maintained, income streams can be achieved and efficiencies can be made in order to tackle the loss in Government Grant.
- Our services will be affordable for customers and sustainable for the council
- We will balance our finances each year, and direct resources appropriately to deliver quality services in a targeted way
- We will take account of and plan ahead for changes in government funding as far as possible
- Using customer insight we shall determine our service priorities and redesign our processes so that our customers' most important services are delivered at the right quality and price
- We will work with partners to reduce duplication across public service spending in our area

Economic growth – Prosperity Havant

- We will transform our town and commercial centres to be the location of choice for inward investors and high growth companies
- We will encourage new and expanding businesses to create quality jobs for local people in an area with an outstanding quality of life
- We will lobby Central Government to devolve appropriate powers to our district to ensure that we are enabled to support the local economy
- We will work with stakeholders to deliver our major development opportunities across the Borough including transformation of Havant Town centre, Waterlooville Town Centre, delivery of a high quality business park at Dunsbury Hill, Harts Farm Way & Brockhampton West corridor.
- We will work to support local businesses thrive in the Borough including major employers and our small businesses
- We will improve neighbourhoods and their environmental quality
- We will work with Hampshire County Council in raising the educational attainment and skills of the area to help local businesses
- We will continue to work with local businesses and educational establishments to develop skills locally. This will be key to maximise job opportunities for residents that arise from new developments such as Dunsbury Hill Farm.
- We will continue to support the wider economic agenda through partnerships including those with Hampshire County Council, Partnership for Urban South

Hampshire and the Solent Local Enterprise Partnership, we will take a key role in these partnerships punching above our weight in the sub-region.

- We will promote and support tourism in areas such as Emsworth and Hayling to maximise the potential of the Havant Borough as a visitor destination.
- We will work with partners to help ensure the health and well being of our residents.

Public service excellence

- We will invest in key projects including a new customer relationship management system so we can ultimately personalise services for every resident, business and visitor
- We will look at how we can continue on our journey to develop the Public Service Village with more partners in the Plaza including the Police

Innovation and Creativity

- We will continue to explore various strategic options for the delivery of services in our communities including commissioning, selling, merging and divesting.
- We will continue to explore how we can 'Deliver Differently' in new and innovative ways so as to provide services that are value for money including working closely with other partners such as public, private and voluntary organisations
- We will work with four other districts to commission a number of services including those currently provided by Capita and due for re-let in 2017
- We will be putting a strong focus upon Environmental Services at the Depot and the opportunities this key area gives us as an organisation to deliver efficiencies and generate revenue.
- We will actively seek feedback from peers and respond positively to all recommendations made.

Environmental Sustainability

- We will continue to work with the Partnership for Urban South Hampshire to develop and implement an Energy Strategy for the Solent region that will help ensure energy security and resilience, reduce fuel poverty and maximise the economic benefits from a low carbon economy
- We will explore renewable energy options for our own estate and for local communities and lever in funding where possible to enable delivery of these projects where there is a credible business case to proceed

5. Our Business Strategy

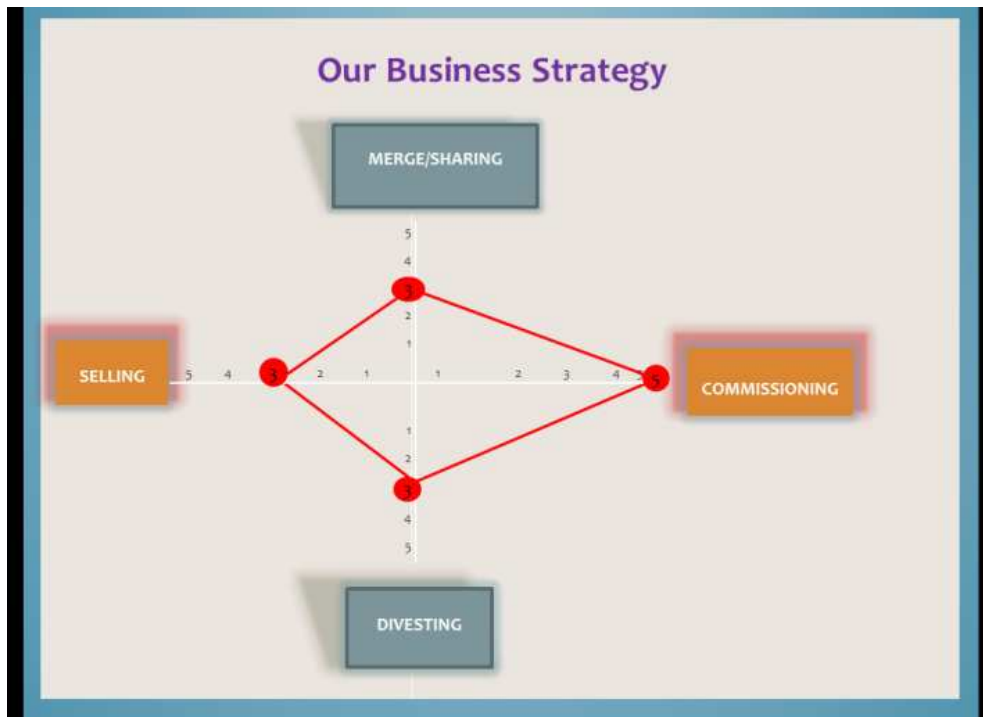
Our business model includes a mixed economy of delivery options including commissioning, selling, divesting and merging/sharing. We will apply all these models as appropriate with an emphasis on commissioning and contracting as shown in the diagram below. The **commissioning** approach includes outsourcing to the private, public and voluntary sector. This allows us to clearly define our needs and retain control of the services being delivered within the scope of the contract. We are able to deliver value for money by sourcing the expertise and capacity to deliver externally. Suppliers are able to add value through their skills, experience

and extensive networks. An example is the provision of our Revenues and Benefits and Council Tax services through Capita.

Selling allows us to exploit our in-house expertise by 'trading' in these areas. This helps us to consolidate our current position and maintain existing public services. We are taking this approach with Legal Services.

Divesting is where we the Council enable individuals, communities, social enterprises and others to deliver services. This may involve divesting services, budgets and assets to communities.

Merging and Sharing some or all functions will deliver efficiencies and drive economies of scope and scale.



6. Delivery of the Corporate Strategy

Key work streams have been identified that will contribute to the delivery of the Corporate Strategy alongside the Council's Business Plans. These work streams will ensure the Council is fit to deliver the ambitious programme of innovation and change required.

The Service Futures work streams are:

Organisational Development

This programme will help to develop the right people with the right skills and behaviours to deliver our ambitious Corporate Strategy.

Delivering Differently

This programme will increase income and develop new markets as well as changing the way we deliver services to meet local needs in the most appropriate way.

Prosperity Havant

This work stream is aimed at developing the local economy and ensuring that the residents of Havant Borough and local businesses benefit from new development opportunities.

Managing Contracts Strategically

This work stream is aimed at ensuring that we follow best practice throughout the procurement process and deliver on the Council's Marketing Strategy in terms of delivering the right services in most cost effective way.

APPENDIX 1

In the future our **economy** will:-

Provide a varied economy. - We will create a vibrant and attractive area to live, visit and do business. We will work to attract new companies to locate in the borough and provide space for existing companies to expand. The large number of small and medium sized businesses will provide quality job opportunities and better pay for our young people, enabling them to live and work locally. We will become a centre of excellence for high tech, engineering, manufacturing, tourism and low carbon businesses. We aim for full employment and the development of our young people by encouraging companies that take on apprentices

Utilise local money and experience to support local business. - We will play to our economic strengths and make full use of local and regional spending power including the 'grey pound', by ensuring that we cater for the needs and spending power of our older residents. We will encourage and support start-up companies high street businesses, village shops and pubs, who provide a crucial service within their community. At the same time we will work with our young people in schools to develop the entrepreneurial skills our businesses will need for the future.

Encourage business friendly development - We will create a pragmatic and encouraging approach to viable and sustainable planning and development. We will build, and jealously guard, a reputation as being 'open for business' with developers, businesses and entrepreneurs. We will turn Dunsbury Hill Farm, into a bustling business park providing thousands of new jobs and opportunities for local residents, as well as bring forward development of other strategic employment sites across our area. We will revitalise our town centres in partnership with local businesses under a shopping for leisure' brand with a focus on look before you buy, delivery points for on-line shopping and cafés for meeting friends and doing business. We will encourage quality retail and commercial development opportunities at an enlarged Solent Road development

Establish our area as a tourist destination of choice. - We will invest in our environment and market our area as a visitor destination of national significance. This will target thrill seekers, watersports enthusiasts as well as those looking for a sedate get away. We will market and promote the area as a tourist destination in partnership with local business and community groups which will stimulate regeneration of Hayling Island sea front. It will develop the west end into a nationally acclaimed water sports centre, whilst providing a more tranquil provision of cafés and cake shops for other visitors just wanting to enjoy the sea and fresh air.

In the future our **environment** will:-

Enhance our area as a great place to live and work. - We will use and enhance our countryside and coast line as an asset to attract tourists and economic development; whilst treasuring and protecting it. We will improve communications introducing fast broadband and the most up to date telecommunications systems, to encourage more home working and the desire to live and work locally rather than commuting outside of the area. We will encourage our residents to access services through shared local public service hubs and 'pop-up council offices' reducing the need for travel. This will encourage more young people and families living locally to stay, prosper and support local business, ensuring a greater mix in communities and turning around the trend of an increasing older population

Improve our communities by encouraging sustainable development. - We recognise that protection of the environment is important and will encourage sustainable development to meet our social and economic requirements and ensure our communities are vibrant and diverse. We will encourage green businesses to locate here creating jobs and prosperity in a sustainable and vibrant green economy with more businesses involved in green technologies and community energy generation.

Inspire community responsibility. - We will work with community groups to hand over power and responsibility for their local environment. Schemes such as community litter picking groups or community budgets enabling residents to take an active role in deciding on spending in their areas will be launched. . Communities will be able to support local business not just by using them, but by investing in them through a Council run scheme. This will provide much needed funding to small business, provide a return to local small investors but also improve the community, to promote a sustainable natural and built environment that adapts to today's demands and that meets the needs of existing and future generations.

Protect our area by encouraging green schemes. - Working with our communities we will increase recycling rates and use smarter waste and environmental management services to reduce the level of landfill needed. Residents will take advantage of local schemes encouraging energy efficiency and insulation of homes, thereby reducing fuel poverty and improving peoples health and well-being. New homes will be carbon neutral; incorporating improved energy efficiency and smarter and innovative ways of energy generation.

In the future our **organisation** will:-

Unify our structure. – We will have ONE workforce serving separate democratic councils representing the people and delivering value for money through shared and smarter working. This will be a company formed to act as a single employer for all staff involved in our various partnerships. These staff will perform those core services deemed most beneficial and cost effective to retain within our partner organisations. The majority of our work will be delivered by a collection of mutuals, social enterprises, charities and community groups as well as private sector suppliers; all commissioned by and accountable to the single employer.

Collaborate creating a cooperative culture. – We will work in a similar way to the John Lewis Partnership offering a recognisable brand representing public service excellence and offering employee part-ownership of the company. This will make employees/partners become more engaged in their work, increasing satisfaction, effectiveness and benefits for our communities.

Enable easy access for customers. – The Plaza will function as a ‘head office’ for our partnerships commissioning a range of mutuals, social enterprises, companies, charities etc. This office will continue to provide face to face contact for the public, but will be enhanced by providing ‘pop-up Council offices’ in other public buildings such as libraries, community centres, schools etc. Different venues would be used on different days moving around our community providing contact for residents where they can access it. Using customer insight we will ensure that customers are at the centre of everything we do.

Innovate in our use of technology & ways of working. – The new commercial based and customer focussed organisation, will be supported by new technology. Local services will be available on-line making it easier for residents to access public services when and how they want to. This will include improving the way that customers can contact us using e-mail, video/tele-conferencing or social media. Paying for things, requesting action and applying for services will be quicker, easier and more accessible.

Support local democracy. - The new organisation, whilst working centrally across our partner organisations, will still support local democracy. Each partner local authority will keep its own autonomy and individual ‘brand’. They will each have a stake in the new service delivery company, reflecting their level of participation and investment.

In the future our **society** will:-

Increase the health and prosperity of our communities. - We will encourage inward investment and development of key sites, providing more jobs locally and resulting in fewer people having to commute. We will work to develop the skills of our residents to match employment opportunities available locally. Our schools and colleges will work with local business to bridge the gap between employment needs and education. We will reflect the changing demographics of our area by fostering new partnerships to support our older residents. By supporting close working between agencies we will ensure people stay healthy and active for longer and receive support to stay in their own homes.

Enable local communities to lead the way. - We will encourage communities to play an active role in shaping how they look locally. By focussing on education campaigns to generate pride and a strong sense of attachment between residents and their area. This will lead to a reduction in the need for regulation and the need for enforcement.

Encourage local business for local people. - More facilities and services will be commissioned and provided at a local level through social enterprises, community groups or charities. Local communities will take more responsibility for their areas, supporting and investing in local business to improve the wider economic future of their area.

Progress a new relationship between the Councils and communities. - There will be a move away from providing universal services, with communities working together to set priorities to target resources. This will foster a new bond between Council and communities, based on trust. We will develop new flexible roles and responsibilities and a greater sharing of power and responsibility based on localism.