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## CABINET AGENDA

**Membership:** Councillor Rennie (Chairman)

Councillors Satchwell, Robinson, Pike, Bains (Vice-Chairman), Bowerman and Thain-Smith

**Meeting:** Cabinet

**Date:** Wednesday 8 September 2021

**Time:** 5.30 pm

**Venue:** Hurstwood Room, Public Service Plaza, Civic Centre Road,  
Havant, Hampshire PO9 2AX

The business to be transacted is set out below:

Daniel Toohey  
Monitoring Officer

31 August 2021

Contact Officer: Jenni Harding 02392 446234  
Email: [janni.harding@havant.gov.uk](mailto:janni.harding@havant.gov.uk)

Page

### PART 1 (Items open for public attendance)

**1 Apologies for Absence**

To receive and record any apologies for absence.

**2 Declarations of Interests**

To receive and record any declarations of interest.

**3 Minutes**

1 - 4

To confirm the minutes of the last meeting held on 30 June 2021.

**4 Chairman's Report**

**5 Recommendations from the Scrutiny Board**

To consider the recommendations of the Overview & Scrutiny Committee held on 24 August 2021.

**6 Questions to Cabinet**

To consider questions to Cabinet non-Cabinet members (SO.68).

**7 HBC Climate Change and Environment Strategy 2021-2026 5 - 26**

**8 Controlling Access to HBC Land 27 - 50**

**9 Hayling Island Seafront Regeneration Update 51 - 96**

**10 Havant Regeneration Programme 97 - 122**

**12 Outside Body Appointments**

Cabinet is asked to APPROVE Cllr Denton as representative of the Solent Growth Forum to the end of the 2020/2021 municipal year.

**13 Portchester Crematorium Minutes & Annual Report 123 - 134**

RECOMMENDED that the following be noted:

- (1) Minutes of the meeting of the Portchester Crematorium Joint Management Committee held on 21 June 2021.
- (2) Portchester Crematorium Joint Committee – Annual Report – 2020/21

**PART 2 (Confidential items - closed to the public)**

**14 Exclusion of the Press and Public**

The Cabinet is asked to consider whether to pass a resolution excluding the public from the meeting during consideration of any of the items on the agenda. If members wish to do so then this could be achieved by passing the following resolution. Members are not required to pass the resolution but the Solicitor to the Council recommends this as to the item set out below.

That the public be excluded from the meeting during consideration of the item headed and numbered as below because:

- (a) it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during that item there would be disclosure to them of exempt information of the descriptions specified in paragraphs of Part 1 of Schedule 12A (as amended) of the Local Government Act 1972 shown against the heading in question; and
- (b) in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

**Item xx – xx**

**(Paragraphs xx)**

## **GENERAL INFORMATION**

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### **Internet**

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# Havant

## BOROUGH COUNCIL

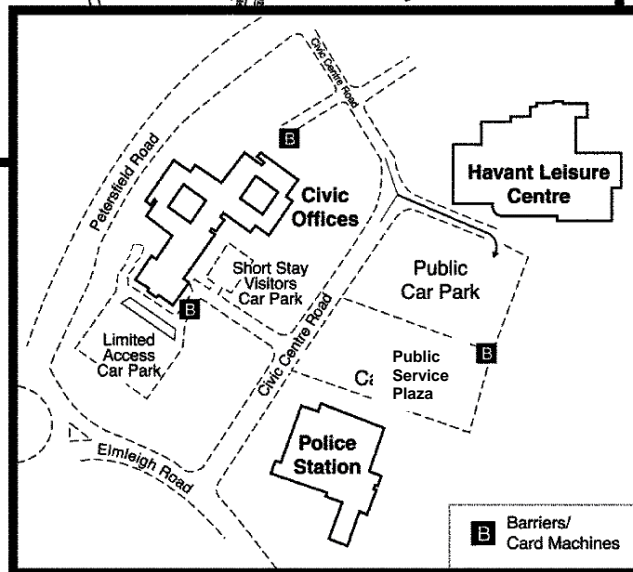
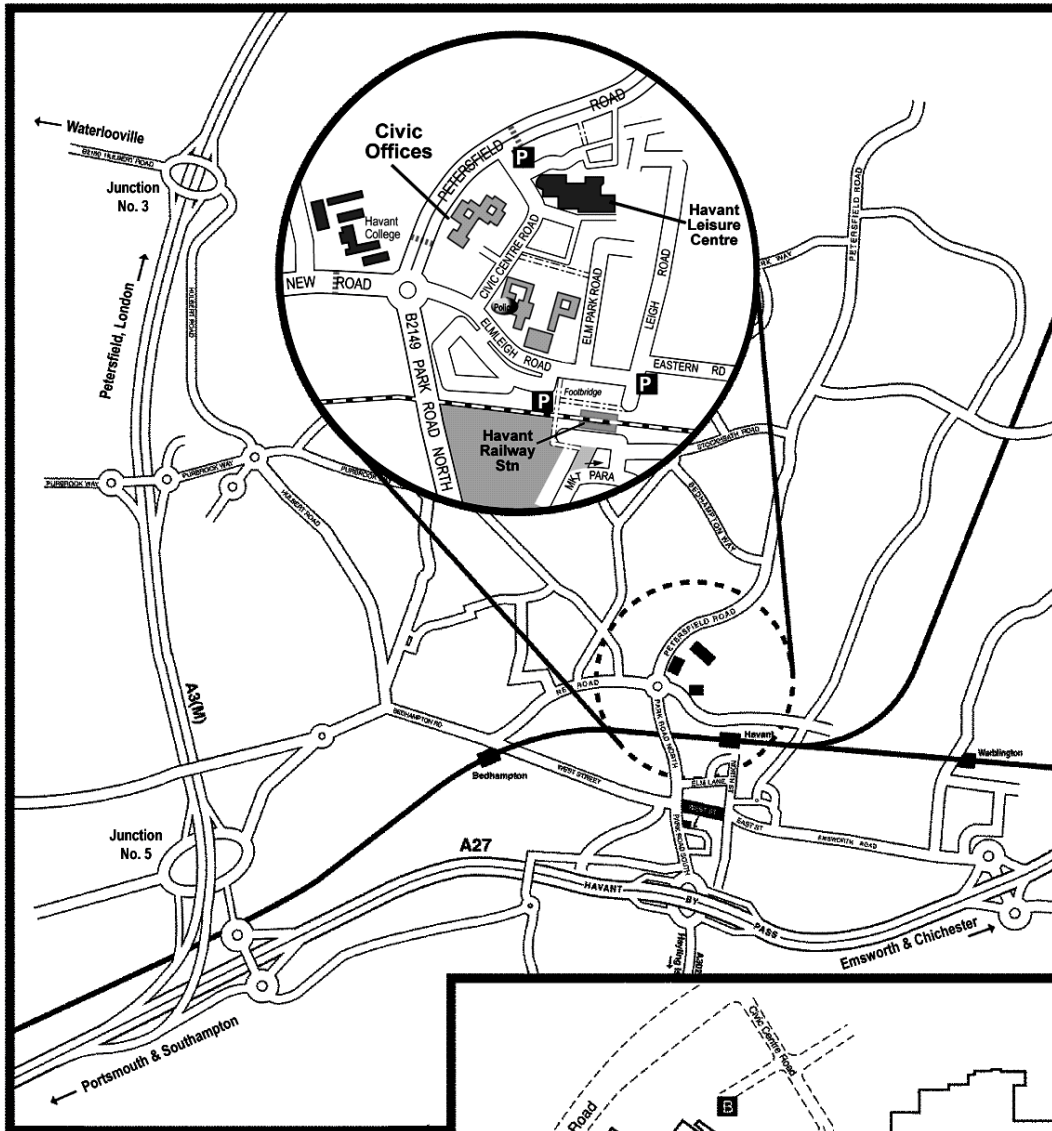
### PROTOCOL AT MEETINGS – RULES OF DEBATE

#### Rules of Debate

- Councillors must always address each other as “Councillor ...” and must always address the meeting through the Chairman;
- A motion must relate to the business included on the agenda or accepted by the meeting as urgent business
- A motion must be proposed and seconded before it is debated until it is either accepted or rejected by a vote;
- An amendment can be proposed to the original motion and this must be seconded before it is debated;
- An amendment cannot be considered if it is inconsistent with an amendment previously adopted or repeats an amendment previously rejected;
- The mover of an original motion may, with the consent of the mover of an amendment, incorporate an amendment into the motion;
- Only one amendment may be moved at a time. No further amendments can be moved until the previous amendment has been dealt with;
- Each amendment must be voted on separately;
- If an amendment is carried, the amended motion becomes the substantive motion to which further amendments may be moved;
- If an amendment is lost, other amendments may be moved to the original motion.
- The mover may withdraw an amendment at any time
- After an amendment has been carried, the Chairman will read out the amended (substantive) motion, before accepting any further amendment, or if there are none, put it to the vote.

#### Voting

- Voting may be by a show of hands or by a ballot at the discretion of the Chairman;
- Councillors may not vote unless they are present for the full duration of the item;
- Where there is an equality of votes, the Chairman may exercise a second (casting) vote;
- Two Councillors may request, before a vote is taken, that the names of those voting be recorded in the minutes
- A recorded vote will always be taken in respect of approval of the Annual Budget
- Councillors may not vote unless they are in the meeting for the full debate on any particular item
- A Councillor may request that his/her vote be recorded in the minutes



**Havant**  
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## HAVANT BOROUGH COUNCIL

At a meeting of the Cabinet held on 30 June 2021

Present

Councillor Rennie (Chairman)

Councillors Satchwell, Robinson, Pike, Bains (Vice-Chairman) and Thain-Smith

### 11 Apologies for Absence

Apologies for absence were received from Cllr Bowerman.

### 12 Declarations of Interests

There were no declarations of interest.

### 13 Minutes

The minutes of the previous meeting held on 02 June 2021 were confirmed as an accurate record.

### 14 Chairman's Report

The Leader reported that there had been a disruption to waste collection services across the Borough over the past 3 to 4 weeks, due to a national shortage of drivers and that the council was working extremely hard to reinstate services as soon as possible. There have been several meetings held with Norse, and the council have set out a number of recommendations for them.

The Leader requested for residents to continue to raise issues.

### 15 Shaping Our Future

The Leader introduced the item which followed a decision taken by Cabinet in September 2020, to move forward with the transformation programme and reported officers efforts to deliver on goals set out by Cabinet resulted in the outline plan presented to Member today.

Within this item was a report submitted from the Overview & Scrutiny Committee and Cllr Francis attended Cabinet to thank officers for their through response to the questions raised by the committee as part of the scrutiny process and confirmed to Cabinet that the committee had looked at the report very thoroughly.

Proposed by Cllr Rennie and seconded by Cllr Satchwell, following a vote, it was RESOLVED that Cabinet note the recommendations made by the Overview & Scrutiny Committee;

- a) The latest version of the Transformation Programme as per the Shaping Our Future Report dated September 2020 be noted.
- b) The Committee note that all costs and potential saving associated with the Transformation Programme are estimated at this time. The relationship to the Medium-Term Financial Strategy (MTFS) is, currently, based on research of other authorities who have conducted a similar programme.
- c) The Committee recognises the work that has gone in to producing the Target Operating Model and how it can lead the Programme towards its goals and requests sight of the Project plans through a Task & Finish Panel on a quarterly basis, starting in September 2021.
- d) The Committee supports the drive towards the furtherance of a partnership between EHDC and HBC through 'One Workforce' with the aim of delivering maximum opportunity for streamlined service delivery at reduced overall cost and maximum efficiency.
- e) The Committee supports the delegated authority, in line with Financial Procedure Rule G.35, to the Director of Corporate Services to approve drawdowns from relevant Reserves, up to a maximum of £383k in 2021/22 and that retrospective reporting to Cabinet via Programme updates and routine Budget monitoring reports be scheduled.

Cabinet debated the Shaping our Future report and discussed the importance of stakeholder engagement. Cabinet requested quarterly reporting to Members and for 'inclusion' to be added to the report alongside 'equality & diversity'.

Proposed by Cllr Rennie and seconded by Cllr Bains, following a vote, it was RESOLVED that Cabinet;

- a) Agree the latest version of the Programme structure and plan (4.5, 4.10-4.14).
- b) Agree the estimated costs and savings associated with the Programme and the relationship to the Medium-Term Financial Strategy (MTFS) (Section 3).
- c) Agree the overarching concept of the Target Operating Model (TOM) (Diagram 1, 3.6, and Appendix 1).
- d) Agree to drive the East Hampshire and Havant partnership to deliver maximum impact and hence opportunities for reinvestment through a more detailed analysis over the next three months (5.1-5.6).



- e) Agree to delegate authority, in line with Financial Procedure Rule G.35, for the Director of Corporate Services to approve drawdowns from relevant reserves, up to a maximum of £383k in 2021/22, with retrospective reporting to the Cabinet via Programme updates and routine budget monitoring reports (5.3).

**The meeting commenced at 5.00 pm and concluded at 5.36 pm**

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**Chairman**

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NON EXEMPT

## HAVANT BOROUGH COUNCIL

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Cabinet

8 September 2021

Havant Borough Council Climate Change and Environment Strategy  
2021 to 2026

FOR DECISION

Portfolio: Climate Change and Environment

Cabinet lead: Cllr Julie Thain- Smith

Executive Director: Simon Jenkins

Key Decision: No

Report No: HBC/012/2021

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### 1.0 Purpose of Report

- 1.1. On 08 May 2019 Havant Borough Council published a climate statement. This paper presents a draft Climate Change and Environment Strategy for the next 5 years 2021-2026 developed to implement commitments made by the statement.

### 2.0 Recommendation

- 2.1. That Havant Borough Council Cabinet recommend Havant Borough Council's adoption of the attached Climate Change and Environment Strategy 2021 to 2026.

### 3.0 Executive Summary

- 3.1. Following the publication of the 'climate statement' mentioned in 1.1 above, Havant Borough Council leadership appointed a cabinet lead for the climate and environment, Councillor Julie Thain-Smith in July 2020. Consultation events in December 2020 and March 2021 with residents and Havant Borough Council members raised priorities for Havant Borough Council and shaped the attached Climate Change and Environment Strategy document.
- 3.2. The strategy sets out the Council's vision, approach and priorities for addressing climate and environment challenges we all face, and links to national and international commitments for climate mitigation.

- 3.3. An Action Plan itemising individual initiatives will follow the adoption of the strategy. See priority HM on page 14.

#### **4.0 Additional Budgetary Implications**

- 4.1. None directly arising from this report. Each initiative identified and linked to the priorities in the attached climate change and environment strategy will be evaluated and funding identified with separate business cases. (Similar to the approach taken in East Hampshire District Council under their adopted Climate & Environment Strategy.)
- 4.2. For the current financial year 2021/22, there is no budget. Some joint initiatives with East Hampshire District Council, climate awareness programme for staff and Councillors, and zero cash initiatives for example community engagement, tree planting and policy updates will be the focus for the next (the first) 6 months. These are necessary foundation initiatives and will allow subsequent years budget to be planned.
- 4.3. Since the approach for addressing climate change is to integrate objectives and actions across all services, budgets and budget planning processes must identify options for Havant Borough Council to become carbon zero, with associated marginal costs -if any- of migrating to low carbon operations.
- 4.4. S151 Officer: It is clear that this report and the strategy cause no direct financial implications for the Council. Furthermore, any proposed, specific actions arising from the strategy will be fully costed and a business case for funding will be presented for consideration before any additional costs are incurred.

#### **5.0 Background and relationship to Corporate Strategy**

- 5.1. The corporate strategy already contains reference to environmental sustainability and climate change. This strategy put those references into context, and provides a comprehensive set of priorities to guide the organisation's plan for action.

#### **6.0 Options considered and reasons for the recommendation**

- 6.1. Hampshire County Council, the Solent LEP and all neighbouring local authorities have identified climate change as a priority. The Climate Change Act 2008 has a legally binding target for the UK to reaching net zero carbon emissions by 2050. Therefore the options under consideration are concerned with the time frame for reaching net carbon zero. This strategy represents the first five year period and is aligned with national carbon reduction targets.

#### **7.0 Resource Implications**

- 7.1. The strategy does not in itself have any additional resource implications. Each initiative will be proposed with a business case to evaluate resource implications and options for delivering specified outcomes. The Climate and Environment Lead officer is a dedicated resource to coordinate the delivery of the strategy objectives.

## **8.0 Legal Implications**

- 8.1 Gina Homewood – 1 June 2021. The adoption of the strategy itself does not have any significant legal implications, but as each initiative is brought forward for implementation any specific legal implications will be addressed in the appropriate reports.

## **9.0 Risks**

- 9.1. The risks posed by the climate crisis are well documented: scientific evidence demonstrates action must be taken immediately to reduce greenhouse gases and avoid catastrophic impacts of severe weather events and damage to ecosystems that will have an adverse and irreversible impact on everyone.
- 9.2. Without a plan of action based on adopted strategy the organisation risks failing to deliver. Council service areas need this strategy to deliver the changes we need. Services must embed climate and environment criteria in business plans, decision-making, and across the range of policies that underpin service delivery.
- 9.3. Swift and easy zero-cost opportunities risk being missed. For instance, we risk lost opportunities for building collaborations with other public bodies including Hampshire County Council and influencing positive change through our role as a planning authority for residents communities and enterprises.

## **10.0 Consultation**

- 10.1. The Cabinet Lead for Climate and the Environment has hosted two (online) events in December 2020, and March 2021. Attended by approximately 60 people including local residents, and fellow Councillors, these events have helped to identify priorities and have shaped the attached climate change and environment strategy.
- 10.2. The consultation activity has forged links with local community groups concerned about local impacts of the climate crisis. The strategy is aimed at enabling everyone to play their part in addressing climate and environment.

## **11.0 Communication**

- 11.1. Internally, the strategy identifies a need to embed climate and environment awareness for all staff and Councillors. An initiative is already specified to deliver this through a Climate Awareness Programme (to be provided online via MS teams).
- 11.2. Externally, a communications plan identifies key stakeholder groups, and most appropriate channels for one to many, and many to many communications messages. A collaborative and inclusive approach is envisaged. Support from the communications team to update and maintain information on our web pages is in hand.



**Havant Borough Council**  
**Climate Change and Environment Strategy 2021-2026**

# Havant Borough Council

## Climate Change and Environment Strategy 2021-2026

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## Foreword by Julie Thain-Smith, Cabinet Lead

I am pleased to introduce the Havant Borough Council Climate Change and Environment Strategy 2021-2026.

In developing this strategy, we have made a determined effort to explore what is within Havant Borough Council's sphere of influence to drive the change we need. We will collaborate with others on how this is achieved. It is essential that all potential effects and impacts on the environment are mandated as material considerations in all decisions, policies or guidelines that Havant Borough Council makes or produces.

This strategy will evolve as we deliver it, learning as we go, leveraging influence and working collaboratively across our Borough.

The decisions that we make as an organisation over the next five years have the potential to have a far-reaching and positive impact on our climate. With this strategy, guided by the science, and based on evidence for optimising outcomes, we will strive for the best outcomes for the climate and environment.

The prize is a future for the next generation of Havant residents which embraces a low-carbon economically-vibrant, inclusive community, and where health and wellbeing is enjoyed by everyone.



*Julie Thain-Smith, Cabinet Lead*

## Endorsement of the Chief Executive

The Leadership of Havant Borough Council recognises that the climate crisis poses a key risk for the authority. The first step was taken in May 2019 with a motion that recognises that we all have a part to play in reducing harmful emissions and improving the environment.

My role as Chief Executive is to take that mandate and embed behaviours across the whole organisation to tackle the climate crisis.

This Climate and Environment Strategy 2021-2026 firmly establishes a collaborative and integrated approach that embraces how I lead the officer team to deliver all our services, including those provided through our strategic partners.

The first objective laid out in this document is for the Council to reach carbon net-zero operation by or before 2050. But the challenge is greater than that: we also need to use our influence as community leaders and the planning authority to deliver carbon net-zero development, whilst securing a vibrant low-carbon economy.

The second objective in the strategy is to protect and enhance the local natural environment. It is crucial to take an inclusive approach to deliver compelling opportunities for active travel, appreciation and enjoyment of the coast, beaches and open green spaces. Sea water and freshwater quality is an integral part of this priority, and we will continue to work with partners to deliver improvements, such as the Environment Agency and Southern Water.

Gill Kneller, May 2021

## **1. Executive summary**

The purpose of this strategy is to provide a clear statement of the Council's climate change and environment objectives and identify priorities that will drive action and promote accountability.

There is irrefutable scientific evidence that climate change is having serious negative impacts on our livelihoods and communities.

We are all partners in the delivery of this strategy as individuals, families, communities, organisations, schools, colleges and enterprises across the Borough.

In May 2019, the Council acknowledged that Havant needs to respond swiftly to the nationally recognised need to reduce harmful carbon emissions. The wording of the motion to the council can be found in Annex 1.

This Climate Change and Environment Strategy has been shaped by stakeholder engagement with (virtual) open events held in December 2020 and March 2021.

The strategy provides a vision for Havant Borough Council and its priorities for the focus of the next five years. A delivery Action Plan will follow, to identify initiatives, and be implemented by business cases. By mainstreaming climate priorities across the organisation, the Council will report on progress and be accountable in our annual review.

The strategy describes two high level objectives for the strategy, to reduce carbon emissions to net-zero by 2050, and to protect and enhance the local natural environment. It covers spheres of influence to drive change and lift the level of ambition for a future where people and nature thrive. We want to take an inclusive approach, so everybody takes action to tackle the climate crisis.

## **2. The climate crisis**

Climate change is a large-scale, long-term shift in the earth's weather patterns because of increasing average global temperatures. The results are seen in ever increasing severity and frequency of extreme and unpredictable weather events. Flash floods, storms and high winds, heatwaves, wildfires, summer droughts and coastal incursions have caused the climate challenges we face.

Human activity is responsible for the climate crisis: burning fossil fuels, intensified agriculture, polluting industrial processes and land-use change, clearance of vegetation increases green-house gases, changing the atmosphere, and altering the climate.

The impact is recognised globally. Everyone has a responsibility to take action, urgently.

## **3. National and International Policy context**

The UN Intergovernmental Panel on Climate Change (IPCC) published a report in October 2018 which concluded that we have less than 12 years to act to avoid the worst impacts of climate change. The report highlights several climate impacts that could be avoided by limiting global warming to 1.5°C compared to 2°C, or more. It

suggests that limiting global warming to 1.5°C may still be possible with ambitious action by governments that signed the Paris Agreement.

This was strengthened by the IPCC *Sixth Assessment Report* published August 2021, which stated that human-induced climate change is already affecting many weather and climate extremes in every region across the globe.

In June 2019, the UK government amended the Climate Change Act 2008, committing to a net-zero carbon target by or before 2050. The UK as a whole must eliminate climate emissions from energy use in homes, transport, farming industry, and from all public services.

The UK government envisage local authorities as catalysts of change. Councils are experts in understanding their local areas, and delivering action mandated through national policy.

In October 2017, the government adopted the Clean Growth Strategy, proposing measures for decarbonising all sectors of the UK economy through the 2020s. It explains how the whole country can benefit from low-carbon opportunities, while meeting national and international commitments to tackle climate change. Amendments to this strategy have brought forward timescales for instance, banning the sale of petrol and diesel vehicles by 2030.

In January 2018, the 25-year Environment Plan confirmed the government's aim to take all possible action to mitigate climate change by continuing to cut GHG emissions, while adapting to reduce its impact through risk assessments and responses to floods, heatwaves, new pests and disruption to food production.

More recently, despite the impact of Covid-19, we have seen proposals and policies for a Future Homes Standard, Build Back Better, Living with Beauty and Active Travel (links to references provided [below](#) ).

#### **4. Local context and key challenges**

Havant Borough Council is set on the south coast of England between Chichester to the east and Portsmouth to the west. It is located on the coastal plain between the South Downs National Park and the Solent. It comprises five areas: Emsworth, Hayling Island, Waterlooville, Leigh Park to Havant and Bedhampton in the centre. It is home to around 129,000 people (2017 estimate).

The existing cycling and walking network is extensive, and the flat landscape topography lends itself to active travel. Bicycles go free on local ferry services connecting Hayling Island.

Havant railway station is the best connected in South Hampshire and has direct services to London, port cities of Southampton and Portsmouth, and good connections to the east. Road links connect the borough east-west M27/A27 and northeast-southwest A3M.

The economy has moved from a largely manufacturing base with marine and technology businesses, towards more service-based economy with a focus on tourism and retail. Windsurfing has its origins on Hayling Island, and Beachlands continues to

be a popular location for the sport. Many higher skilled workers commute in to the Borough for work, whilst 59% of residents commute out for work (2019 estimates).

Of the 51,300 households in Havant (2018 census) more than 20% do not have an EPC Energy Performance Certificate. We know that almost 50% of EPCs are rated D or below. The Clean Growth Strategy set a target to upgrade as many houses as possible to EPC Band C by 2035. Since carbon emissions from domestic properties are one of the biggest contributors in Havant, it is likely that over 12,500 homes will need retrofitting over period of this strategy. This translates to around 2,500 homes every year.

There is only one 'neighbourhood' plan drafted (2021) in Havant's area: Emsworth. Additional funding from house-builder contributions (CIL & S.106) are made available to places with an adopted neighbourhood plan. The challenge is to support communities to develop neighbourhood plans, to give communities funding to address the climate crisis.

## **5. How to make a difference**

You can make a difference:

- At home or at work, reduce energy use by making buildings energy efficient.
- Switch to renewable sources of energy.
- Choose locally produced food; reduce meat and dairy consumption.
- Switch to active travel: walk and cycle more, drive and fly less.
- Use resources more efficiently: avoid waste, reuse and recycle.
- Help us increase tree cover by planting a tree near to where you live.
- Join a local team keeping our coastline, open green-space and woodlands healthy.

Help by talking to friends and family about making small changes, they add up to influencing the future for good.

More information can be found by searching for Havant Climate Alliance and the Action Network. (Link 2021: <https://actionnetwork.org/groups/havant-climate-alliance>)

## **6. The Impact**

Without action, rising global temperatures will increase the frequency and intensity of unpredictable weather events. The natural environment will be affected, with the loss of many species of flora and fauna. Ecosystems and the ecosystem services they provide will change and have an adverse impact on our economy and food supply chains.

The IPCC predicts:

- Climate change is expected to magnify regional differences in Europe's natural resources and assets. Negative impacts will include increased risk of inland flash-floods, more frequent coastal flooding and increased erosion.
- Glaciers will retreat and snow cover will reduce affecting winter tourism. There could be extensive loss of plant and animal species.
- In Southern Europe, climate change is projected to worsen conditions (high temperatures and drought) in a region already vulnerable to climate variability

and to reduce water availability, hydropower potential, summer tourism and, in general, crop productivity.

- The Panel also anticipate that there will be increased risks to health associated with heat waves, in particular for the young and the elderly.

For Havant, the impact of climate change will likely mean hotter drier summers with more chance of heat waves and drought and wetter, milder winters with more storms and increased risk of river and coastal flooding.

## **7. Tackling Climate Change**

Our response to climate change will be managed on two fronts:

Mitigation: Taking action to reduce greenhouse gas emissions

Adaptation: Being prepared for the impacts caused by changes in our climate.

By developing a coherent approach to mitigation and adaptation, everyone in Havant will benefit by saving energy and money, and improved environmental performance.

Our residents and businesses benefit through an improved quality of life and being more prepared for the threats posed by the changing climate.

Through Havant Borough Council's Climate Change Motion and the production of this Climate Change and Environment Strategy, the Council is committed to reducing greenhouse gas emissions to net-zero by or before 2050 in line with national legislation.

You can keep in touch with the latest initiatives, with the Council's Community Climate Conversation initiative. Your Council wants to work with everyone for a sustainable future.

## **8. Havant Borough Council's Vision**

The adoption of the strategy means the following statements will be true:

Havant Borough Council operations and services are delivered with net-zero carbon emissions. Changes to our policy framework are made soon as reasonably practicable, ahead of, or in line with national legislation.

Collaboration and cooperation with relevant agencies, partners, enterprises, and communities actively support the net-zero carbon ambition in all sectors.

Havant Borough Council members actively identify policy obstacles and lobby for change to address the climate and ecological crisis.

Havant is a carbon net-zero Borough, with the council enabling everyone to play their part, and to benefit from a sustainable, economically-vibrant society, where good health and wellbeing means that people and nature thrive in harmony.

## 8.1. The Purpose of the Strategy

The purpose of the strategy is to provide a clear statement of the Council's climate and environment priorities for tackling the Council's direct impact. Working with our public and private sector partners and our communities, the Council will use its mandate to influence outcomes to accelerate and embed low-carbon outcomes.

## 9. Havant's strategic objectives

### STRATEGIC OBJECTIVE 1. CLIMATE

To reduce carbon emissions in line with the Climate Change Act 2008 to net-zero carbon by 2050 for all Council services, whether they are delivered by us, or through a partnership. To use the authority's mandate as Planning authority for sustainable development. To influence and support our residents and enterprises in every sector to reduce carbon emissions to net-zero by 2050.

### STRATEGIC OBJECTIVE 2. ENVIRONMENT

The ecosystem services provided by the natural environment represent a life-support system we all rely upon. Havant Borough Council works in partnership to protect, improve and enhance our natural environment locally for biodiversity net gain.

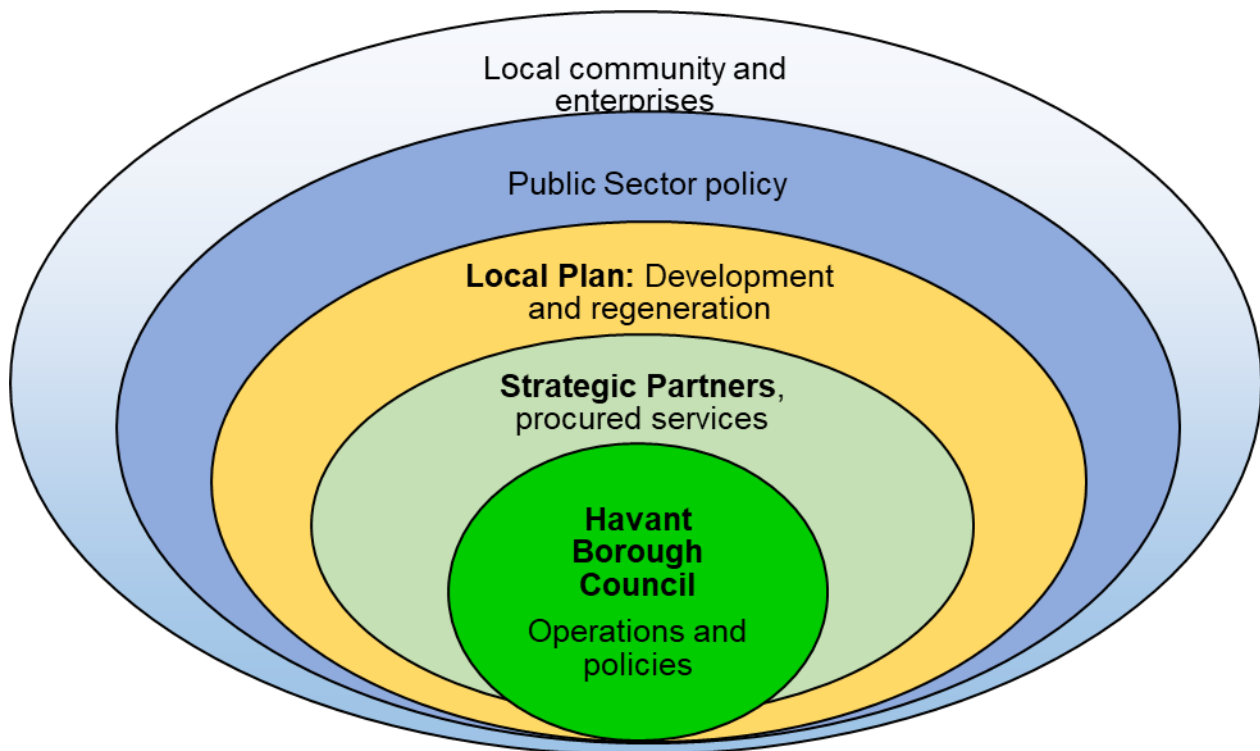
## 10. Scope and influence of the strategy

This strategy is for Havant Borough Council. Figure 2 covers the spheres of influence: ranging from direct control over emissions from its own operations through the strong influence on the area through the Local Plan. The council has no mandate or direct influence on the wider public sector policy formation other than as a statutory stakeholder. And the council influences local communities and enterprises through a process of consultation, cooperation and collaboration.

The strength of influence indicated in level to reflect the ability of the council to them influence actions to mitigate climate change.

Figure 1 Spheres of Influence

<b>Havant Borough Council</b>	<b>Strategic Partners, procured services</b>	<b>Development and Regeneration</b>	<b>Public Sector policy Framework</b>	<b>Local Community and Enterprises</b>
The Council has <i>overall direct control</i> over its own operations, and the policies it adopts.	The Council has a <i>significant control</i> through specification of procured services, and strategic partners delivering services on behalf of Havant borough council	The Council's Local Plan has a <i>strong influence</i> on development and regeneration in Havant Borough Council	The Council is a statutory stakeholder for national policies framing our operating environment. <i>Some control</i> is provided through consultation or lobbying.	The Council influences the local community and enterprises through, <i>consultation-operation and collaboration</i> .



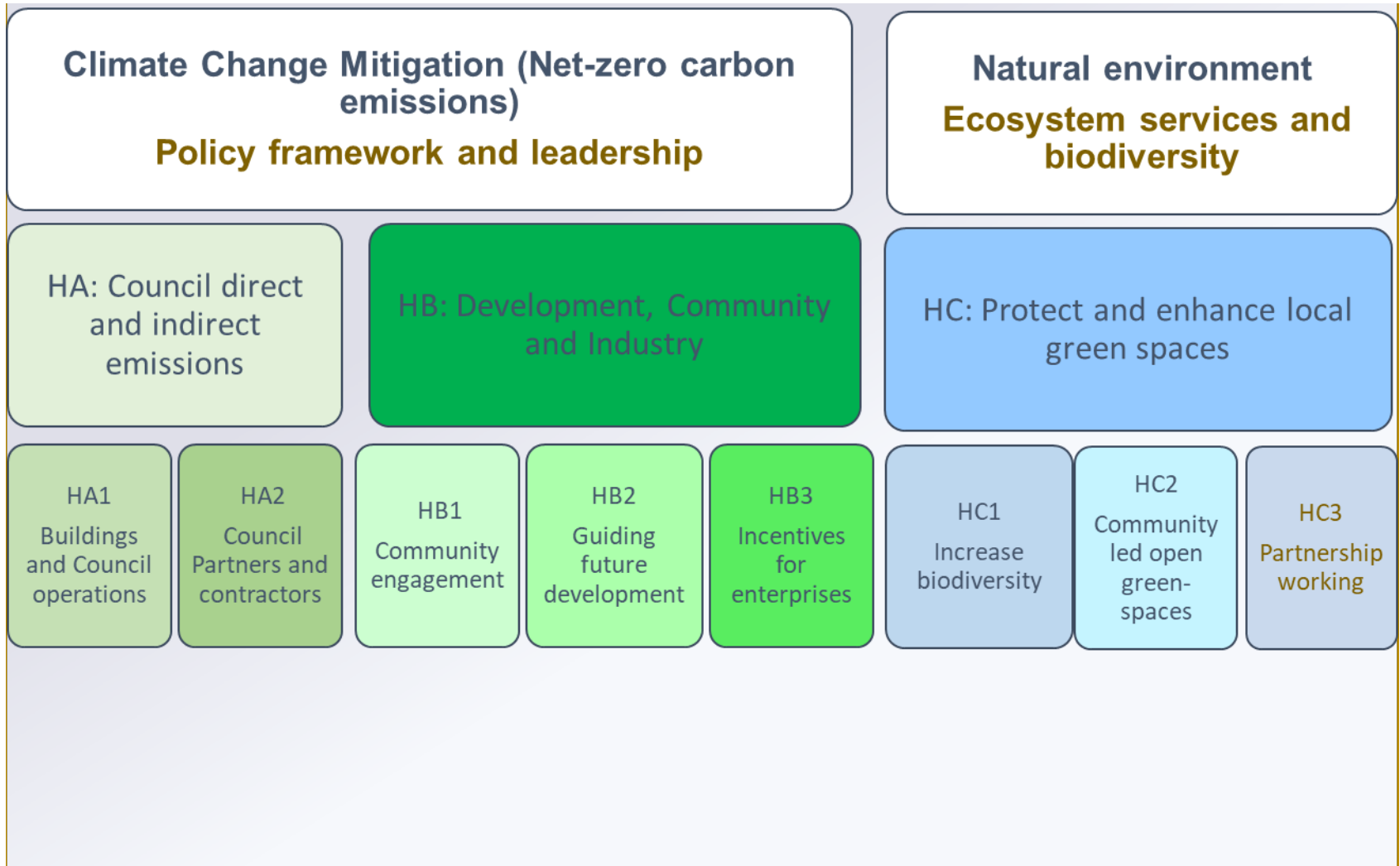


Figure 2 Overview of Havant BC Climate and Environment Objectives and Initiatives



## 11. Priorities

### HA: Priorities to tackle Council's estate and operations emissions

Emissions attributable to Council's own operations are only a small proportion of all climate emissions in the borough, perhaps 1 or 2% of the total. We have direct influence over these, so we are putting these first to demonstrate leadership by tackling our own emissions as a priority.

<b>HA1: Priorities for tackling the emission from Council Estates and operations</b>	
HA1i	Reduce emissions from Council buildings and vehicles to zero by or before 2050 by switching to renewable energy and EVs
HA1ii	Harness new technology for a transition to innovative low-carbon on-line and cloud-based working practices. Reduce office space requirements and move to hybrid in-person and virtual meeting arrangements.
HA1iii	Amend the Constitution, procurement processes and investment appraisal tools to mandate inclusion of criteria to mitigate the climate crisis.
HA1iv	Change the culture of the organisation with carbon literacy awareness at all levels

<b>HA2: Priorities for tackling the emissions from our partners and contractors</b>	
HA2i	All new or reviewed contracts and procurement will embrace the net-zero by or before 2050 target from 2021
HA2ii	Strategic long-term partners' emissions will be managed to net-zero by or before 2050 within existing contracts e.g., in leisure centres and from refuse collection.
HA2iii	Lobby staff pension providers to eliminate fossil fuel investments.

### HB: Priorities for action by the community, residents, and enterprises

We will use our channels of communication and networks in the community and across our local economy to present everyone with the opportunity to make the changes we need to see to reach net-zero carbon emission for the whole district by or before 2050.

<b>HB1: Priorities engaging positively with residents and our local community</b>	
HB1i	Promote climate messages to raise awareness and stimulate public engagement to foster change, including active travel, improving recycling rates, reducing energy demand, and looking after the natural

	environment.
HB1ii	Promote retrofitting for existing homes to reduce energy demand and save money on heating. Tackle fuel poverty and identify funding for schemes offering installation of energy-efficiency measures, including insulation and smart thermostats.
HB1iii	Engage and facilitate a network of 'Green Groups' to enable effective sharing of successful initiatives for behaviour change. Initiate climate conversations and consult with residents and enterprises for lifting and accelerating ambition for net-zero carbon.

### **HB2: Priorities for guiding future development e.g., through the planning system**

HB2i	Minimise the climate impact of new development through our Local Plan policies and development management decisions. Embrace and enforce policies to reduce energy demand in dwellings such as the Future Homes Standard, Living with Beauty, and others as appropriate. Leading by example, minimise the climate and environmental impacts of Havant Borough Council's own projects.
HB2ii	Adopt approaches for delivery of new homes that meet or exceed energy standards. Seek better protection for households through engagement with housebuilders, social landlords, and through effective, resourced enforcement.
HB2iii	Reinforce and implement policy and initiatives for low-carbon transport. Prioritise compelling options for active travel, walking and cycling, and insist on best practice for infrastructure design and paths. Ensure alternatives to fossil fuels through promoting investments in infrastructure for electric-vehicles, and green hydrogen hubs for HGVs

### **HB3: Priorities for providing incentives for businesses and enterprise**

HB3i	Encourage the switch away from internal combustion engines (ICE).
HB3ii	Mandate that Climate Change and Environment criteria and impacts are material considerations when awarding or supporting grants and funding
HB3iii	Celebrate best practice amongst our local businesses and shops, for instance to improve energy efficiency, or innovation to address climate issues
HB3iv	Embrace Build Back Better <sup>1</sup> and promote jobs in 'green' sector

## HC: Priorities to Protect and enhance the Natural Environment.

Promote inclusive access and enjoyment of the natural environment alongside sustainable management.

<b>HC1: Priority for the local Natural Environment</b>	
HC1	In line with Havant Borough Council's Biodiversity Strategy (Jan 2019), support and promote initiatives that halt biodiversity loss, support healthy, well-functioning ecosystems, and establish coherent ecological networks, with more and better spaces for nature for the benefit of wildlife and people.

<b>HC2: Priority for Community led open green-spaces.</b>	
HC2	Enhance and extend the process for residents and community groups to adopt land owned by Havant Borough Council for planting wildflowers, trees and improving local biodiversity.

<b>HC3: Priorities for partnership working</b>	
HC3i	Work with our partners and Hampshire County Council to eliminate routine use of pesticides in public open spaces
HC3ii	Work with Hampshire County Council to develop and promote active travel. Seek funding to connect cycling and walking infrastructure across and within the Borough to connect neighbouring settlements and employment hubs.
HC3iii	Work with the Environment Agency, Southern Water and Portsmouth Water and other agencies to deliver schemes to improve provision of water supply*, freshwater quality, coastal (seawater) quality, and mitigate nitrate pollution. * including addressing use of freshwater springs to protect aquifer function.
HC3iv	Collaborate with the Coastal Partnership on adaptation. Support proposals to minimize carbon emissions from implementation of the shoreline management plan.

## HM: Priorities for Reporting Metrics and Accountability

Havant Borough Council has committed to adopting this policy and the priorities for period 2021 to 2026. Accountability for delivery of initiatives will be mainstreamed and business cases scrutinised and made public through the Annual Report, using

metrics consistent with statutory reporting and Hampshire County Council methodologies.

An Action Plan itemising individual initiatives will follow the strategic priorities, with envisaged timetables and reporting metrics incorporated,

<b>HM</b>	<b>HM Metrics and Accountability Priority</b>
HMi	Align with Hampshire County Council methodology for reporting on carbon emissions. Undertake a verifiable and objective reporting against the indicators listed in the Action Plan.
HMii	Publish a narrative for actions and progress undertaken as part of the Annual Report every year
HMiii	Update our independent Integrated Impact Assessment to include climate and environment criteria and ensure that the key indicators are prioritised

## Supplementary information

### Glossary and abbreviations

Carbon, Carbon Dioxide	C; CO <sub>2</sub> ; CO <sub>2</sub> <sup>e</sup>	Carbon and Carbon dioxide is the biggest contributor to GHG in the atmosphere by volume, responsible for global warming. Carbon in fossil fuels generates CO <sub>2</sub> when burned. Other gases are expressed as carbon dioxide equivalents CO <sub>2</sub> <sup>e</sup> : Methane 21 times the impact on atmospheric warming
Council Services		Havant Borough Council is a District authority within Hampshire County. Services include bin collections, benefits and housing, communities, economic development licensing, parking services, Council Tax collection and planning applications.
Carbon capture and storage	CCS	Processes which 'suck' carbon dioxide out of the atmosphere, make a chemical or physical change and stores it so it cannot escape back into the atmosphere. Only small-scale schemes have been proven as reliable. Only to be used as a last resort in any hierarchy.
Climate Emissions		Emissions of gases that increase the greenhouse effect. They include carbon, methane, nitrous oxide and many more. See GHG; CO <sub>2</sub> ; CO <sub>2</sub> <sup>e</sup>
Direct and indirect emissions		<b>Direct</b> emissions are those produced directly by an organisation; <b>indirect</b> emissions are made by a contractor or supplier on behalf of an organisation
Ecosystem Services		Ecosystem services are provided free of charge by our natural environment, sometimes referred to as 'natural capital'. Ecosystem services are our life-support system and enable us to thrive. Ecosystem Services include <b>Provisioning</b> services, fresh water, food and materials, timber and minerals, <b>Supporting</b> services, functions that underpin all the other ecosystem services, like soil formation, nutrient and water cycling, and biodiversity. <b>Regulating</b> Services of natural processes for good air quality, water and soil quality, water flow and flood control, and pollination. And finally, <b>Cultural</b> services, the

		'non-material' benefits from our interaction with the natural environment, offering inspiration, tranquillity, recreation, and cultural heritage. We must look after our environment; after all, it looks after us.
Electric Vehicles	EV	Zero emission cars and vans using battery power.
Greenhouse gas	GHG	Atmospheric gases which cause global warming, principally carbon dioxide, but includes methane, nitrous oxide, and many others. GHG are used to quantify emissions and for carbon budgets.
Hampshire County Council	HCC	Hampshire County Council is the transport Authority, and waste disposal authority. Havant is a Borough Council within Hampshire.
Local Plan		The Local Plan is the overarching planning policy strategy that guides how development is delivered in a planning authority area.
Net-zero		The target of net-zero means cutting greenhouse gas emissions, to as close to zero as possible, and offsetting the remaining emissions to prevent global temperature rise. It means the same as 'carbon neutral'.
Resource efficiency		Avoiding waste, reusing, or recycling materials and things.

### References and further Reading

Climate change and the EU's response	EU Commission	November 2007	<a href="https://ec.europa.eu/commission/presscorner/detail/en/MEMO_07_515">https://ec.europa.eu/commission/presscorner/detail/en/MEMO_07_515</a>
UK Climate Change Act	UK Government	November 2008	<a href="http://www.legislation.gov.uk/ukpga/2008/27/contents">http://www.legislation.gov.uk/ukpga/2008/27/contents</a>
Sustainable development goals 2030	United Nations	May 2015	<a href="https://sustainabledevelopment.un.org/sdgs">https://sustainabledevelopment.un.org/sdgs</a>
The Paris Agreement/Agreement	United Nations Committee on Climate Change	November 2016	<a href="https://unfccc.int/process-and-meetings/the-paris-agreement/the-paris-agreement">https://unfccc.int/process-and-meetings/the-paris-agreement/the-paris-agreement</a>
Sixth Assessment Report	UN IPCC	August 2021	<a href="https://www.ipcc.ch/assessment-report/ar6/">https://www.ipcc.ch/assessment-report/ar6/</a>
Clean Growth Strategy	UK Government	October 2017	<a href="https://www.gov.uk/government/publications/clean-growth-strategy">https://www.gov.uk/government/publications/clean-growth-strategy</a>

25 Year Environment Plan	UK Government	January 2018	<a href="https://www.gov.uk/government/publications/25-year-environment-plan">https://www.gov.uk/government/publications/25-year-environment-plan</a>
Green Finance Strategy	UK Government	July 2019	<a href="https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/820284/190716_BEIS_Green_Finance_Strategy_Accessible_Final.pdf">https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/820284/190716_BEIS_Green_Finance_Strategy_Accessible_Final.pdf</a>
Hampshire CC strategy/vision	Hampshire County Council	January 2020	<a href="https://www.hants.gov.uk/News/07012020ClimateChange">https://www.hants.gov.uk/News/07012020ClimateChange</a>
Havant BC Biodiversity Strategy	Havant Borough Council	January 2019	<a href="https://cdn.havant.gov.uk/public/documents/Havant%20Borough%20Biodiversity%20Strategy.pdf#:~:text=The%20strategy%20will%20enable%20Havant,taking%20a%20collective%20approach%20to">https://cdn.havant.gov.uk/public/documents/Havant%20Borough%20Biodiversity%20Strategy.pdf#:~:text=The%20strategy%20will%20enable%20Havant,taking%20a%20collective%20approach%20to</a>
Local Plan - Statutory policy framework for development	Havant Borough Council	May 2020	<a href="https://www.havant.gov.uk/localplan">https://www.havant.gov.uk/localplan</a>
Living with Beauty Report	Building Better, Building Beautiful Commission	January 2020	<a href="https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/861832/Living_with_beauty_BBBBC_report.pdf">https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/861832/Living_with_beauty_BBBBC_report.pdf</a>
Future Homes Standard	The Future Homes Standard: changes to Part L and Part F of the Building Regulations for new dwellings	Consultation January 2021	<a href="https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/956094/Government_response_to_Future_Homes_Standard_consultation.pdf">https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/956094/Government_response_to_Future_Homes_Standard_consultation.pdf</a>
Local Plan	The statutory Policy covering development in Havant 2036	(To be adopted in 2021)	<a href="https://www.havant.gov.uk/local-plan">https://www.havant.gov.uk/local-plan</a>
Coastal	(Various) plans for protecting the coastline		<a href="https://coastalpartners.org.uk/">https://coastalpartners.org.uk/</a>

## Annex 1 Climate Statement May 2019

Motion to The Council 8 May 2019

<https://havant.moderngov.co.uk/ieListDocuments.aspx?CIId=212&MID=10584#AI14876>

Proposed by Councillor Francis and seconded by Councillor Pike, it was

RESOLVED that

This Council recognises that residents, businesses, community groups and public bodies all have a part to play in reducing harmful emissions and improving our environment.

As a Council, we wish to see a reduction in carbon emissions across the Borough, and new dwellings that have a reduced impact on the environment.

Our draft Local Plan 2036 gives clear leadership to sustainable housing, increasing use of renewable energy and electric vehicles. We call upon housebuilders to comply with and exceed these new standards which will significantly reduce the environmental impact of new housing.

As a Council, we are providing leadership in environmental standards by, for example, investing in electric vehicles for HBC services, electric vehicle charging points in our car parks, better cycling and walking routes, high standards of building and green spaces in our regeneration plans and increasing our recycling rates.

There are many steps that property owners can take, for example, solar PV/solar tiles, solar assisted water heating, individual room thermostatic heating controls, exterior wall insulation, double/triple glazing, electric car charging points and other low carbon and energy saving measures.

This Council urges all residents, businesses and other public bodies to work with us to reduce our collective impact on the environment.



NON EXEMPT

## HAVANT BOROUGH COUNCIL

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CABINET

Meeting Date: 08 Sept 2021

HBC LAND - CONTROLLING ACCESS

FOR DECISION

Portfolio Holder: Cabinet Lead for Finance, Regeneration & Estates,  
Cllr Pike

Key Decision: No

Report Number: HBC/009/2021

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### 1.0 Purpose of Report

1.1. This report is submitted to Cabinet for policy decision.

### 2.0 Recommendation

2.1 Cabinet is recommended to continue to rely on the mechanisms in place which enable the effective and timely enforcement activities to address unauthorised encampments across the borough.

### 3.0 Executive Summary

3.1. During 2019 there were 16 unauthorised encampments that gained access to HBC owned land. There have been 8 so far in 2021.

3.2. HBC has robust procedures in place which can effectively deliver enforcement action, should it encounter travellers on council owned land.

3.3. The processes are well developed and embedded into the Neighbourhood Quality team's service delivery. The costs associated with this operation are incorporated within the existing budget, estimated costs for each incident are between £1,000 and £1,500.

3.4. Whilst the costs form part of the existing budget, it is reasonable to challenge whether these processes add value, as other options may ease the pressure in terms of current financial and staff resourcing commitment.

- 3.5.** This report has therefore also considered the option to control access to the sites susceptible to unauthorised encampments in the borough. This could be achieved through introducing a range of measures that protect the site from being accessed illegally.
- 3.6.** Indicative costs associated with this option are likely to be approximately £10,000 per site depending on the controls that are put in place. It is accepted that the more controls installed, the risk to the site being accessed reduces, however, if the intention is to gain access to a site, then this is still likely to occur. Often, as a result, this will lead to damage to restrictive measures, which incur further costs to reinstate.
- 3.7.** Another option considered is to develop a formal transit site. This would be a permanent site intended for temporary use by the travelling community. A transit site would potentially reduce the number of unauthorised encampments each year, and, would enable the Police to redirect groups on to the site, away from other areas in the borough.
- 3.8.** This option, however, is challenging to deliver. Notwithstanding the significant development costs and ongoing running costs associated with a site's development, other aspects need to be overcome, such as identifying a suitable site with no constraints, and managing community relations as opposition is likely to be strong.
- 3.9.** Controlling access and developing a transit site both offer an alternative option to the way in which unauthorised encampments are currently managed in the borough. However, should either option be pursued, the need for an effective enforcement function will still exist. Either approach may offer benefits but will also incur significant additional pressure to the budget position. The recommendation, therefore, is that existing processes, delivered by the Neighbourhood Quality team, continue.

#### **4.0 Additional Budgetary Implications**

**4.1** None.

#### **5.0 Background and relationship to the Corporate Strategy and Directorate Business Plan/s**

**5.1** The travelling community is nomadic by nature and has the 'right to roam' protected by various pieces of legislation. The borough has always been popular with this community, who often travel to the area seeking work and then move on again as demand for their services is depleted. Perhaps only present for a short period, the impact however, be it perceived or actual, that travellers can have on the settled community, can be significant.

- 5.2** In recent years the Neighbourhood Quality team has established enforcement procedures that are efficient and effective. The team has developed the appropriate skills and qualities to ensure that a balance is struck between discharging our obligations in terms of identifying housing and welfare requirements, and the need to move the group from HBC land. From the initial report to the removal of an encampment it may take as little as three working days.
- 5.3** The processes have been finely tuned, partly due to the number of encampments that occur in the borough. Each case is reviewed, and lessons identified are then used to enhance the processes already in place. The presence of travellers, particularly during the summer months is frequent, resulting in 16 separate unauthorised encampments in 2019, this figure has increased steadily year on year.
- 5.4** It is evident from our experience that the council's procedures for removing encampments works well. Whilst the short-term outcome is positive, this does however, often result in the same group moving to another location within the borough and the process is repeated. Some groups can be moved on four to five times within one year. The processes are effective, yet there is a cost associated to each time these are executed. Taking an average cost of £1,250 per encampment, it is estimated that regaining possession of HBC land cost the council £20,000 in 2019. The average costs include 2 officers carrying out 3 site visits, court attendance and clean-up costs. Clearance of the site is undertaken by Norse, the actual costs associated with each site are not captured as this activity forms part of the JV contract.
- 5.5** These costs are built into the annual budget for the Neighbourhood Quality team, however, as the number increases this will impact on the ability of the team to be able to respond to other priorities. Given that this activity tends to be seasonal (summer months) it can result in 100% of the teams' resource focusing on this matter. This impacts on the teams' ability to be flexible and reactive as may be required.
- 5.6** During 2019, twelve sites across the borough were the target of, and ultimately temporary home to the travelling community. The sites are listed at Appendix A.
- 5.7** Some of these sites are illegally occupied on more than one occasion each year, and some, such as the Gun Site are located in sensitive areas, either close to, or are in, an area of SSSI. Sites located in sensitive areas, such as SSSI are treated the same as any other open space. Whilst there are no additional enforcement abilities for example, it is important to note that the council has a duty to protect them.

- 5.8** The sites which remain popular with the travelling community, in some cases, have the potential to be made more secure, which in turn may assist to deter travellers from gaining access, specifically to those sites which are of a sensitive nature.
- 5.9** Seven of the sites listed in Appendix A have been reviewed by the Estates team. The intention being to identify what access restrictions are currently in place, their level of effectiveness, and areas within these sites that may benefit from additional enhancements should limiting access to the sites be supported. The details of this exercise can be found at Appendix B.
- 5.10** Quotes have been obtained in relation to completing the suggested enhancements for two of these sites; Purbrook Heath and Hampshire Farm. The details of this exercise can be found at Appendix C.
- 5.11** In addition to both the current enforcement action HBC can take, and the consideration for further restrictions on HBC land to prevent access initially, it is also worthy to note the travelling communities' 'right to roam', as mentioned above. The enforcement processes in place are effective, however, the outcome is that this community still choose to travel to this area year on year. Should further enhancements be put in place to secure HBC land, if the intention is to gain access, then there is a level of certainty that this will still happen. The other consideration therefore should be to reflect on the needs of this community.
- 5.12** The Corporate Strategy promotes HBC as a 'sustainable council', one that will *'tackle demand early and shift our resources towards prevention.'* This approach could be met through the identification of a permanent transit site for the travelling community. A transit site may enable the fostering of mutual understanding between all sectors of our society. It creates an opportunity for security for the travelling community, providing a safe place they can reside temporarily, without the concerns of being moved on.

## **6.0 Options considered**

### **Control Access to HBC Land**

- 6.1** The current reactive process to manage the travelling community if occupying HBC's land is effective, and although the costs associated with this activity are within the existing budget for Neighbourhood Support, if the number of encampments continues to increase the team's resources will be detracted from other duties.
- 6.2** Given the associated costs of dealing with unauthorised encampments, it is therefore pertinent to consider installing restrictive access measures to HBC land as an option, however this does need to be balanced in the context of the obligations placed on councils through the Public Sector Equality Duty in relation to the travelling community. Evidence shows that there are in excess of a dozen sites frequented by

travellers across the borough, therefore, partial implementation of the recommended control measures, specifically addressing those sites considered more sensitive, could be a measured way forward. The capital value of the associated costs for these works, (Appendix C) however, is not within budget.

- 6.3** The potential to use the Community Infrastructure Levy to fund additional control measures has been investigated. The Levy is to be used to provide new or upgrade existing infrastructure in order to accommodate an increasing population from development. The Council evidences this through an Infrastructure Delivery Plan (IDP) and studies, such as Transport Assessments, then prioritises spending in line with this evidence. As the Cabinet is aware, there is a great deal of infrastructure that is needed in order to support the Council's regeneration and development agenda and so it is essential that funding is not taken away from this.
- 6.4** The project in question is not identified as needed to support an increasing population and so it would not be in line with our corporate approach to expend the Levy in this way. Such an approach would also leave the Council susceptible for requests from funding for other projects which are only loosely, if at all, involved in the upgrading of infrastructure.
- 6.5** Based on the above, this option has been discounted for the purposes of this report.
- 6.6** As an alternative to the potential fortification measures put forward in Appendix B, there may be opportunities to apply less invasive ways of limiting access to HBC land, through the use of berms or bunds. For example, excess soil which would ordinarily have had to be disposed of at a cost to the council, will be recycled to form bunds and ditches at specific access points on Hampshire Farm. Not only does this initiative have the potential to assist with restricting access, it also mitigates against the costs associated with disposing of the material. This work is due to be undertaken by Norse shortly, so its' success or otherwise is yet to be determined. This option does not incur a cost; however, it relies on the materials being available and having the resources in place to deliver.

### **Develop a Formal Transit Site**

- 6.7** Another option that has been considered is to identify a transit site for the borough which would provide an alternative and suitable site to accommodate the travelling community when located temporarily in the borough.
- 6.8** The Hampshire Gypsy and Traveller Accommodation Needs Assessment 2017 states that there are currently no public Transit Sites

in Hampshire, therefore it is reasonable for the Council to consider its' options in this regard.

**6.9** The process to deliver a formal transit site is a complex one. Examples of which include, identifying a suitable site, being of sufficient size, suitability, providing appropriate access, and consideration of planning constraints, to list a few. If privately owned, there will also be cost implications for the council in terms of land acquisition. If a site meets the necessary requirements and can be secured, community relations and expectations will need to be carefully managed as there is likely to be opposition to this type of development. Depending on the purchase price, the costs associated with building out the site are likely to exceed £1million, coupled with this, there will be ongoing management costs to run, manage and maintain the site including liaison with any groups during their occupancy.

**6.10** Other challenges to consider are that the site would most likely only ever be occupied by one group. Evidence shows that specific groups within the travelling community do not mix successfully. Should a site be developed for this purpose, it is also worthy to note that groups cannot be forced to move from an unauthorised location to a formal transit site if one exists, potentially rendering the site less economically viable, and possibly perceived to be a poor use of council resources by the public.

**6.11** There are examples of where other Local Authorities have delivered a transit site for travellers. Those that have succeeded, in the main have collaborated at upper tier LA level, often with the county taking the lead, or managing the site once delivered. Both capital and revenue costs are shared amongst a wider partnership.

**6.11a** *Case Study – West Sussex*

A transit site was set up at Westhampnett Depot in Chichester, in 2015. The site, which is managed by the county council, has been delivered on behalf of five districts in the county. Initial capital costs to develop and deliver the site were £1.25m and each of the five districts contribute £15k of revenue funding per annum towards the ongoing running costs of the site. There are nine pitches available.

Unauthorised encampments are still occurring across the county, however, since the transit site opened, the average length of stay has been reduced from ten days to two. This is due to the extended powers available to move the group on to the transit site more quickly rather than relying on more traditional methods. It is also due to the fact that other groups didn't want to relocate to the transit site and left the area altogether. Whilst the length of stay may have been significantly reduced, the consequences as a result of an unauthorised encampment remain the same in terms of impact, clean-up costs etc.

### **6.11b** *Case Study - Surrey County Council*

Surrey County Council has been working with 10 districts and Surrey Police for more than two years discussing the possible creation of a permanent transit site for travellers.

A planning application has yet to be submitted, so the number of potential pitches is currently unknown. SCC has allocated £127,000 of capital funding to contribute towards the development of the site and £7,500 p/a revenue funding towards the ongoing running of the site.

### **6.11c** *Case Study – Cheshire West & Chester*

CW&C made a failed attempt to deliver a transit site at Ellesmere Port in 2020 when planning permission was refused. Had this site have come forward, the estimated costs would have been £1.1m for 10 pitches and associated facilities. A transit site was previously developed in CW&C prior to this more recent example, this site is located in Halton. Since the Halton site was established, the borough has seen a 95% decrease in the number of unauthorised encampments in the area.

**6.12** There is evidence available to support the successful delivery of transit sites, as demonstrated by these case studies, however, significant obstacles need to be overcome before progress can be made. The challenges to deliver are many and complex and the number of schemes that become a reality is few. In 2011, the MHCLG recorded a count of all transit sites delivered across the country, there were less than 300 pitches available for the travelling community. Latest statistics (Jan 2020) show this has risen to just 354.

**6.13** In summary this option has been discounted for the following reasons:

- a)** land holdings within the borough that are currently not used for other means are likely to be scarce
- b)** the financial implications of developing a transit site are significant
- c)** the ongoing resource commitment that would be required to provide comprehensive management to the site.

**6.14** It is perhaps a timely reminder that HCC does have a Gypsy and Traveller liaison team, and therefore HBC needs to liaise with the County regarding travelling community issues as they have a direct responsibility for forging relationships with, and gaining an understanding of the needs of these groups. Engagement with this team may assist in determining the future need, for a transit site at a county level, that HBC could have access to.

**6.15** It is also worthy of note that the current Government guidance relating to the COVID 19 crisis states that the local authority's role, should it

encounter an incursion, is not one of enforcement, but to provide appropriate welfare support, which is likely to incur costs.

## 7.0 Resource Implications

### 7.1. Financial Implications

7.2 There is currently no budget identified within the present financial year to support works to install enhancements to further restrict access to HBC land. In addition, the capital costs of developing, and revenue costs associated with managing a transit site as a solution, are considerable. The recommendation therefore is to continue to use the current tools and processes available to effectively manage unauthorised encampments when they occur.

### 7.3 Costs associated with enforcement action:

Year	No. of Encampments	Total Costs
2021	8 (to date)	£10,000
2020	5*	
2019	16	£20,000
2018	6	£ 7,500
2017	5 (limited evidence available)	£ 6,250

\* Numbers are lower in 2020 as a result of the pandemic.

#### **Section 151 Officer comments**

Date: 15/07/21

As included in the report, it is assumed that costs are included within current budgets.

### 7.4 Human Resources Implications

None

### 7.5 Information Governance Implications

None

### 7.6 Links to Shaping Our Future Programme

#### **Shaping our Future Lead comments**

Date: 22/06/21

This policy decision would have no implications for the Shaping our Future Programme

### 7.7 Other Resource Implication

None



## **8.0 Legal Implications**

- 8.1** When the council carries out its' functions, the Equality Act (2010) states that it must have due regard to the need to:
- Eliminate unlawful discrimination
  - Advance equality of opportunity between people who share a protected characteristic and those who do not
  - Foster or encourage good relations between people who share a protected characteristic and those who do not.
- 8.2** The Housing and Planning Act (2016) also includes a duty for councils to assess the accommodation needs of Travellers, and those residing in caravans. National Planning Policy requires the council, through its' Local Plan to allocate sufficient land to meet the identified need for Traveller accommodation.
- 8.3** An equality impact assessment (EIA) has been undertaken in recognition that the Gypsies and Irish Travellers community is a protected group (race), as defined under the Protected Characteristics of the Equality Act 2010. (Appendix D)
- 8.4** Initial investigations discussed above in section six demonstrate that developing a transit site is not a viable option for HBC. Notwithstanding this, the council recognises its' obligations to the travelling community and that alternatives may need to be identified in the borough. It is not an option to simply assume that these groups can go elsewhere, outside of the borough's boundaries. It is within this context that one other option considered has been to introduce access control measures to some sites frequented, primarily in order to protect their environment and not to deter travellers. Whilst not promoting other sites as suitable alternative locations for unauthorised encampments, by not intentionally controlling access to all sites in the borough, this enables the council to discharge its' legal duty and obligations.

### **Monitoring Officer comments**

Date: 22/06/2021

Havant Borough Council has a responsibility to ensure that unauthorised encampments are managed in line with relevant legislation. This proposal will further ensure that these obligations are met.

## **9.0 Risks**

- 9.1.** The number of encampments that are present in the borough is increasing year on year. Coupled with this, the activity tends to be seasonal, the result being that this is a resource intensive exercise over a period of up to six months. Whilst the team has capacity, during

any peaks spare capacity is reduced significantly, which in turn has a negative impact on the team being able to respond to other priorities across the borough.

**10.0** Appendices:

Appendix A: Location of Unauthorised Encampments in Havant, 2019

Appendix B: Controlling Access; Potential Solutions for Key Sites

Appendix C: Quotes for Purbrook Heath & Hampshire Farm

Appendix D: Equality Impact Assessment

**11.0** Background Papers: None

Agreed and signed off by:

Portfolio Holder:	Cllr Tim Pike	15 <sup>th</sup> July 2021
Director:	Simon Jenkins	29 <sup>th</sup> June 2021
Monitoring Officer:	Mark Watkins	22 <sup>nd</sup> June 2021
S151 Officer:	Matthew Tiller	15 <sup>th</sup> July 2021

**Contact Officer:** **Natalie Meagher**  
**Job Title:** **Head of Neighbourhood Support**  
**Telephone:** **023 92 446561**  
**E-Mail:** **Natalie.meagher@havant.gov.uk**

**Sites in Havant where Unauthorised Encampments occurred during 2019**

Purbrook Heath, Purbrook*	Mengham Park, Hayling Island
Jubilee Park, Waterlooville*	Gun Site, Hayling Island*
Stockheath Common, Leigh Park	Chichester Avenue, Hayling Island
Hooks Lane, Bedhampton*	Dunsbury Park, Waterlooville
Bartons Triangle, West Leigh*	Westbrook Park, Waterlooville
Hampshire Farm, Emsworth*	Napier Road, Horndean*

\*Sites reviewed by Estates Team to determine potential restrictions required to control access.

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# Gun Site, Ferry Road, Hayling Island



Two gates in place with just a small padlock on



— Dragons Teeth  
— Bund

Dragon's teeth need updating some can be picked out by hand



# Hampshire Farm, Emsworth

Would a height bar defend the sight?



— Dragons Teeth  
— Bund



Wood chippings in car park need removing as acting as ramp

Bank needs to be raised in height



*Before & After  
Post and Lego bricks in place*

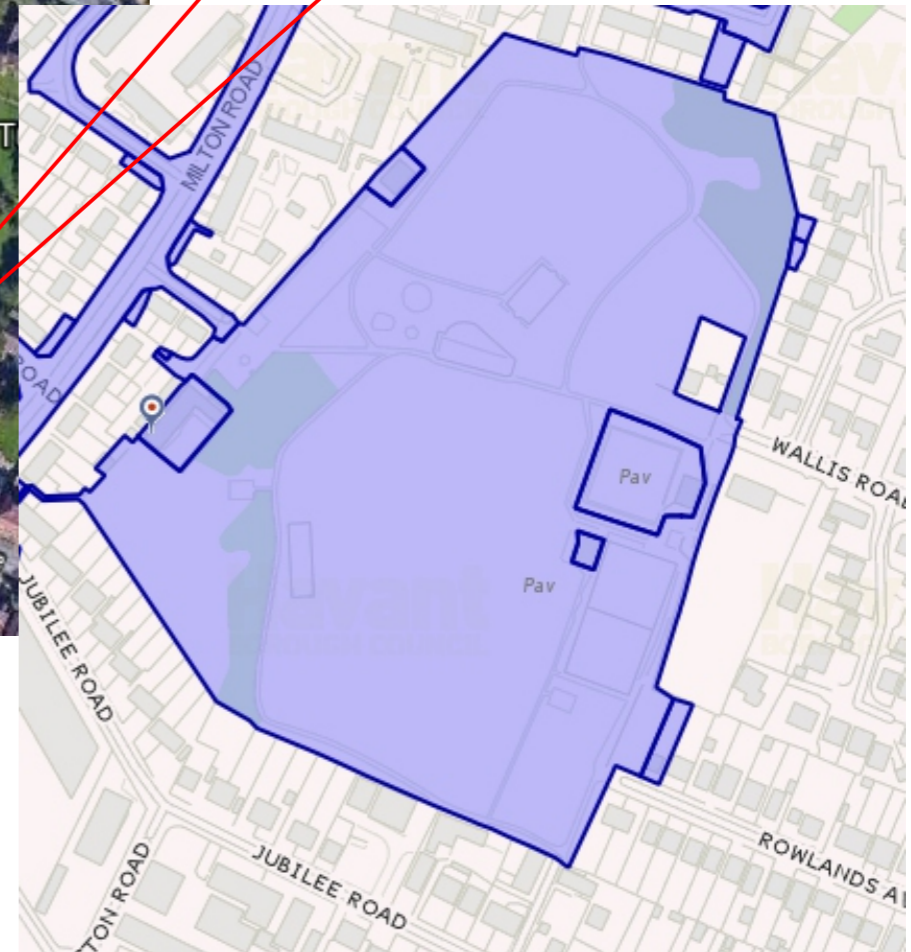


# Jubilee Park, Waterlooville

# Havant BOROUGH COUNCIL

South Car Park bordered by Dragon's Teeth  
Travellers lifted these out and drove in.

North Car Park is fenced in and Gate padlocked  
into park

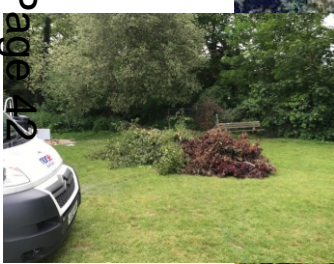


— Dragons Teeth  
— Bund

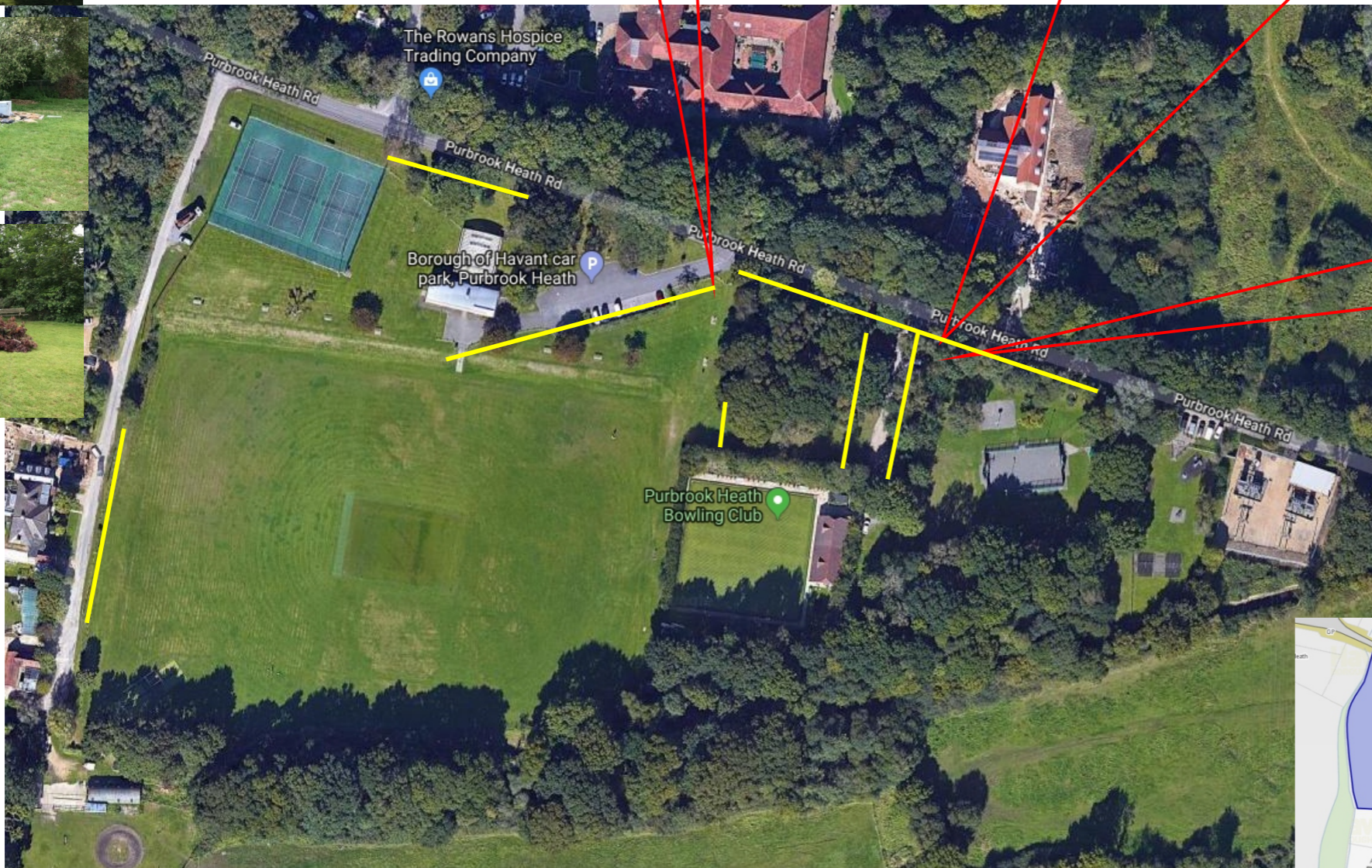


# Purbrook Heath, Purbrook

# Havant BOROUGH COUNCIL



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Gaps in Teeth leave site exposed  
Teeth are only in soil with no cross bars



- Dragons Teeth
- Bund





# Bartons Road, West Leigh



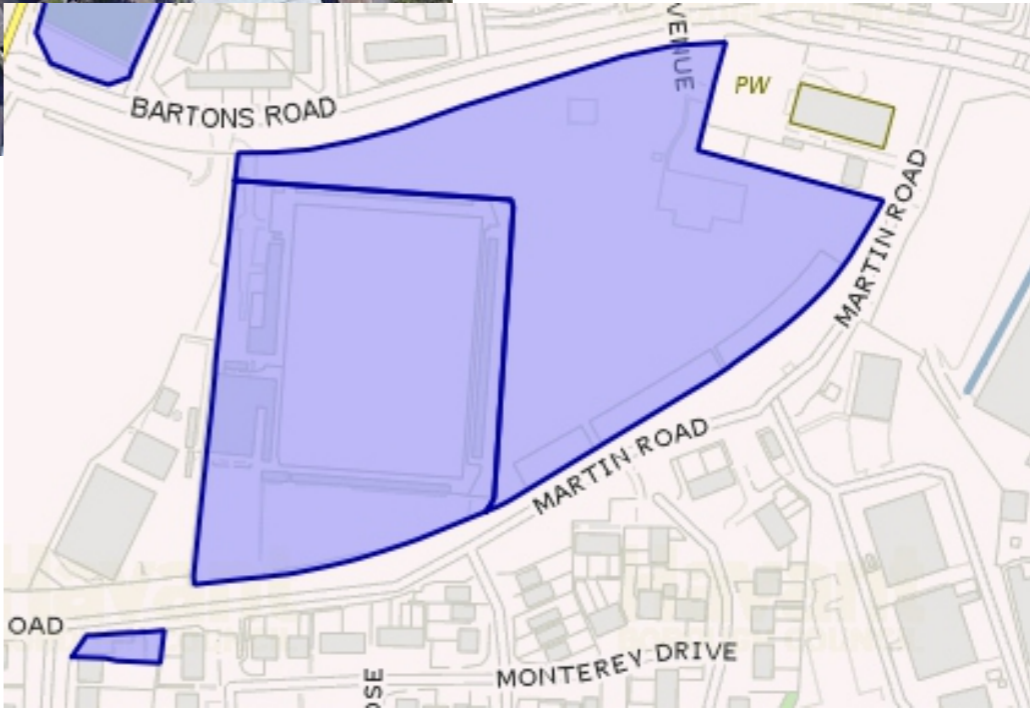
Page 43



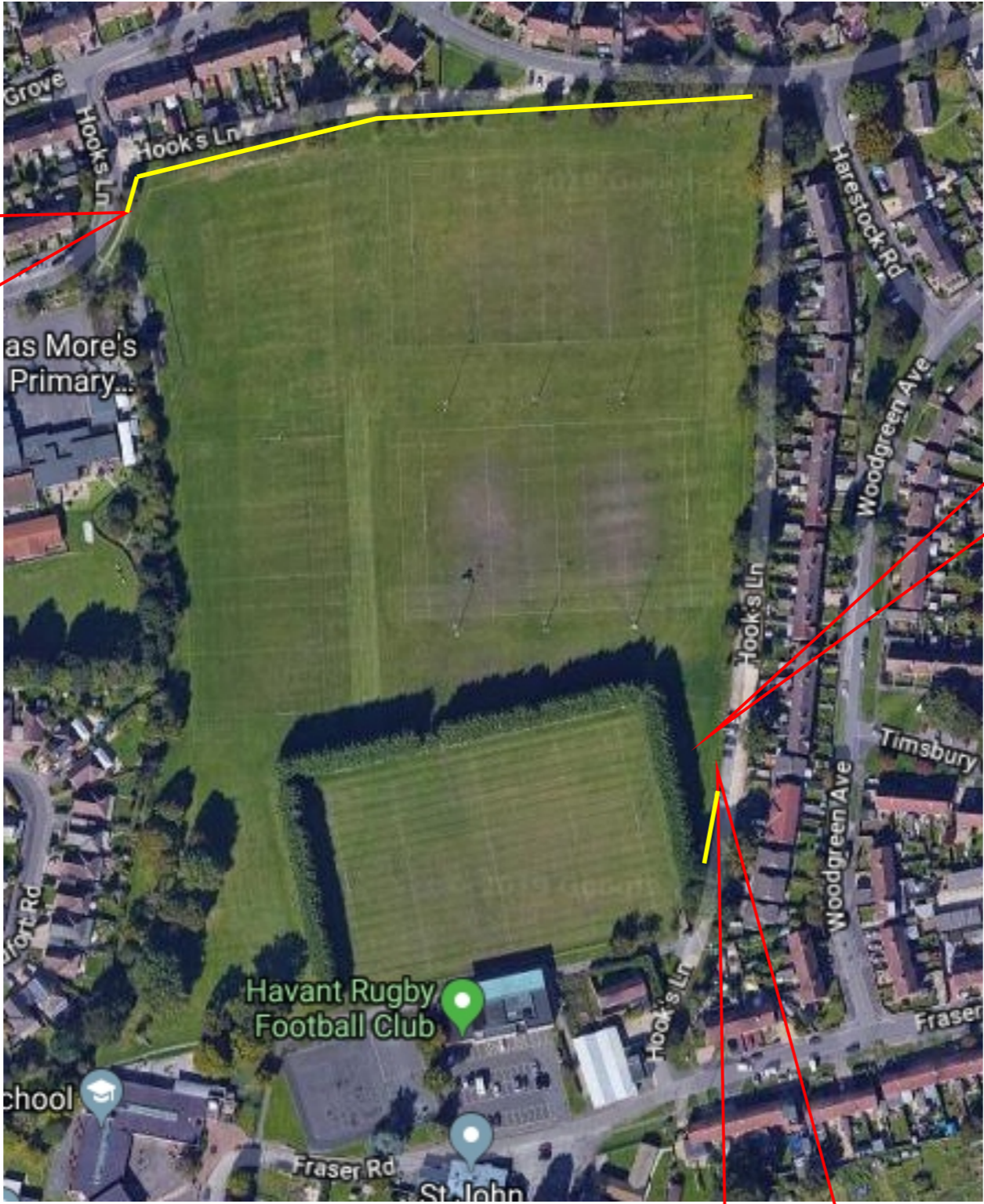
— Dragons Teeth  
— Bund

# Havant

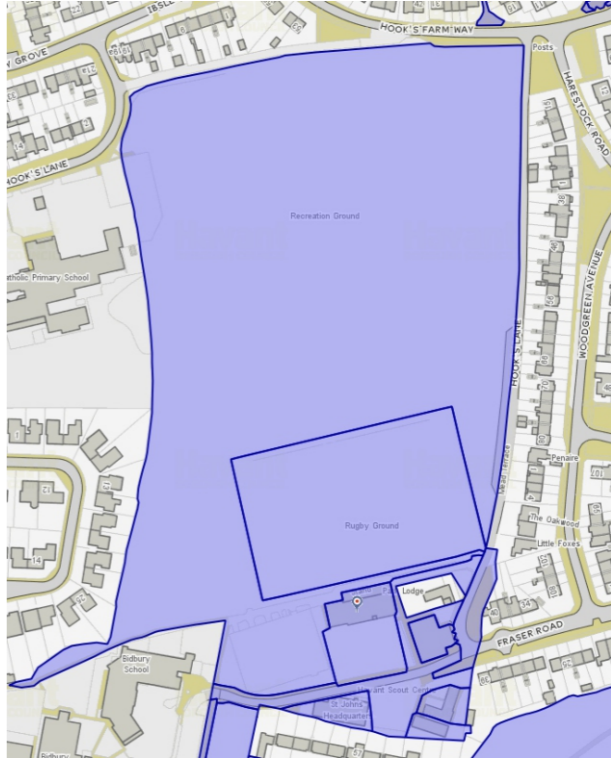
BOROUGH COUNCIL



# Hooks Lane, Havant



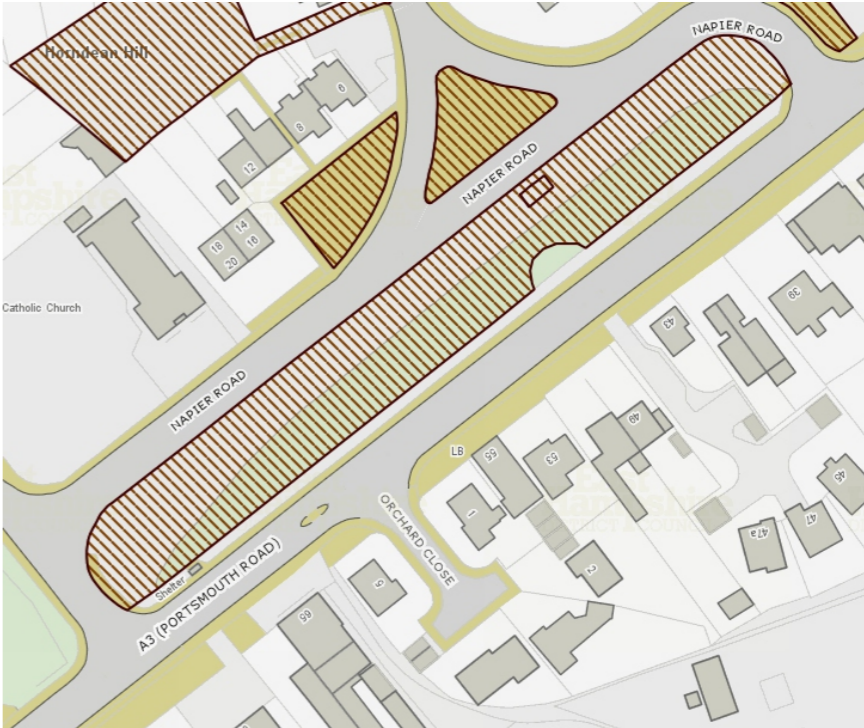
Dragon's teeth were lifted again.



— Dragons Teeth  
 — Bund



# Napier Road, Horndean



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## **Equality and Human Rights Assessment: Unauthorised Encampments**

### **Havant Borough Council Summer 2020**

This assessment should be read in conjunction to the Cabinet Report entitled HBC Land – Controlling Access

There are nine protected characteristics under the Equality Act 2010, these are:

- Age
- Disability
- Gender reassignment
- Marriage/civil partnership
- Pregnancy and maternity
- Race \*
- Religion
- Sex
- Sexual orientation.

Gypsies and Irish Travellers are protected groups under Race (\*).

The Equality Act 2010 places a Duty on public bodies called the Public Sector Equality Duty. This is a proactive duty placed upon Havant Borough Council. It has three aims regarding the nine protected characteristics above:

1. Eliminate discrimination
2. Foster good relations between different groups
3. Promote equality of opportunities

The Human Rights Act 1998 sets out the fundamental rights and freedoms that everyone in the UK is entitled to. It incorporates the rights set out in the European Convention on Human Rights (ECHR) into domestic British law. This Act requires all public bodies and other bodies carrying out public functions to respect and protect human rights. The Act includes Freedoms and Rights, such as the Right to a private and family life, Access to education, Freedom from inhumane or degrading treatment and Protection from discrimination.

The Hampshire Gypsy and Traveller Accommodation Needs Assessment 2017 states that there are currently no public Transit Sites in Hampshire. It recommends that Councils should monitor unauthorised encampments for any future need. No interviews for that assessment were undertaken on unauthorised encampments in Havant.

The evidence in the last three years (significant rise in unauthorised encampments in the Borough) now shows that the Council needs to formally consider its options. Unauthorised encampments are unsettling for both the settled community and the travelling community. Often sensitive or inappropriate sites are used causing breakdowns in relations between the two communities. Travelling families with children have the right to welfare and access to education which can be difficult from unauthorised sites. Moving families on from site to site is distressing for this community and does not help the Council discharge its legal duties outlined above.

## Appendix D

Unauthorised encampments have no provision for basic amenities such as water, sanitation or appropriate access to other services.

The settled community often become frustrated with unauthorised encampments because they do not contribute financially to their stay in the Borough.

Recent government guidelines under the Covid19 pandemic states that the local authority's role, should it encounter an unauthorised encampment, is not one of enforcement, but to provide appropriate welfare support. The Council has been proactive with these guidelines regarding unauthorised encampments to date since the being of the pandemic. Examples include providing water butts, portable toilet facilities and identification of more appropriate temporary stopping places when encampments are on sensitive sites.

If a Transit Site is established within the Borough:

- Both the settled and travelling communities will have more peace and security
- Police will have greater powers to move unauthorised encampments and more quickly (onto the Transit Site)
- Sensitive sites will be more protected (without the need for fortification)
- The cost to the Council for moving unauthorised encampments should dramatically reduce
- The travelling community will have access to sanitation and other essential amenities
- The Council can recoup costs by charging for such a facility
- The settled community can be reassured that the travelling community are financially contributing for such services.

Author: Customer Inclusion Adviser [careen.ransom@havant.gov.uk](mailto:careen.ransom@havant.gov.uk)

Registered Member of the Institute of Equality and Diversity Professionals.



---

**NON EXEMPT**

## **HAVANT BOROUGH COUNCIL**

CABINET

8<sup>th</sup> September 2021

### **Hayling Seafront Strategy – Developing a Regeneration Ambition**

#### **FOR DECISION**

Portfolio Holder: Cllr Clare Satchwell

Key Decision: YES

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Report Number: HBC/010/2021

---

#### **1. Purpose**

- 1.1 This paper provides Cabinet with an update on work underway to develop a Hayling Seafront Strategy. It seeks Cabinet endorsement of the draft Ambition document, to enable delivery of a programme of engagement and consultation with a range of stakeholders. Further, it seeks approval to develop a new brand for Hayling Seafront and to engage and consult on that as part of the broader engagement programme.

#### **2. Recommendation**

- 2.1 Members are recommended:

- (i) To note the update on work underway to develop a Hayling Seafront Strategy
- (ii) Endorse the draft ambition document to enable delivery of a programme of stakeholder engagement and consultation.
- (iii) To approve the development of a new brand for Hayling Seafront, to form part of the programme of stakeholder engagement and consultation.

#### **3. Executive Summary**

- 3.1 Hayling Island Seafront is a key asset for the borough and is much loved. The seafront offers a wealth of opportunities, but also faces some significant challenges. It has a rich natural environment and is a popular destination for visitors, however much of the seafront is dated and requires investment. While its impressive natural coastline is one of the features that makes Hayling unique, its dynamic nature also presents a real challenge.

- 3.2 The Council is keen to develop an ambitious but deliverable plan for the seafront. One that takes a 'whole place' based' approach, which looks at all aspects of the Council's service delivery, including the operational management of its assets, how it delivers its coastal and environmental management obligations and its ambitions for regeneration and economic growth.
- 3.3 A new seafront strategy for Hayling is being developed and will set out how the Council, working with a range of stakeholders and strategic partners, will take a new approach to proactively managing and enhancing the seafront. This will be developed over the coming months and be brought to Cabinet/Council at a later date.
- 3.4 As part of this new strategy, the Council is also keen to develop a regeneration ambition for the seafront. Building on work already done with the local community and supported by a range of technical work, a new draft ambition document has been developed (annex 1). This paper seeks endorsement of the draft document, to enable delivery of a programme of engagement and consultation with a range of stakeholders.
- 3.5 Development of a new brand for Hayling Seafront has been identified as an early priority. It is proposed to develop options and engage/consult on those as part of the broader engagement programme on the regeneration ambition
- 3.6 This work will form part of the Council's broader work to deliver its ambitious Regeneration Strategy for the borough.

#### **4. Additional Budgetary Implications**

- 4.1 None.

#### **5. Background and relationship to Corporate Strategy and/or Business Plans**

##### **Emerging Hayling Seafront Strategy**

- 5.1 The Council has a number of roles and responsibilities in respect of Hayling Seafront, including (but not limited to) as landowner, operator of assets, public safety and front line service delivery as well as Planning Authority and Coast Protection Authority. The Council also has statutory obligations with respect to the management of the Site of Special Scientific Interest (SSSI).
- 5.2 To date, the Council has taken a somewhat traditional approach with regards to how it manages the seafront. Operational management of its assets is carried out either in-house (e.g. parking) or is delivered via

the joint venture with Norse (e.g. litter collection). Coastal Partners (formerly the East Solent Coastal Partnership) lead on coastal issues, such as managing flooding and erosion risk, new coastal defence schemes and maintaining existing coastal assets.

- 5.3 Work to develop a regeneration plan for the seafront is led by the Council's regeneration team as part of the borough-wide regeneration strategy.
- 5.4 As such, budgets and management for each element sits within each service. While there is a degree of internal coordination, there are currently no formal mechanisms to ensure decisions are taken on a whole-place based approach. Any formal decision-making is carried out in accordance with the Constitution.
- 5.5 Work with external partners and stakeholders is also critical to ensuring effective management and best use of the seafront. While there is a range of joint work underway with bodies like Natural England and the Environment Agency, at this time there are limited formal governance structures in place.
- 5.6 In 2020, the Cabinet appointed a Cabinet Lead with specific responsibility for Hayling Seafront Strategy. The Council is keen to take a new comprehensive 'place-based' approach, which would seek to enable better coordination and improve decision-making, to ultimately deliver better outcomes for the seafront.
- 5.7 A Seafront Strategy is being developed to establish to set out how this will be achieved and to define the clear objectives and outcomes. The Strategy is likely to cover matters including the Council's approach with regards to coastal and shoreline management, operational management of assets and key infrastructure, how it meets its statutory and mandatory obligations with regards environmental and coastal protection, as well as how it can best achieve its aspirations for regeneration and economic growth.
- 5.8 The Strategy will be supported by a Delivery Plan, which will look at how this is achieved, in terms of systems, processes, resources and governance. This strategy is currently in development and will be brought to Cabinet and if appropriate, Council later this year.

#### **Draft Ambition document**

- 5.9 A key element of the new Strategy will be the Council's aspirations for regenerating the seafront. Building on work already done with the local community and supported by a range of technical work, a new draft ambition document has now been developed (annex 1).

- 5.10 This Draft Ambition Document outlines a seafront ambition for Hayling Island Seafront with a vision to be a 'Happy, Healthy, and Vibrant Place'.
- 5.11 The document sets out a clear ambition and strategy for the future of the seafront, supported with a concept plan and roadmap to delivery.
- 5.12 Proposals for regeneration activity is focused at three key areas, each with its own character; West Beach, Beachlands and Eastoke. These provide hubs around which regeneration activities can be focussed, with opportunities to enhance the connections between them, as well as improve links to the rest of the Island.
- 5.13 The ambition document also sets out a series of design principles, intended to guide future proposals for development and enhancement;
- i. Create an exciting and modern seafront and marine leisure offer supported by a strong brand, which increases the quality of the visitor experiences and opportunities for visitor spend
  - ii. Improve sustainable access to the seafront including enhancements to the Billy Trail
  - iii. Protect the unique character of the coastal landscape and enhance the natural environment. Ensuring the Council delivers its requirements to manage the SSSI
  - iv. Respond to Climate Issues
  - v. Create opportunities for active and healthy lifestyles
  - vi. Create a new approach to manage the seafront to improve the quality of resident and visitor experience
- 5.14 This paper seeks endorsement of the draft ambition document, such that a programme of engagement and consultation with a range of stakeholders can be delivered. A draft engagement framework is set out in appendix 2.
- 5.15 The intention is for this ambition document to be developed and for further work to be carried out to develop a more detailed delivery and phasing plan. This will seek to identify key deliverable projects for both the short, medium and long term.
- 5.16 Following the initial engagement period, the ambition document will be updated, revised and brought back to Cabinet/Council for formal endorsement or adoption as appropriate. It will then form a clear and robust framework for the regeneration programme to be implemented. This work will be progressed to align with the emerging Hayling Seafront Strategy.
- 5.17 Development of a new brand for Hayling Seafront has been identified as an early priority. A new brand will articulate the ambition and improve the perception of the seafront to visitors and potential investors, while providing local residents and existing businesses with

a strong identity, which can also be used to promote the 'place'. It is proposed to develop options and engage/consult on those as part of the broader engagement programme on the regeneration ambition.

- 5.18 This work will also form part of the Council's broader work to deliver its ambitious Regeneration Strategy.

### **Relationship to Corporate Strategy**

- 5.19 The development of the Hayling Seafront Strategy, the ambition document and subsequent delivery programme strongly align with all themes as set out in Corporate Strategy 2020-24;

- **Theme 1 - An environmentally aware and cleaner Borough:** the Strategy and Ambition document will align to aspirations for a cleaner, greener borough with projects targeting low or zero carbon where appropriate. A large area of the Seafront is designated as a SSSI and the ambition document seeks to have a focus on protecting and enhancing its natural environment. The Seafront ambition intends to promote the creation of environmental initiatives such as plastic-free. Opportunities for active and sustainable travel will be promoted.
- **Theme 2 - A safe environment, healthier and more active residents:** the Strategy, ambition document and any programme and projects delivered will seek to create places that are safe, that encourage healthy and active lifestyles and that support positive place-making for residents. This will include better connectivity through improved public realm and wayfinding to improve active travel. The proposed regeneration vision has 'happy and healthy' at its heart.
- **Theme 3 - A thriving local economy:** both the wider Hayling Seafront Strategy and the regeneration ambitions will drive economic growth, through positive place-making and regeneration, with a particular focus on the visitor economy.
- **Theme 4: A revitalized borough with infrastructure that meets our ambitions** – the Strategy, programme and projects will seek to deliver infrastructure (either directly or via partners) that will support the regeneration aspirations for the Council and have potential to deliver many of the broader objectives as set out in the Corporate Strategy.
- **Theme 5: A sustainable Council:** the Strategy and regeneration programme will align to the Council's Financial Strategy and seek to create opportunities for income generation. A likely objective of the Hayling Seafront Strategy will be to create a self-sustaining place.

- 5.20 The work outlined in this paper aligns and seeks to deliver and further develop the work as set out in the adopted Regeneration Strategy – Opportunity Havant (November 2018). Hayling Island is identified as one of the five priorities of the Regeneration Strategy. The Strategy

recognises the unique character of Hayling Island and its potential to be enhanced, both in terms of the built and natural environment.

- 5.21 This work will also seek to align and complement work being undertaken on the emerging Hayling Island Coastal Management Strategy 2120 and work underway to develop a Flood and Coastal Erosion Risk Management (FCERM) Strategy for Hayling Island.
- 5.22 The work also aligns closely to and seeks to support delivery of the (existing and emerging) Havant Borough Council Local Plan.

## **6. Options Considered**

- 6.1 *Do nothing (Seafront Strategy)* – in the absence of a new Hayling Seafront Strategy, there is a risk that the Council's management approach won't align fully to the Council's other responsibilities for the seafront, nor its work to develop and deliver the regeneration plans or.. There is a risk that without that comprehensive framework, operational and strategic decisions could be made in isolation and without full regard to the wider impact, which means opportunities for improvement could be lost.
- 6.2 *Do nothing (Regeneration Ambition)* - without a clear document setting out a clear regeneration vision and ambition for the seafront, opportunities will be lost to enhance the infrastructure, facilities and the economic prospects. Including supporting delivery of the Local Plan aspirations. Decisions could be taken with the short term in mind only and without full regard to the strategic opportunity to enhance the seafront offer and upgrade the seafront's infrastructure.
- 6.3 *None or limited engagement/consultation* - without proper and good quality engagement, local residents and businesses may feel excluded and the work would not benefit from their input, challenge and support. The Council's role is significant with regards the seafront, but other stakeholders play a key role and it is critical that they are fully engaged and involved, in order to consider all wider impacts and achieve the best outcomes.

## **7. Resource Implications**

### Financial Implications

- 7.1 The work to engage on the ambition document and to develop a brand for Hayling Seafront will be done predominantly in-house by officers and these costs will met by existing staffing budgets.
- 7.2 Where specialist support or input is required, for example where graphics and presentation materials are needed to support the engagement programme, or in the event that external specialist

support is required to develop the brand, the cost of this will be met within existing regeneration budgets.

- 7.3 Budgets will be monitored closely and appropriate programme management arrangements will be in place to ensure the work can be delivered within the approved budgets.

**Section 151 Officer comments**

Date: 5<sup>th</sup> August 2021

The cost of developing the Hayling Seafront Strategy will be met by existing budgets. The outcome will be reported back with any future financial options.

Human Resources Implications

- 7.4 None. All work will be done in-house or by consultants funded within existing budgets.

Information Governance Implications

- 7.5 None. Information Governance will be considered at programme and project level.

Other resource implications

- 7.6 None.

**8. Legal Implications**

- 8.1 Approval of the recommendations in this report may require the engagement of external consultants and this will need to be undertaken in accordance with Contract Standing Orders.

Gina Homewood 20 July 2021

**Monitoring Officer comments**

Date: 5<sup>th</sup> August 2021

Legal implications comments above are noted; no further comment to add

**9. Risks**

- 9.1 There is recognition that there are a number of emerging policies and strategies for Hayling Island, including this work, the Local Plan and the Coastal Management Strategy 2120/Flood and Coastal Erosion Risk Management Strategy. In many cases, there has been, is currently or will be engagement with local stakeholders for these matters and therefore there is a need to be clear about which matter is subject to consideration, what influence stakeholders can have and how these policies and strategies will work together. This will be managed through the Stakeholder Engagement Plan.
- 9.2 No further significant identified risks. All risks will be considered and managed at programme and project level.

**10. Consultation**

- 10.1 The Cabinet Lead for Planning, Hayling Seafront Strategy and Coastal Management and wider Cabinet have been consulted on this paper.
- 10.2 Natural England has also been engaged informally and further work is underway to continue to develop a positive working relationship with them and other statutory and non-statutory stakeholders.
- 10.3 Engagement and consultation with local residents, businesses and a wide range of key strategic stakeholders and partners will be important as this work moves forward. A stakeholder engagement framework is set out in appendix 2.

**11. Communication**

- 11.1 Communications with local residents, businesses and key partners will also be important and a variety of methods will be used to keep people updated and communicate key messages. This will include updates via the broader regeneration programme website ([www.havewithhavant.co.uk](http://www.havewithhavant.co.uk)) as well as dedicated pages on the Council website ([www.havant.gov.uk/hayling-island-seafront](http://www.havant.gov.uk/hayling-island-seafront)), social media channels and other methods as appropriate.



11.2 A Communications Plan will be developed by the Council's communication teams and will be a whole Council plan to ensure coordination across the various services.

## 12. Appendices

**Appendix 1:** A Regeneration Ambition (draft)

**Appendix 2:** Stakeholder Engagement Framework

## 13. Background Papers

Havant Regeneration Strategy -

<https://cdn.havant.gov.uk/public/documents/Have%20opportunity%20with%20Havant%20update%20March%202019.pdf>

Hayling Island Coastal Management Strategy 2120/Flood and Coastal Erosion Risk Management (FCERM)

<https://coastalpartners.org.uk/project/hayling-island-coastal-management-strategy-2120/>

Agreed and signed off by:

Monitoring Officer: 5<sup>th</sup> August 2021

S151 Officer: 5<sup>th</sup> August 2021

Director: 28<sup>th</sup> July 2021

Portfolio Holder: 20<sup>th</sup> July 2021

**Contact Officer: Clare Chester**

**Job Title: Head of Regeneration & Economy**

**Telephone: 01730 234353**

**E-Mail: [clare.chester@easthants.gov.uk](mailto:clare.chester@easthants.gov.uk)**

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**Appendix 1  
Regeneration Ambition (draft)**

***Enclosed***

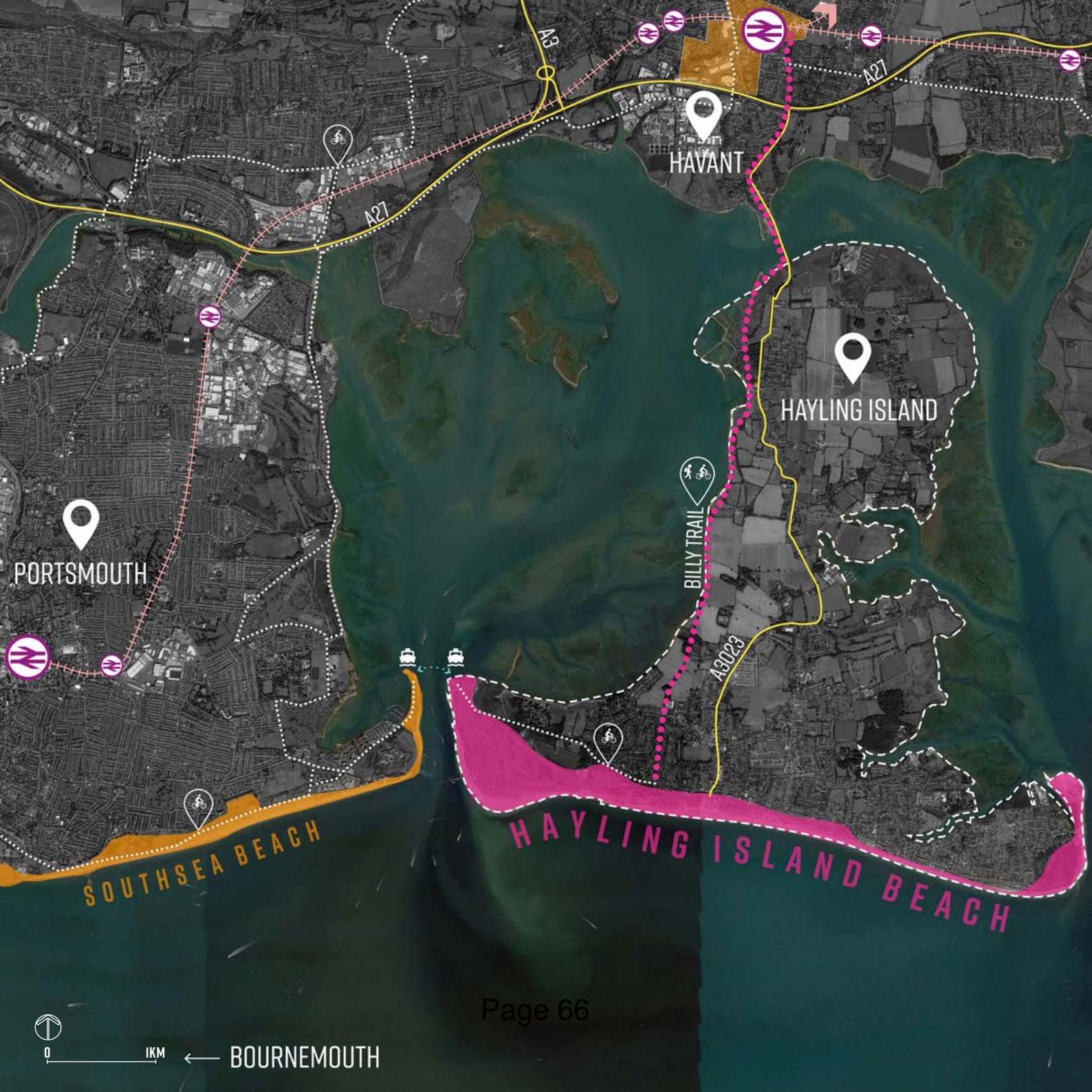
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AN AMBITION FOR  
HAYLING ISLAND  
SEAFRONT



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PORTSMOUTH

HAVANT

HAYLING ISLAND

BILLY TRAIL

SOUTHSEA BEACH

HAYLING ISLAND BEACH



0 1KM

← BOURNEMOUTH





## I.0 INTRO

Hayling Island has been a popular **destination** for over a century. The seafront has a heritage rich in **watersports** and it offers a high-quality **natural environment**. The local tourism sector has great potential to contribute to the local economy, attracting significant visitor spend and supporting over 4,500 jobs across the Borough. The potential growth in the staycation market provides another fantastic opportunity to support a **vibrant economy**.

However, there are some key challenges:

- 1 Parts of the seafront are dated and require updating and investment
- 2 The coastline is dynamic and vulnerable to coastal flooding and erosion, particularly during high tide and storm events.
- 3 The peninsula geography can lead to congestion on the roads during peak times
- 4 The seasonality of the visitor offer means that the seafront is often crowded during peak times but quiet out of season
- 5 The poor perception of Hayling seafront.

Havant Borough Council wants to work with local residents, businesses and a range of other key stakeholders to develop and deliver **ambitious** and exciting plans to **enhance** the seafront and create an **inspiring destination**.

We want to develop a new approach to managing the seafront to drive up the quality of the resident and visitor experience. We want to explore opportunities to grow **niche markets** - such as watersports and activity holidays - improve access to the beach, including enhancements to the **Billy Trail**, strengthened connections across the seafront via new and enhanced cycle and walking routes facilitated by clear wayfinding signage.

We want to encourage high quality development and the creation of new facilities, including an improved leisure offer and a stronger commercial proposition - one that is sustainable in the long term and supported by a clear brand and identity. We want to protect and enhance the precious natural environment, and create a **happy, healthy and vibrant place**.

This document builds on work undertaken by Hemingway Design (January 2019) and Mace (December 2019/20). It sets out a clear **ambition** and **strategy** for the future of the seafront, accompanied with a comprehensive **concept plan** and **roadmap to delivery**. It aims to enhance the range and quality of attractions, improve the environmental quality and urban design of the seafront and connect key attractors in ways that reflect the heritage of the island. Regeneration is focused at **West Beach, Beachlands and Eastoke**.

# A SEAFRONT AMBITION

HAYLING SEAFRONT WILL BE A HAPPY, HEALTHY AND VIBRANT PLACE.

Hayling Island Seafront is a key asset for the borough and a focus for regeneration and positive place-making.

The seafront will become a focus for new investment to grow and sustain a thriving local economy that will transform the area to one that focuses on activity and experience-based tourism, which takes advantage of the natural qualities of the seafront.

The ambition for the seafront is supported by a series of **Design Principles** that are fundamental to supporting a long term strategy for the coastal destination that both enhances and preserves:

- 1 Create an **exciting** and **modern seafront** and **marine leisure** offer, supported by a **strong brand**, which increases the quality of the visitor experience and opportunities for visitor spend
- 2 Improve **sustainable access** to the beach, including enhancements to the **Billy Trail** and improved connections across the seafront via new and enhanced cycle and walking routes, facilitated by clear wayfinding signage, moving towards a **car free** future
- 3 Protect the unique character of the coastal landscape and enhance the **natural environment**, supported by a high-quality **public realm**



- 4 Any strategic approach will be responsive to **climate** issues, creating **low carbon footprints**, and will be proactive in **protecting** the coastline
- 5 Create opportunities to support **active lifestyles, health and well-being**, where residents and visitors can experience the landscape through activities, including walking, cycling, running and watersports
- 6 Create a new approach to **managing the seafront** to drive up the quality of the resident and visitor experience, and sustainable coastline.



EASTOKE

CHICHESTER  
HARBOUR SSSI

COASTAL JOURNEY

FREE LEISURE OPPORTUNITIES. HIGHER  
QUALITY SHOPPING & FOOD OUTLETS.  
HAYLING SEASIDE RAILWAY RUNS  
BETWEEN EASTOKE AND BEACHLANDS

# 3.0 TODAY



## NATURAL ENVIRONMENT

- High natural value seafront environment, including Sinah Common Site of Special Scientific Interest (SSSI), an area designated as a Site of Interest for Nature Conservation (SINC) and the adjacent Solent Maritime Special Area of Conservation (SAC)
- The lowland dry acid grassland and coastal vegetated shingle beach are of biodiversity interest and value
- Blue Flag status achieved for last 27 years
- Championship Hayling Golf Course with spectacular views of the Solent, alongside the popular Hayling Island Sailing Club.

## POPULATION

- The population is estimated to increase to 18,565 in 2021
- Median age of residents is 52
- 29.6% of the population are over 65, with 24.7% retired
- In 2011, almost one third of the population were in the 45-64 age group, although this group is predicted to decrease to a quarter while those aged 65 years and over are predicted to increase
- In 2011, 69% of homes were owner-occupied. 15% of Hayling households were occupied by a single resident over the age of 65 years at this time.

## LOCAL EMPLOYMENT

- The tourism industry supports 4589 jobs across the borough (Tourism South East 2018)
- Tourism remains a significant employer on the island, helping to encourage working age families to stay and work locally
- The proportion of unemployed on Hayling Island, was 5.9% in February 2021
- 8.4% of the local population were employed within the accommodation and food industry.



## TRANSPORT & ACCESS

- Two bus services connect the Island with the mainland every 15 minutes
- Hayling Ferry service connects Hayling with Eastney Point and operates summer and winter timetables
- The Island suffers from a fragmented public right of way network, made up mainly of short linear routes and little formal horse riding provision
- The main recreational experience is concentrated on the south coast and Hayling Billy disused railway on the west coast.



4.0

# THE FUTURE

## NATIONAL TRENDS

- **Ageless Visitors:** With people increasingly delaying major milestones such as marriage and children till later in life, coupled with people living longer and more active lives, it is becoming increasingly less relevant to think about visitors in terms of their age and more in terms of their interests
- **Solo Visitors:** Increasingly people are experiencing living on their own across any number of points in their lives. In the UK, 26% of households are single and solo travelling is one of the fastest growing categories and many travel brands are tapping into this niche. Solo adventures are positioned as enriching opportunities for self-discovery
- **Inspiration and pre-planning:** The online world offers an endless inspiration and ideas for travel. Tourism products need to ensure they are part of consumer conversations, endorsed by social influencers and hopefully tick the boxes of key criteria to feature in algorithm results. Tourism products need to be clear on which target groups/ niches they want to address
- **Experiences:** Future visitors will opt for trips that allow them to collect as many unique experiences

as possible for the minimum investment of time and money to get there. With limited budget and holiday time available, future visitors want to find out as much as possible about their destination before getting there. Some visitors are also looking to combine their visit with learning additional skills, self improving activities or trying new experiences.

## REGIONAL & LOCAL TRENDS

- National chains within the lower to mid-market accommodation range are looking to develop new quality offers to draw in a higher price premium (higher quality accommodation/improved provision of leisure activities and facilities)
- The tourism offer on the island needs to improve the quality of the visitor experience, otherwise holiday park guests will increasingly stay within resorts, reducing the wider economic benefits to the island
- Opportunities to address seasonality of visitor demand on the seafront lie in enhancing the visitor experience and encouraging visits outside of the school holidays from specific market segments
- The markets offering the greatest potential for off-peak growth for Hayling Island include empty nesters (over 55s) for health and wellness, under 35s for activity/ active breaks and building an audience from local residents
- Key challenges for tourism development include limited transport connections to the island, the availability of high speed broadband, WIFI and mobile reception, and the availability of skilled staff, with tourism perceived as a low-skilled sector.





## FUTURE POTENTIAL

- Potential to develop a strongly **branded niche location for active pursuit and activity holidays**, underpinned by its heritage as the home of windsurfing
- **Walking and cycling** are the most popular activities, but there is significant interest in **watersports** too
- The **ideal activity holiday** involves at least three different active experiences, blended with a mix of other holiday activities
- Successful holidays are not just about the activity, the local scenery, accommodation, **food and drink, and other attractions** play an important part
- There is an opportunity to improve communication about provision and ease of access for these activities to encourage more people to participate. The presence of an **activity hub facility** on Hayling Island seafront could support tourism growth by providing information about the range of activities available, alongside local maps and guidance, and free WiFi access
- Consumers like to **pick and mix their activities** to create their own personal activity holidays, as well as combining these active experiences with other general holiday pursuits such as visiting sights, shopping and entertainment
- The **love of local** is common ground for people taking activity holidays on the English coast.







## 5.0

# OPPORTUNITIES

An exciting opportunity exist to revitalise Hayling Island seafront, catering for the core local population, as well as attracting visitors and encouraging them to stay longer by providing a range of activities catering for all ages. **West Beach, Beachlands** and **Eastoke** provide hubs around which to focus regeneration activities, with the **connections between** them of equal importance.

Key opportunities to address the challenges outlined on page 5 and realise the ambition for Hayling Seafront include:

- Improving the perception of the seafront through the creation of a **clear brand and identity**
- Preserving and enhancing **areas of wilderness and concentrating tourism** and residential development in the three key activity hubs
- A sensitive and targeted approach to investment, regenerating and improving the tourism economy and encouraging further commercial investment and job creation, creating a **modern and exciting commercial offer**

- Improving **access to and across the seafront**, encouraging greater participation in healthy lifestyle activities, such as walking, cycling and watersports. This should include capitalising on the **Billy Trail** to connect the seafront to the rest of the island, as well as with Havant town centre, providing stronger links to its catchment area
- Better **connections and improved public realm** between the three activity hubs, through a looped network of foot and cycle paths, building upon the informal trails that already exist. Provision of **shelters and seating** along the seafront, with activities located along the journey between the hubs. A clear **wayfinding strategy** which identifies the three hubs of activity, their locations, the respective attractions and the routes and spaces along the Hayling Island Journey.

These opportunities should all be underpinned by a new and smarter way of managing the seafront, which addresses climate change through initiatives such as the creation of a **plastic-free seafront**, advocating the use of sustainable alternatives.



# CONCEPT PLAN

## BEYOND THE BEACH

OPPORTUNITY FOR AN EXTENDED WALKING & CYCLING LOOP TOWARDS THE FERRY BOAT INN & SINAH COMMON

## NATURE ROUTE

MEANDERING ROUTE THROUGH THE BACK OF THE BEACH & SINAH COMMON SSSI. PROVIDES AN OPPORTUNITY TO ADMIRE THE WILDLIFE & VIEWS OF THE COAST

## WEST BEACH

### ACTIVITY & NATURE

WATERSPORTS & ACTIVITY HUB, COUPLED WITH A MORE DIVERSE FOOD & BEVERAGE OFFERING & SENSITIVELY DEVELOPED BEACH-BASED VISITOR ACCOMMODATION. ACCOMMODATION COULD BE DEVELOPED AROUND OVERNIGHT STAY BEACH HUTS, CAMPER VAN OR CAMPING EXPERIENCES, THAT COULD SIT LIGHTLY WITHOUT DETRACTING FROM THE HIGH QUALITY NATURAL ENVIRONMENT

## BEACHLANDS





























### COMMUNITY & LIVING

SMALL-SCALE, FAMILY FRIENDLY ACCOMMODATION, ALONGSIDE SEA VIEW CAFÉS & RESTAURANTS WITH AN INDEPENDENT FOCUS. IMPROVEMENTS TO PUBLIC SPACE & LANDSCAPE SHOULD PROVIDE INVITING CONNECTIONS TO THE BEACH



0

250M

-  BEACH FRONT WALK - FORMAL
-  BEACH FRONT WALK - INFORMAL
-  NATURE ROUTE
-  FOOT/CYCLE LINK ALONG EXISTING LANE
-  INFORMAL FOOTPATH
-  BILLY TRAIL
-  EXISTING RAILWAY LINE
-  PROPOSED BEACH HUT ARRANGEMENT
-  CHANGING/OVERNIGHT STAY HUTS/ SHIPPING CONTAINERS
-  POP UP FOOD/DRINK VENDORS
-  EXISTING BUILDING
-  PROPOSED RESIDENTIAL BUILDING
-  PROPOSED MIXED USE BUILDING
-  VISITOR INFO/TOILET FACILITY
-  MEETING/BBQ AREA
-  BEACH
-  SINAH COMMON
-  PROPOSED PARKING
-  BERM/DECORATIVE SCREEN TO SCREEN PARKING
-  FEATURE BEACON - 1KM MARKER
-  BEACON
-  NATURE VIEW HUT
-  COPP
-  HAYLING SKATE PARK
-  HAYLING SEASIDE RAILWAY STATION
-  BUS STOP
-  WAYFINDING
-  BEACHFRONT ACTIVITY PARKING

## SEA FRONT ROAD LINKS

PROVISION OF INTER-CONNECTIVITY BETWEEN SEA FRONT ROAD & THE BEACH. LINKING TO BUS STOPS & ACCESS POINTS

## BEACHFRONT WALK

CONNECTS ALONG THE LENGTH OF THE BEACH, PROMOTING HEALTHY LIFESTYLES. THE WALK IS MORE FORMAL AT THE ACTIVITY HUBS & MORE NATURAL FOR THE JOURNEY BETWEEN

## BEYOND THE BEACH

OPPORTUNITY FOR AN EXTENDED WALKING & CYCLING LOOP TOWARDS HAYLING ISLAND SAILING CLUB

# EASTOKE

## LEISURE & EXPERIENCE

ENHANCE LEISURE OFFERS WITH A MIXTURE OF PAID FOR & FREE SMALL-SCALE REGENERATION FACILITIES TO ENCOURAGE ACTIVITY AT THIS PART OF THE WATERFRONT THROUGHOUT THE DAY & EVENING, AS WELL AS OFFERING ACTIVITIES ALL YEAR ROUND.

# WEST BEACH: A FOCUS FOR NATURE & ACTIVITIES



OPPORTUNITY FOR SENSITIVE REDEVELOPMENT TO ENHANCE THE GATEWAY EXPERIENCE, WITH POP UP VENDORS & A DEDICATED MEETING & ARRIVAL SPACE WITH VIEWS TOWARDS THE BEACH

REARRANGEMENT OF PARKING & INTRODUCTION OF PLAY/BBO ACTIVITIES

REDEFINED BEACH PLACEMENT ARRANGEMENTS SKATE PARK





# ACTIVITY

West Beach offers great heritage with watersports and links to the natural coast, sympathetic development can bring a focus of watersports activity and facilities for both local residents and visitors to the beach.



PROVISION OF A DEDICATED HUB FOR WATERSPORTS ACTIVITY



WATERSPORTS ACTIVITY CENTRE, STORAGE & SHOP CREATES A HUB OF ACTIVITY



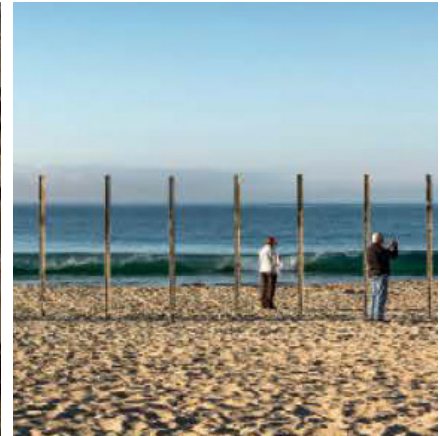
NEW BBQ & PICNIC AREAS, ALONGSIDE STREET FOOD & POP UP SPACES



POTENTIAL FOR PERMANENT STRUCTURES COULD BE DESIGNED INTO THE LANDSCAPE



SCREENING WALL BETWEEN THE CAR PARK & BEACH PROVIDING FOR INTERACTION & DELIGHT



ARTWORK INSTALLATIONS COULD BE USED TO CREATE A LINK ALONG THE BEACH

# NATURE

West Beach has retained much of its natural beauty, with proposals looking to enhance this natural setting, with dedicated routes and viewing pods/huts that allow the enjoyment of the natural setting.



MODERN, YET SYMPATHETIC PODS THAT SIT DISCREETLY IN THE LANDSCAPE



USE OF PUBLIC REALM TO CREATE A SIMPLE & CLEAN TRANSITION TO THE BEACH EDGE



PROVISION FOR DOG WALKING, BOTH ALONG THE BEACH & WITHIN THE LANDSCAPE BEHIND IT



NATURAL MATERIALS CAN HELP IN SHAPING & FRAMING NEW ROUTES



PLACES TO VIEW & INFORM THE PUBLIC OF THE HISTORY & NATURE OF THE AREA



USE OF SIGNAGE & WAYFINDING

# BEACHLANDS: A PLACE FOR LIVING & THE COMMUNITY



PUBLIC REALM ENHANCEMENTS AT THE JUNCTION OF SEA FRONT & BEACH ROAD TO CREATE A WELCOMING, PEDESTRIAN FRIENDLY GATEWAY

OPPORTUNITY TO PROVIDE A HIGH QUALITY NEW RESIDENTIAL DEVELOPMENT, REDEFINING THE BUILT FRONTAGE & SCREENING AREAS OF PARKING

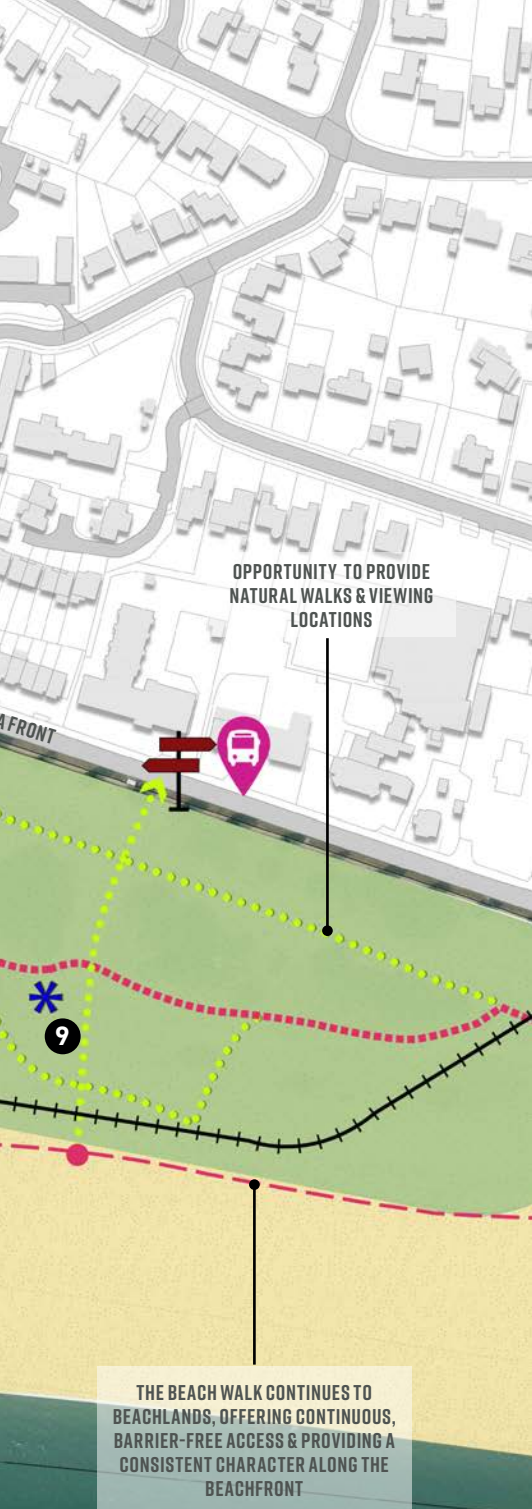
LONG-TERM OPPORTUNITY TO PROVIDE HIGH QUALITY RESIDENTIAL DEVELOPMENT ON THE AMUSEMENT PARK SITE

THE BEACH WALK CONTINUES TO WEST BEACH, CHANGING INTO A MORE NATURALISTIC COASTAL EXPERIENCE, ENHANCING & CONNECTING EXISTING BEACHSIDE PATHS & EXTENDING THESE ALONG THE COAST TO WEST BEACH

OPPORTUNITY TO REDEFINE THE BEACH EDGE, PROVIDING BETTER PLACEMENT OF BEACH HUTS & PARKING

OPPORTUNITY TO ENHANCE THE GATEWAY EXPERIENCE. RELOCATION OF PARKING HELPS TO RE-ESTABLISH RELATIONSHIP WITH THE BEACH & OPEN VIEWS. OPPORTUNITY TO CREATE A NEW FLEXIBLE SPACE FOR EATING, DRINKING, MARKETS & EVENTS





Key principles have been developed for Beachlands that set it as a destination along the seafront:

- Creation of an arrival experience that connects Hayling Island with the beach, becoming a destination in its own right
- Provision of a new flexible public space for local markets, events, outdoor seating and views of the sea
- Extension of the public realm to the Sea Front Road creating an improved gateway to the beach. A pedestrian friendly environment connects both sides of Sea Front

- A formal section of the beachfront walk interacts with the proposed public square, with a feature promontory/accessible groyne extending to the waters edge
- Beyond the areas of activity, the beachfront walk changes character to reflect the changing environment along the beach
- Small scale and family friendly overnight or short stay opportunities overlooking the beach
- Organisation of beach huts have to maximise sea views. The position of the beach huts also acts to screen parking areas.

- |           |   |  |  |
|-----------|---|--|--|
| <b>1</b>  | DESTINATION SPACE FOR OUTDOOR EVENTS & SPILL OUT AREA                                     |  | OVERNIGHT STAY HUTS/SHIPPING CONTAINERS  |
| <b>2</b>  | MIXED-USE BUILDINGS WITH GROUND FLOOR FOOD & DRINK UNITS, WHICH SPILL OUT ONTO THE SQUARE |  | EXISTING BUILDING                        |
| <b>3</b>  | FEATURE PROMONTORY/ACCESSIBLE GROUYNE   |  | PROPOSED RESIDENTIAL BUILDING            |
| <b>4</b>  | RESIDENTIAL APARTMENTS WITH VIEWS OF THE COASTLINE  |  | PROPOSED MIXED USE BUILDING              |
| <b>5</b>  | BUS DROP-OFF / BUS STATION  |  | PUBLIC REALM                             |
| <b>6</b>  | VISITOR CENTRE WITH RESIDENTIAL ABOVE   |  | BEACH                                    |
| <b>7</b>  | BEACHFRONT WALK   |  | SINAH COMMON                             |
| <b>8</b>  | BEACH HUT FRONTAGE  |  | PROPOSED PARKING                         |
| <b>9</b>  | SINAH COMMON SSSI   |  | BERM/DECORATIVE SCREEN TO SCREEN PARKING |
| <b>10</b> | OVERNIGHT STAY / CHANGING ROOM BEACH HUTS FOR HIRE  |  | FEATURE BEACON- IKM MARKER               |
| <b>11</b> | GATEWAY GREEN SPACE   |  | BEACON                                   |
|           | BEACH FRONT WALK - FORMAL   |  | NATURE VIEW HUT                          |
|           | BEACH FRONT WALK - INFORMAL   |  | BUS STOP                                 |
|           | FOOT/CYCLE LINK ALONG EXISTING LANE   |  | HAYLING SEASIDE RAILWAY STATION          |
|           | INFORMAL FOOTPATH   |  | WAYFINDING                               |
|           | EXISTING RAILWAY LINE   |  | BEACHFRONT ACTIVITY                      |
|           | PROPOSED BEACH HUT ARRANGEMENT  |  | PROPOSED TREE                            |

# COMMUNITY

Beachlands can become a key destination for both the community and visitors, creating a public space that links Hayling Sea Front to the beach and provides the opportunity for outdoor events, gallery space and rentable spaces or overnight stay.



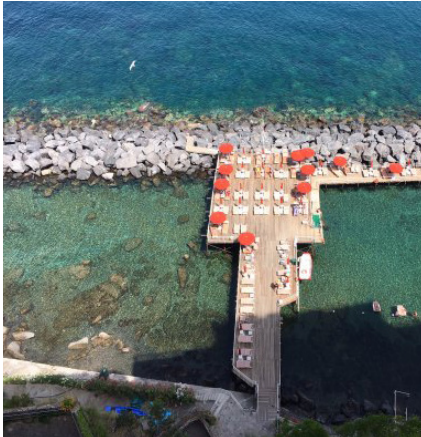
**NEW GROUND FLOOR EATING AND DRINKING. THE OUTDOOR EVENT SPACE CAN ACCOMMODATE MARKETS & OTHER EVENTS**



**A UNIFIED WALK ALONG THE BEACH, CHANGING CHARACTER ALONG ITS LENGTH TO REFLECT ITS SURROUNDINGS**



**SEAFRONT BEACONS CREATE UNIQUE 'LIGHOUSES' ALONG THE BEACH, CONNECTING THE HUBS & JOURNEY SPACES TOGETHER**



**COASTAL DEFENCES CAN ALSO BE USED AS EXTENSIONS TO PUBLIC REALM**



**A NEW AREA OF PUBLIC SPACE TO CONNECT & GUIDE PEOPLE TO THE BEACH**



**INTEGRATING THE WORLD WAR II TRAIL & COPP MEMORIAL AS PART OF WIDER WALKING ROUTES**

# LIVING

Longer term aspirations could involve bringing new homes to the area to create high quality living opportunities consisting of new modern homes for families. Natural materials could help reflect the coastal location. New homes will have to be designed to consider the flood risk of the coastline.



# EASTOKE: A LEISURE & EVENTS OFFER



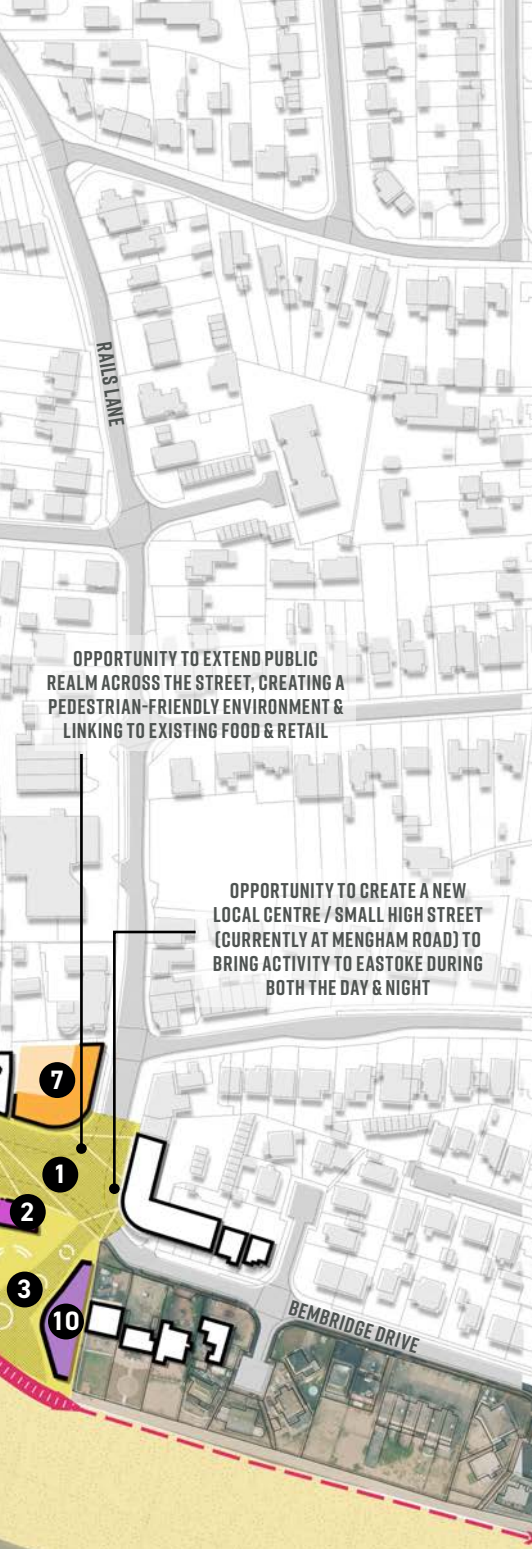
POTENTIAL TO RATIONALISE PARKING SO THAT IT IS LOCATED CLOSER TO EASTOKE, ALLOWING FOR THE EXTENSION AND ENHANCEMENT OF THE NATURAL LANDSCAPE TO THE REAR OF THE BEACH

OPPORTUNITY TO PROVIDE A MULTI-USE EXTENDED CAR PARK, WHICH CAN ALSO BE USED FOR EVENTS, E.G. POP-UP CINEMA, VINTAGE MARKETS, CAR BOOT SALES, MINI/CRAZY GOLF, ETC

THE BEACH WALK CONTINUES TO BEACHLANDS, OFFERING CONTINUOUS, BARRIER-FREE ACCESS & PROVIDING A CONSISTENT CHARACTER ALONG THE BEACHFRONT

OPPORTUNITY TO ENHANCE THE EXISTING EVENTS SPACE, INCLUDING A BEACH BAR, KIOSK SPACES & EXTRA OUTDOOR SEATING, WHICH EXTENDS THE EVENT/PERFORMANCE SPACE





Key principles have been developed for Eastoke that set it as a destination for both leisure and events, building on the previous public realm improvements and existing events:

- Extending the public realm to provide a greater space for outdoor entertainment and events, creating new public outdoor seating and space, and creating a more pedestrian-friendly environment and reducing the presence of cars
- Provision of outdoor kiosks create the opportunity a variety in modern food, drink and retail offering,

creating a vibrant and lively place

- Provision of a new beach bar or restaurant to help to create a modern relaxed beach environment that spills into the events space and onto the beach
- Incorporation of toilet facilities as part of a new tourist and visitor centre, which creates a new frontage to Sea Front Road and the events space
- New high quality residential creates a new corner frontage to Sea Front Road and Rails Lane.

OPPORTUNITY TO EXTEND PUBLIC REALM ACROSS THE STREET, CREATING A PEDESTRIAN-FRIENDLY ENVIRONMENT & LINKING TO EXISTING FOOD & RETAIL

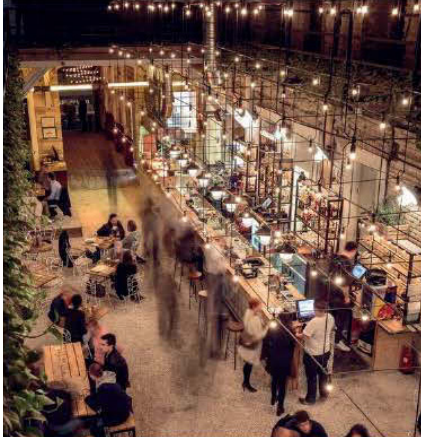
OPPORTUNITY TO CREATE A NEW LOCAL CENTRE / SMALL HIGH STREET (CURRENTLY AT MENGHAM ROAD) TO BRING ACTIVITY TO EASTOKE DURING BOTH THE DAY & NIGHT

- 1** OPPORTUNITY TO EXTEND PUBLIC REALM ACROSS SEA FRONT ROAD, CREATING A PEDESTRIAN FRIENDLY ARRIVAL TO EASTOKE
  - 2** NEW VISITOR INFORMATION CENTRE PROVIDES FRONTAGE TO SEA FRONT ROAD & A WELCOMING ARRIVAL
  - 3** EXTENDED EVENT SPACE, SCREENED FROM VEHICULAR TRAFFIC & EMBRACING ITS RELATIONSHIP WITH THE BEACH
  - 4** OUTDOOR GYM EQUIPMENT DESIGNED INTO THE PUBLIC REALM, WITH AN EXTENSION OF FITNESS TRAIL DESIGNED INTO THE BEACHFRONT WALK
  - 5** HAYLING SEASIDE RAILWAY EXTENSION, IMPROVING RELATIONSHIP TO PUBLIC REALM, USES MAY INCLUDE A CAFÉ OR WAITING AREA
  - 6** FLEXIBLE EVENT/LEISURE SPACE
  - 7** HIGH QUALITY RESIDENTIAL
  - 8** CONCENTRATION & RATIONALISED OF CAR PARKING CLOSER TO EASTOKE
  - 9** RESTORED PARKLAND FOR USE AS A KITE PARK
  - 10** OUTDOOR KIOSKS AND BEACH BAR/ RESTAURANT FRAMING THE EVENTS SPACE
- |||||** BEACH FRONT WALK - FORMAL
  - - -** BEACH FRONT WALK - INFORMAL
  - - -** FOOT/CYCLE LINK ALONG EXISTING LANE
  - ● ●** INFORMAL FOOTPATH

- |||||** EXISTING RAILWAY LINE
- ■ ■** PROPOSED BEACH HUT ARRANGEMENT
- OVERNIGHT STAY HUTS/SHIPPING CONTAINERS
- EXISTING BUILDING
- PROPOSED RESIDENTIAL BUILDING
- PROPOSED MIXED USE BUILDING
- VISITOR INFO/TOILET FACILITY
- PUBLIC REALM
- BEACH
- SINAH COMMON
- PROPOSED PARKING
- BERM/DECORATIVE SCREEN TO SCREEN PARKING
- \*** FEATURE BEACON- IKM MARKER
- \*** BEACON
- \*** NATURE VIEW HUT
- 🚒** COAST GUARD
- 🚌** BUS STOP
- 🚉** HAYLING SEASIDE RAILWAY STATION
- +** WAYFINDING
- BEACHFRONT ACTIVITY

# LEISURE

Eastoke is well-located for access to all the holiday accommodation on the island, and has the potential to offer a family-friendly environment during the day and night.



**INFORMAL BAR & DINNING WITHIN A NEW PUBLIC SPACE**



**OUTDOOR SEATING THAT SPILLS ONTO THE BEACH EDGE  
CREATING A VIBRANT DAY & NIGHT LIFE LOCATION**



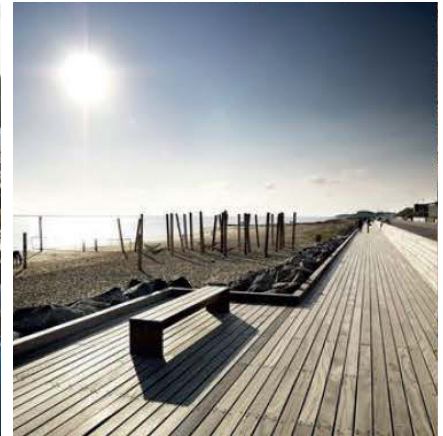
**PEDESTRIAN FRIENDLY STREETS CREATING A UNIQUE  
SENSE OF IDENTITY**



**KIOSKS & VANS OFFER FLEXIBLE SPACES TO SELL GOOD  
QUALITY FOOD & GOODS**



**RESHAPED PUBLIC SPACE PROVIDING THE OPPORTUNITY TO  
HOST LARGER OUTDOOR EVENTS, FESTIVALS AND OPEN AIR  
CINEMAS**



**THE BEACHFRONT WALK EXTENDS TO EASTOKE,  
INTEGRATING AREAS OF SEATING, REST & FITNESS ALONG  
ITS LENGTH**

# EXPERIENCE

West Beach brings the opportunity for living, visiting, leisure, relaxing or keeping fit. The site offers great potential and variety in its location and as part of the wider beach journey.



**BEACH BAR SEATING CAN EXTEND OUT ONTO THE BEACH**



**SYMPHETIC ARCHITECTURE CAN TIE TOGETHER MULTIPLE COMMUNITY USES**



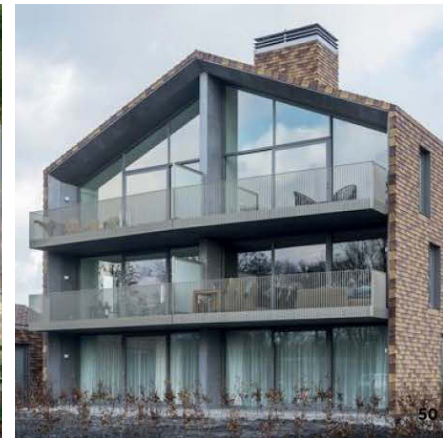
**POP-UP FOOD VANS OFFER VARIETY & THE CHANCE FOR LOCAL RESTAURANTS TO CAPTURE TOURIST TRADE**



**FLEXIBLE SPACES ALLOW FOR A VARIETY OF SEASONAL EVENTS**



**CHILDREN'S PLAY REFERENCES THE CHARACTER & MATERIALS OF THE COASTLINE**



**HIGH QUALITY LIVING FRAMING THE CORNER OF THE SEAFRONT, WITH VIEWS OVERLOOKING THE BEACH**

8.0

# NEXT STEPS

- ENGAGE WITH RESIDENTS & BUSINESSES
- PREPARE AN ILLUSTRATIVE MASTERPLAN
- CREATE A CLEAR & STRONG BRAND/IDENTITY TO TELL THE STORY OF HAYLING SEAFRONT
- TRIAL POP UPS AT WEST BEACH & TEST NEW IDEAS ALONG THE SEAFRONT
- DEVELOP COMMERCIAL OFFER & UNDERTAKE SOFT MARKET TESTING
- PREPARE FUNDING & IMPLEMENTATION PLAN
- ✓ MAKE THE CHANGE!







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FOR HAVANT BOROUGH COUNCIL  
APRIL 2021

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## Appendix 2 Stakeholder Engagement Framework

### 1 Purpose

- 1.1 This document seeks to establish a framework and set of guiding principles, which Havant Borough Council will adopt in respect to partner, community and stakeholder engagement in respect of the Regeneration Ambition document for Hayling Seafront.
- 1.2 It is intended that this document is consistent with the approach used for engagement being undertaken with regards the Havant Regeneration Strategy.

### 2 Introduction

- 2.1 Engagement with local residents, businesses and key stakeholders will be critical to the success of the delivery of the regeneration aspirations for Hayling Seafront
- 2.2 Engagement is a way to build and sustain relationships between public services, community groups and key partners - helping them both to understand and if necessary participate and take action.
- 2.3 Communication and engagement activities provide the opportunity to inform, update, engage and consult stakeholders - creating a positive and collaborative working relationship, through effective communications.
- 2.4 There are a number of emerging policies and strategies for Hayling Island, including (but not limited to) the Hayling Seafront Strategy work, the Regeneration Ambition, development of the Local Plan as well as the Coastal Management Strategy 2120/Flood and Coastal Erosion Risk Management Strategy. In many cases, there either has already been, is currently or will be engagement with local stakeholders as these plans develop and therefore it may be confusing for stakeholders.
- 2.5 The new Hayling Seafront Strategy will seek to bring these items together and articulate them in a coordinated way. However, in the meantime there is a need to be clear with stakeholders about which matter is subject to consideration, what influence they can have and how these policies and strategies will ultimately work together. This will be managed through a more detailed Stakeholder Engagement Plan.

### 3 Guiding principles

- ***Two-way communication and engagement*** - stakeholders have the opportunity to make their views, need and ideas heard while giving the Council the opportunity to do the same.

- **Clear and consistent messaging** – ensure messages are clear and consistent in respect of progress and decisions.
- **Open and transparent** – providing stakeholders with access to relevant information, while also recognising the need for confidentiality and/or for treating information sensitively, as appropriate.
- **Approachable** – building trust and confidence and treating people with respect.

## 4 Stakeholders

4.1 For the purpose of this work, stakeholders broadly fall into the following groups:

- **Residents** – including community groups/representatives and special interest groups
- **Businesses** and business groups/representatives
- **Strategic partners** – e.g. Solent Local Enterprise Partnership, Hampshire County Council, Natural England, Environment Agency.

4.2 The above are provided by way of examples for illustration purposes only and are not exhaustive.

4.3 A full stakeholder mapping exercise will be undertaken.

## 5 Engagement approaches

5.1 Engagement is often used as a broad term to cover a range of different approaches and methods. The following sets out some of the methods that may be used. It also describes some of the key terms used in this document.

- **Briefing** – providing information often in a formal manner
- **Updating** - giving the most recent news or information
- **Informing** - imparting knowledge of a fact or circumstance
- **Engaging** - a 2-way process of interacting and listening for mutual benefit
- **Two-way Dialogue** - exchanging ideas and opinions, project team and stakeholders listen and hear what's being said
- **Consulting**- seeking views and feedback on a proposal for consideration in decision making.
- **Collaborating** - working together to achieve a common purpose
- **Participating** - process of groups or individuals having the opportunity to become actively involved in a project.

## 6 Methods of engagement

6.1 A variety of methods can be used to engage stakeholders, including (but not limited to) meetings (online or physical), surveys, presentations, workshops, updates via website and social media.

6.2 An engagement plan will be developed alongside the stakeholder map.

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**PART EXEMPT**

## **HAVANT BOROUGH COUNCIL**

CABINET

8 September 2021

### **Havant Regeneration Programme – update and approval of next steps**

#### **FOR DECISION**

Portfolio Holder: Cllr Tim Pike

Key Decision: YES

---

Report Number: HBC/011/2021

---

#### **1 Purpose**

1.1 This paper provides Members with an update on the progress made in respect of the Havant Regeneration Programme, with a specific focus on Havant Town Centre, including the Civic Plaza project. The paper seeks Cabinet approval for a series of recommendations, which will enable this ambitious and important programme of work to progress at pace.

1.2 The report sets out;

- An update on progress made in respect of the Havant Regeneration Strategy, with a recommendation to refresh both the Strategy and Delivery Plan.
- An update on Havant Town Centre regeneration and a recommendation to progress three priority projects.
- An update on the Civic Plaza project (to be known as Civic Plaza East) and a recommendation to approve the outline business case to enable the next stage of more detailed work to be carried out.

#### **2 Recommendation**

2.1 Members are recommended:

2.1.1 To note the update on the Havant Regeneration Programme.

2.1.2 To approve the development of a refreshed Regeneration Strategy and updated Delivery Programme.

2.1.3 To note the update on progress made in respect of Havant Town Centre regeneration.

- 2.1.4 To approve the progression of three priority projects;
- (i) development of an outline business case for the Bulbeck Road car park and submission of an outline planning application as appropriate.
  - (ii) detailed work on Civic Plaza East (see recommendation 2.1.6 below)
  - (iii) work to develop a package of access and public realm improvements
- 2.1.5 To note the update on the Civic Plaza Plus project (to be known as Civic Plaza East).
- 2.1.6 To approve the Civic Plaza East outline business case to enable the next stage of the more detailed work to be carried out.

### **3 Executive Summary**

- 3.1 In November 2018, Havant Borough Council approved a new, bold and ambitious Regeneration Strategy. The Strategy set out the Council's regeneration aspirations for the Borough to 2036, in alignment with the Local Plan, Corporate Strategy and Medium-Term Financial Strategy (MTFS).
- 3.2 A new team of officers was formed to lead on delivery of the programme and to work across all Council services to coordinate a whole Council approach, as well as work with external partners and stakeholders.
- 3.3 The Regeneration Strategy was accompanied by a Delivery Plan, which set out a proposed phasing approach as well as identification of early priorities and focus for intervention. While regeneration can take considerable investment of time and resources and tangible progress can often feel slow, significant progress has been made including the acquisition of the Meridian Centre in 2019, disposal of a key employment site and progression of other key priority projects. This paper sets out a summary of progress made to date.
- 3.4 Since the Strategy was adopted, market conditions and opportunities for positive place-making have changed significantly. A dramatically changed retail and town centre landscape, the impact of Brexit and its relationship to infrastructure and strategic employment sites and more recently the Covid pandemic, provide both a series of challenges and also new opportunities for the Borough. It is also important to align the Strategy and Delivery Plan to the Council's new Corporate Strategy and Medium Term Financial Strategy, as well as a changing national and local policy context.
- 3.5 While the main focus for the Council in 2020 and early 2021 has been supporting its business and residents through the pandemic, more recently there has been to return towards a focus on strategic growth



and, therefore, it is considered appropriate and timely to refresh the Regeneration Strategy and associated Delivery Plan, to ensure it is fit for purpose and has the right focus to drive forward transformational economic growth.

- 3.6 A key priority and focus of the Regeneration Programme to date has been Havant Town Centre. This paper sets out an update on progress made in respect of regenerating Havant Town Centre, including the acquisition of the Meridian Centre, development of a masterplan, procurement to secure a development partner for the Civic Plaza car park site (now referred to as Civic Plaza East) and the recent submission of a substantial Levelling Up Fund bid.
- 3.7 This paper also brings forward an Outline Business Case for the Plaza East site for approval and sets out recommendations for next steps, following a Cabinet approval in January 2021.

#### **4 Additional Budgetary Implications**

- 4.1 None.

#### **5 Background and relationship to Corporate Strategy and/or Business Plans**

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##### **Havant Regeneration Strategy**

- 5.1 In November 2018, Havant Borough Council approved a new, bold and ambitious Regeneration Strategy. The Strategy set out the Council's regeneration aspirations for the Borough to 2036, in alignment with the Local Plan, Corporate Strategy and Medium Term Financial Strategy (MTFS).
- 5.2 The Regeneration Strategy set out a clear case for regeneration based on a plan to address the Borough's housing and economic challenges, as well as to build on its strengths and opportunities for transformational growth.
- 5.3 The Strategy has a focus on spatial and physical regeneration and identified five key priority areas, namely;
- i. Havant Town Centre
  - ii. Havant Strategic Employment Sites
  - iii. Hayling Island Seafront
  - iv. Leigh Park Centre
  - v. Waterlooville Town Centre

- 5.4 The Regeneration Strategy is supported by a Delivery Programme, which set out a proposed phasing approach as well as identification of early priorities and focus for intervention.
- 5.5 When adopted, the Council identified that there should be an early focus on projects that;
- Have the potential for the generation of income that can be reinvested in the delivery of other projects within the Regeneration Programme;
  - Are on land owned by the Council;
  - Are allocated/identified on the Adopted and emerging local Plan
  - Attract external grant funding; and
  - Have no significant barriers to development and therefore are potential quick wins.
- 5.6 While regeneration can take considerable investment of time and resources and tangible progress can often feel slow, significant progress has been made, including (but not limited to) the acquisition of the Meridian Centre in Havant Town Centre, submission of a significant Levelling Up Fund bid for the Town Centre and disposal of the Brockhampton West site, which has the potential to enable reinvestment of some or all of the capital receipt to support regeneration priorities. Annex 1 sets out a summary of key areas of progress.
- 
- 5.7 Work on the regeneration programme continues at pace, however since the Strategy was adopted in 2018, the opportunities for delivering regeneration and for contributing to positive place-making have changed significantly. Changes which may create new challenges and opportunities and are therefore likely to have an impact on the way the strategy is delivered include;
- Changing retail landscape and focus for Town Centres
  - Brexit and the impact for strategic employment growth, strategic sites and business development.
  - Covid pandemic and implications in the short, medium and long term in terms of regeneration, business development and residents' priorities around place-making.
  - Changes to the Council's Medium Term Financial Strategy and emergence of a new Corporate Strategy.
  - Changing national and regional policy and programme priorities including new funding opportunities.
- 5.8 When adopted, it was agreed that the Delivery Plan would be reviewed after 3 years, which would mean end of 2021. As such and given the changes referred to above, it is recommended that both the Regeneration Strategy and associated Delivery Plan are now formally reviewed and refreshed, to ensure they are fit for purpose and have the right strategic focus to drive forward transformational growth.

- 5.9 An important area for consideration in reviewing and updating the Delivery Plan will be to consider the most appropriate and effective delivery and funding models, to including procurement strategies. Evidence from recent soft market testing (see 5.16 iv below) will be used to help shape the best approach and to determine the Council's role in supporting delivery.
- 5.10 Work to support economic growth is expected to form an increasingly important feature of the refreshed Strategy and as such it is intended that the refreshed Regeneration strategy will be referred to as a Regeneration and Economic Strategy.
- 5.11 Governance and working arrangements, both internally within the Council and also with partners and stakeholders, including local residents, businesses and the community, will also be considered as part of the refresh.
- 5.12 Engagement and consultation with local residents, businesses and a whole range of stakeholders and strategic partners will be critical to the success of the work to secure support and ownership. Annex 2 sets out an emerging Stakeholder Engagement Framework, which will be developed and implemented to support the refresh work.
- 5.13 Subject to Cabinet approval, it is proposed to complete this work in the autumn/winter of 2021 and bring it back to Council in early 2022 for adoption.

### **Havant Town Centre Regeneration**

- 5.14 A key priority and focus of the Regeneration Programme to date has been Havant Town Centre.
- 5.15 The Regeneration Strategy sets out a vision for an enhanced and improved Town Centre, one that is inclusive, with quality green spaces and strong access and transport links. The vision speaks to the town centre's historic core, but also refers to opportunities for a modern, digitally connected space.
- 5.16 Much work has been undertaken to start to deliver this vision, including;
- i. Development of an ambitious masterplan (2018/19) for the Town Centre, supported by a high quality promotional video to articulate the masterplan for the purposes of driving inward investment and supporting future funding bids. This work was completed in 2019 and the video launched in early 2020 (see [www.havewithhavant.co.uk/the-vision](http://www.havewithhavant.co.uk/the-vision)).
  - ii. Acquisition of the Meridian Centre (2019) as a key asset to support future redevelopment of the heart of the town centre.

- iii. Procurement of a development partner (2019/20) for the Civic Plaza site (see sections 5.17-5.25 below).
- iv. Soft-market testing (April 2021) with a range of national developers/investors to engage directly with the industry to canvas opinions and views on Havant as an investment location as well as securing views as to the site opportunities and the preferred way of moving the sites forward. A further objective was to seek, from an investor's perspective, the qualities it looks for when choosing a local authority to work with in partnership, to inform the refresh of the Delivery Plan.
- v. Submission of a substantial Levelling Up bid (June 2021) in respect of Havant Town Centre (see exempt annex 3). The focus for the bid was on the heart of the Town Centre, including redevelopment of the Meridian Centre itself, as well as Bulbeck Road car park and also a package of public realm enhancements. The bid aligned to a further bid submitted by the County Council, which included a new Town Centre railway footbridge and a package of highway and access improvements.

5.17 At the time of writing, the outcome of the Levelling Up Fund bid is unknown. It is expected to be highly competitive, however if successful, it will be transformational for the town centre, unlocking significant capital funding to enable swift, real and tangible progress to be made on town centre regeneration delivery.

5.18 The Council, however, wishes to make progress on the delivery plan for the town centre in any event and therefore, Cabinet are asked to note the update and approve the progression of three core priority projects;

- (i) Plaza East (formerly known as Civic Plaza project (see below);
- (ii) Bulbeck Road car park – development of an outline business case and if appropriate, preparation and submission of an outline planning application in respect of the potential disposal and redevelopment of the site to provide much needed housing. The business case will be brought back to Cabinet for consideration and approval; and
- (iii) Development of a package of public realm and access enhancements. This will include working with the County Council on highway and transport matters as well as wider partners including Network Rail and South Western railways on proposals to improve the Station Forecourt and enhance connections to the Hayling Billy Trail.

5.19 To ensure it is consistent with the broader strategy, the phasing, timing and delivery approach of this work will be built into the Borough wide Regeneration Delivery Plan refresh.

## **Civic Plaza East**

- 5.20 The Civic Plaza Car Park Redevelopment project was approved by Cabinet as the first project in phase 1 of the Council's Regeneration Programme in 2018, with the detailed business case was subsequently approved by Cabinet on 20 March 2019.
- 5.21 In 2018, the project was awarded a grant of £3.36M from the Homes England Accelerated Construction Fund. This funding was secured to enable the scheme to become financially viable and to support the delivery of housing.
- 5.22 An OJEU compliant Competitive Dialogue procurement process was subsequently undertaken in 2019. However, this process demonstrated that even with the £3.36M contribution, the scheme was not viable. Up to an additional £3.36m of funding support was subsequently offered by Homes England and the last stage of the procurement was re-run. However, in June 2020, Homes England confirmed that they had to withdraw the offer of additional funding support due to national pressures to support the Covid recovery effort. As such, the scheme as procured was deemed no longer financially deliverable.
- 5.23 In February 2021 Cabinet approved the formal closure of the project in its current form. At the same time, Cabinet approved the development of an outline business case, for consideration at a future Cabinet meeting, for the comprehensive development of the wider Civic Plaza site. To note that the working title at the time was Civic Plaza Plus, but the site is now referred to as Civic Plaza East. It comprises the car park, public estate to the south and Leisure Centre site to the north, with potential to include adjacent sites as appropriate.
- 5.24 An outline business case can be found in annex 4 and Cabinet are asked to note and approve its contents.
- 5.25 Forming part of the business case, Cabinet are asked to note that in March 2021, the Council submitted a proposal to Homes England to request additional capacity funding from their Housing Infrastructure Fund to support the 'Regenerating Havant Town Centre' ambitions. The bid was successful and £180,000 of capacity funding has since been awarded to support delivery of the Regenerating Havant Town Centre programme.
- 5.26 The funding covers key areas of work including:
- Option analysis review and consultation phases
  - External project management advice and strategic support
  - Refreshed Regenerating Havant Town Centre masterplan
  - Commercial viability assessment
  - Socio-economic impact assessment
  - Review of future delivery and legal mechanisms

- 5.27 While the focus on the funding is primarily on the Plaza East site, it is recognised that it forms part of the wider Town Centre regeneration programme and that much of the technical work referred to above may relate to the wider town centre sites.
- 5.28 To note, the Homes England funding does not relate to the Council's work required on the detailed procurement process to secure a development partner and this has been considered as part of the outline business case.
- 5.29 In addition to the above, a bid for £50,000 was submitted as part of the One Public Estate Programme (round 7). This was to enable more formal work to be undertaken with those key public partners occupying the southern end of the Plaza East site, to enable consideration of options relating to those assets. That funding is expected to be confirmed shortly.
- 5.30 More detailed consideration will also be given to the Leisure Centre site to the north, with a view to exploring how it can contribute to a possible wider redevelopment.
- 5.31 Cabinet is asked to approve the Outline Business Case (annex 4) to enable the next stage of detailed work as set out, to progress. A report will come back to Cabinet once that work is complete for a further decision on next steps.

### **Relationship to Corporate Strategy**

- 5.32 The development of the strategy, delivery programme and various projects set out in this paper align strongly with all themes as set out in Corporate Strategy 2020-24:
- **Theme 1** - An environmentally aware and cleaner Borough: the Strategy will align to aspirations for a cleaner, greener borough with projects targeting low or zero carbon where appropriate.
  - **Theme 2** - A safe environment, healthier and more active residents: the Strategy, programme and projects will seek to create places that are safe, encourage healthy and active lifestyles and support positive place-making for residents.
  - **Theme 3** - A thriving local economy: the Strategy will act as an Economic Strategy for the Council, driving forward economic growth and supporting a thriving and prosperous economy.
  - **Theme 4**: A revitalized borough with infrastructure that meets our ambitions – the Strategy, programme and projects will seek to deliver infrastructure (either directly or via partners) that will deliver the regeneration aspirations for the Council.

- **Theme 5:** A sustainable Council: the Strategy will align to the Council's Financial Strategy to create opportunities for income generation and to seek to create self-sustaining places.

5.33 The work outlined in this paper seeks to deliver and further develop the work as set out in the adopted Regeneration Strategy – Opportunity Havant (November 2018). The Delivery Programme forms a key part of the Regeneration & Economy Services Business Plan.

5.34 The work also aligns closely to and seeks to support delivery of the (existing and emerging) Havant Borough Council Local Plan. A specific objective of the Regeneration Strategy is likely to remain supporting delivery of key housing and employment sites, as well as aligning to the wider planning policies as set out in the plan.

## 6 Options Considered

6.1 *Do not review Regeneration Strategy or Delivery Programme* – the Regeneration Strategy and Delivery Programme could be left 'as is' but there would be a risk that it will not be fit for purpose, nor be the most effective strategy and programme of work to achieve the regeneration aspirations for the Borough.

6.2 *Do not move forward with Town Centre projects* – this would not achieve the aims of the Regeneration Strategy or the Corporate Strategy. Regeneration would stall and the town centre would be left to market forces only, which would not deliver comprehensive regeneration for the town.

6.3 *Do not progress Civic Plaza East* – this would not achieve the aims of the Regeneration Strategy or the Corporate Strategy. An opportunity to redevelop a Council owned site would be lost, as would an opportunity to consider comprehensive redevelopment of a wider site alongside other public sector partners.

## 7 Resource Implications

### Financial Implications

7.1 The work referred to in this paper relates primarily to feasibility work, development of projects and business case development work.

7.2 The work to develop and engage on the refreshed Regeneration Strategy will be done predominantly in-house by officers and by ongoing consultant support and therefore costs will met by existing staffing budgets. Where additional specialist support or advice is required, the cost of this will be met within existing budgets, however this is expected to be minimal.

- 7.3 The work to develop the three priority projects for Havant Town Centre will be done by a combination of in-house officers and specialist consultants as appropriate. Any costs associated with development of the projects, including the development of business cases and feasibility work will be funded through existing budgets or through the Homes England capacity grant. Further details about the Homes England grant are provided in 7.6 and 7.7 below.
- 7.4 As part of the business case development and as projects are further refined, the work will be scoped further to give a more accurate picture of potential costs. Budgets will be monitored closely to ensure there is sufficient funding and where required, the work will be phased and appropriate programme management arrangements will be in place to ensure it can be delivered within the approved budgets.
- 7.5 Further as the projects are developed, any future costs (capital and revenue) associated with the delivery of those projects will be considered in detail as part of further business cases and any decisions to proceed with those projects will enable the financial implications to be considered in detail by Cabinet or Council, as appropriate.
- 7.6 In March 2021, the Council submitted a proposal to Homes England to request additional capacity funding from their Housing Infrastructure Fund to support the 'Regenerating Havant Town Centre' ambitions. The application focussed on two key delivery phases from April 2021 to March 2022 and a funding request of £256,310.
- 7.2 On 10<sup>th</sup> June 2021, the Council received and signed a grant offer letter for £180,000 of capacity funding to support the delivery of the Regenerating Havant Town Centre programme. This funding will support delivery of much of the work set out in this paper, alongside existing budgets.

**Section 151 Officer comments**

Date: 5<sup>th</sup> August 2021

- The feasibility work, development of projects and business case development work will be met by existing budgets.
- Any decisions to proceed with those projects will enable the financial implications to be considered in detail by Cabinet or Council, as appropriate.

Human Resources Implications

- 7.7 None. All work will be done in-house or by consultants funded within existing budgets.



## Information Governance Implications

- 7.8 None. Information Governance will be considered at programme and project level.

## Other resource implications

- 7.9 None.

## **8 Legal Implications**

- 8.1 Approval of the recommendations in this report will lead to the engagement of external consultants to undertake some of the work required. This will need to be undertaken in accordance with Contract Standing Orders, and the conditions of any grant funding used. Any resulting proposals for redevelopment or disposal of Council owned land will require separate consideration and approval by Cabinet in due course.

Gina Homewood 20<sup>th</sup> July 2021

### **Monitoring Officer comments**

Date: 5<sup>th</sup> August 2021

Legal implications comments above are noted; no further comment to add.

## **9 Risks**

- 9.1 No significant identified risks. All risks will be considered and managed at programme and project level.

## **10 Consultation**

- 10.1 The Cabinet Lead Cabinet Lead for Finance, Regeneration and Estates and wider Cabinet have been consulted on this paper.

- 10.2 Informally, some of the key partners and stakeholders have also been consulted on key projects, including;

- Homes England
- Hampshire County Council
- Solent Local Enterprise Partnership (SLEP)

- 10.3 Engagement and consultation with local residents, businesses and a wide range of key strategic stakeholders and partners will be important

as this work move forward. A stakeholder engagement framework is included in appendix 2.

## **11 Communication**

- 11.1 Communications will remain an important feature of this programme of work and a variety of methods will be used to keep people updated and communicate key messages, including updates via the programme website ([www.havewithhavant.co.uk](http://www.havewithhavant.co.uk)), social media channels and other methods as appropriate.
- 11.2 A Communications Strategy will be developed to support the Regeneration Strategy refresh.

## **12 Appendices**

- Appendix 1 - Havant Regeneration Programme - Outline of progress to date
- Appendix 2 – Stakeholder Engagement Framework
- Appendix 3 (EXEMPT) – Levelling Up Fund bid summary

## **13 Background Papers**

Council decision relating to adoption of Regeneration Strategy  
November 2018

<https://havant.moderngov.co.uk/ieListDocuments.aspx?CIId=126&MIId=10626>

Cabinet decision related to Civic Plaza project February 2021

<https://havant.moderngov.co.uk/ieListDocuments.aspx?CIId=128&MIId=11076>

Havant Borough Council Corporate Strategy

<https://cdn.havant.gov.uk/public/documents/Havant%20Borough%20Council%20Corporate%20Strategy%202020-24.pdf>

Havant Borough Council Local Plan

<https://www.havant.gov.uk/local-plan>

Agreed and signed off by:

Monitoring Officer: 5<sup>th</sup> August 2021

S151 Officer: 5<sup>th</sup> August 2021

Director: 20<sup>th</sup> July 2021

Portfolio Holder: 28<sup>th</sup> July 2021

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## Appendix 1 Havant Regeneration Programme - Outline of progress to date

Workstream	Progress Update	Proposed next steps
<b>General</b>		
Branding and website	Branding and new website launched in in 2019	Continued promotion of branding and increased use of inward investment activities. Website refreshed as part of strategy refresh.
Governance & Partnerships	New internal governance established and reviewed (2020). Partnerships developed with a range of strategy stakeholders.	Governance to be refreshed as part of Strategy refresh. External partnerships to be further developed and formalised in terms of external working arrangements.
<b>Havant Town Centre</b>		
Town Centre Masterplan and video	Complete in 2019 and video launched Feb 2020	Use for inward investment work, to support future funding bids and as an engagement tool
Acquisition of Meridian Centre and Bulbeck Road Car Park	Completed in December 2019	Bring forward Bulbeck Road Car Park for housing and investigate options for Meridian Centre.
Procurement of Civic Plaza development partner	Project closed due to viability gap in Feb 2021	Develop outline business case for wider Civic Plaza Site (Plaza East)
Restoring Your Railways bid to prepare Billy Line for autonomous vehicles	First round – March 2020, Second round application submitted in March 2021	Await decision due summer 2021.
One Public Estate (OPE) Funding	Applied for OPE 8 in December 2020 for governance review and stakeholder engagement for Civic Plaza and town centre.	Decision for OPE 8 delayed by central government, HCC has now received approval and a final decision on Havant element will be taken by HCC shortly.
Homes England Capacity Funding	£180k awarded in June 2021 to support delivery of the town centre regeneration programme.	Funding can be used for a range of activities that will support the delivery of the town centre programme
Soft-Market Testing	Completed April 2021	To be used as evidence for refresh of the strategy and delivery plan
Levelling Up Fund bid	Submitted June 2021	Await decision – expected Autumn 2021
Hayling Billy Trail (HBT) Havant Station to Langstone – crossing & route options	Joint feasibility study with HCC commission of Atkins -due for completion end July2021	Continue to integrate with HCC work on Active Travel, LCWIP, CELT study on Hayling side of HBT and Coastal Partners flood mitigation schemes to ultimately achieve funding.
<b>Strategic Employment Sites</b>		

Disposal of landfill site at Brockhampton West for employment	Completed December 2019 and agreement for capital receipt to be used to progress other sites in the programme received.	Business cases to be put forward to use the capital receipt for further regeneration priorities.
Dunsbury Park Solent Freeport bid – support to Economic Development	Solent Freeport announced in March 2021 Budget.	Continue to work with Economic Development to maximise opportunities from Freeport status.
Strategic employment sites – general	Ongoing engagement with landowners and occupiers of a range of key strategic employment site around inward investment and sector growth.	Continued engagement and supporting development of key sites.
<b>Hayling Island Seafont</b>		
Masterplan – commissioned work by Hemingway, Mace and Fabrik	Hemingway and Mace work consolidated in Fabrik report early 2021.	Work developed as part of Hayling Regeneration Ambition.
Relationship building with Natural England and local businesses	Ongoing – key to understanding duties regarding SSSI. Golf course/fun fair/arcade etc key to unlocking regeneration on the seafont	Continue dialogue with NE. Widen engagement to incorporate more seafont businesses and organisations.
Hayling Billy Trail	CELT Study due for completion October 2021. Wider partnership working with HCC to develop shared plan for enhancement.	Integrate with HCC & Coastal Partners work on LCWIP and flood mitigation schemes and achieve multifunctional and collaborative funding.
Development of a Regeneration Ambition (draft)	Regeneration Ambition document developed for endorsement and public consultation/engagement.	Public engagement/consultation and further development including developing of delivery & phasing plan.
Hayling Seafont Strategy	Ongoing input into wider HBC Hayling Seafont Strategy to align regeneration aspirations with broader Council approach.	Continued input into Strategy development and implementation of first phase projects.
<b>Leigh Park</b>		
Estates Renewal Fund	2018 - £340k secured towards community regeneration in Leigh Park. Commissioned space needs analysis for community centre and some engagement activity with community groups.	Scoping of Leigh Park regeneration proposals to consider best use of funding.
Economies for Healthier Lives Bid - £500k to fund collaborative education/employment work with 16-24 year olds	Expression of Interest submitted - – March 2021 Full application – June 2021 Interview stage – 19 <sup>th</sup> July 2021	Await decision. Potential to apply to other funding streams if unsuccessful.
Havant Thicket Reservoir	Engagement with Portsmouth Water to ensure wider community benefits are realised.	Continue to attend both community and strategic advisory groups to champion employment, education and training

		opportunities for local people as well as wellbeing and leisure benefits.
Dunsbury Freeports	Successful inclusion of Dunbsury site into Solent Freeport bid – scope for skills & employment opportunities linked to Leigh Park regeneration aspirations.	Continued work to support Freeports bid and development of proposals to create skills & employment opportunities for Leigh Park residents.
<b>Waterlooville Town Centre</b>		
Waterlooville Town Centre Masterplan – engagement with Flick Drummond MP	Meetings held throughout 2020	Continue conversation to develop ideas. Potential for a round 2 or 3 Levelling Up bid for Waterlooville.
<b>Strategic Infrastructure</b>		
Havant Infrastructure Investment Plan (Solent LEP funded)	Finalised June 2021	Havant Cabinet consideration and publication as a tool for attracting investment
Gigabit Broadband	Two commercial suppliers (CityFibre, TooB) investing in Havant by installing Fibre Exchanges (FEx)	Council to develop business case for public connections to FEx and wider rollout of connections
Strategic Transport collaboration	Coordination of TCF projects, LCWIP, HBT, Levelling Up bids, Local Plan site, Flood mitigation etc	Ongoing programme of relationship building for the coordination of transport related investments to achieve multifunctional benefits.

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## Appendix 2

### Stakeholder Engagement Framework

#### 1 Purpose

- 1.1 This document seeks to establish a framework and set of guiding principles, which Havant Borough Council will adopt in respect to partner, community and stakeholder engagement as it refreshes the Havant Regeneration Strategy and Delivery Programme refresh.
- 1.2 It is intended that this document will be developed and refined and those principles subsequently incorporated into a new Stakeholder Engagement Plan, which will then form part of the new Strategy itself.

#### 2 Introduction

- 2.1 Engagement with local residents, businesses and key stakeholders will be critical to the success of the delivery of the Regeneration Programme.
- 2.2 Engagement is a way to build and sustain relationships between public services, community groups and key partners - helping them both to understand and if necessary, participate and take action.
- 2.3 Communication and engagement activities provide the opportunity to inform, update, engage and consult stakeholders - creating a positive and collaborative working relationship, through effective communications.
- 2.4 Where appropriate, engagement will complement any statutory engagement required as part of the Local Plan process and any planning application processes

#### 3 Guiding principles

- ***Two-way communication and engagement*** - stakeholders have the opportunity to make their views, need and ideas heard while giving the Council the opportunity to do the same.
- ***Clear and consistent messaging*** – ensure messages are clear and consistent in respect of progress and decisions.
- ***Open and transparent*** – providing stakeholders with access to relevant information, while also recognising the need for confidentiality and/or for treating information sensitively, as appropriate.
- ***Approachable*** – building trust and confidence and treating people with respect.

#### 4 Stakeholders

- 4.1 For the purpose of this work, stakeholders broadly fall into the following groups:
- **Residents** – including community groups e.g. Havant Civic Society
  - **Businesses** and business groups/representative, including investors/potential investors.
  - **Strategic partners** – e.g. Solent Local Enterprise Partnership, Hampshire County Council
  - **Infrastructure organisations** – e.g. South Western Railway, Network Rail, Portsmouth Water.
- 4.2 The above are provided by way of examples for illustration purposes only and are not exhaustive.
- 4.3 A full stakeholder mapping exercise will be undertaken.

## 5 Engagement approaches

- 5.1 Engagement is often used as a broad term to cover a range of different approaches and methods. The following sets out some of the methods that may be used. It also describes some of the key terms used in this document.
- **Briefing** – providing information often in a formal manner
  - **Updating** - giving the most recent news or information
  - **Informing** - imparting knowledge of a fact or circumstance
  - **Engaging** - a 2-way process of interacting and listening for mutual benefit
  - **Two-way Dialogue** - exchanging ideas and opinions, project team and stakeholders listen and hear what's being said
  - **Consulting**- seeking views and feedback on a proposal for consideration in decision making.
  - **Collaborating** - working together to achieve a common purpose
  - **Participating** - process of groups or individuals having the opportunity to become actively involved in a project.

## 6 Methods of engagement

- 6.1 A variety of methods can be used to engage stakeholders, including (but not limited to) meetings (online or physical), surveys, presentations, workshops, updates via website and social media.
- 6.2 An engagement plan will be developed alongside the stakeholder map.





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## Appendix 4 Civic Plaza East – Outline Business Case (Summary)

### Introduction

This annex provides a Summary Outline Business Case commentary for Civic Plaza East in line with the Cabinet approval (February 2021).

The Summary Outline Business Case commentary considers the case for public sector investment and is structured around the MHCLG Business Case Guidance and its 5 interdependent dimensions:

- Strategic Case
- Economic Case
- Commercial Case
- Financial Case
- Management Case

Homes England capacity funding will be used to develop the detailed business case as set out below.

### Strategic Case

There remains a strong **Strategic Case** for intervention. The proposed uses and development strategy for Civic Plaza East fits with wider government and local policies and objectives. Development at Civic Plaza will support the delivery of strategic priorities at national, regional and local levels, including meeting a number of core Council Corporate Objectives.

The comprehensive re-development of the site to include the car park, public estate to the south and leisure centre site to the north will be an important catalyst to delivering the wider regeneration of Havant, specifically as most of the estate is in public ownership.

The site is recognised not only as a key site for the regeneration of Havant Town Centre but also as an important site in the delivery of homes, in line with the Local Plan. Future re-development will contribute to a critical mass of regeneration opportunities that collectively has the potential to transform the town's future prospects. Development will make a notable contribution to town centre regeneration, the promotion of civic pride, support wellbeing goals, providing much needed town centre living and enhance quality of life.

The detailed Business Case will:

- Clarify the corporate and business needs for the project;
- The national, regional and local policy background 'refresh'; and
- The strategic objectives and benefits of the project.

## Economic Case

In terms of the **Economic Case**, the project will deliver value to the locality in terms of economic, social and environmental impacts, creating a new neighbourhood, enhanced public services and improved connectivity to the town centre.

Further analysis is being undertaken to around the preferred option, agreed by Cabinet in February 2021, to widen the scope to include the whole site to consider a more comprehensive scheme.

The objective of the economic case will be to understand the relationship between the proposed costs and potential benefits with the explicit purpose of helping inform decision making in relation to the potential investment in the site.

Key decisions in this respect relate to:

- i. The outcome of the One Public Estate programme to review and assess stakeholder attitudes with regards to the including public assets within the development programme; and
- ii. The future of the Havant Leisure Centre, which is considered past its economic life and in need of refurbishment or replacement.

The detailed Outline Business Case will:

- Clarify the critical success factors;
- Shortlisted options and a preferred way forward (taking into consideration timescale and phasing);
- Benefits appraisal;
- Additionality analysis;
- Appraisal summary; and
- Wider benefits

## Commercial Case

The **Commercial Case** considers the delivery model options to structure and undertake the “preferred option”. Clearly, there are a range of options for consideration, which in some respects will be determined by the scale and size of the development envelope.

Options are likely to include:

- Sale of freehold / leasehold interests;
- Sale under lease structure with a sale of the freehold / leasehold deferred;

- Development Partner Joint Venture – via a Development Agreement (DAJV);
- Corporate Partner Joint Venture – via Corporate Structure (CPJV); and
- Direct delivery by Havant Borough Council.

The detailed Outline Business Case will consider the governance and procurement model. In essence, it will evaluate the pros and cons of:

- Self-delivery by HBC;
- Contractual partnership; and
- JV vehicle.

## Financial Case

Havant lies in a strategic position in the south of England with excellent road and rail network; however, it is not a leading investment location and, as demonstrated through the soft market testing, lacks a strong cachet in the development market. The **Financial Case** will assess the financial feasibility and sustainability of the project. Further viability analysis will be undertaken to show the implications on the public sector budget in terms of the total cost of both capital and revenue.

The original Civic Plaza Car Park Redevelopment project was dependent on securing significant gap funding to make the development viable. Future development is likely to be dependent on securing external funding and, at this time, there is uncertainty as to the future funding pots that in the past would have been accessible to support such a development.

The detailed Outline Business Case will:

- Clarify the capital and revenue requirements for the preferred option;
- Consider overall affordability and funding;
- Local authority impact assessment including S106 and affordable housing provision

## Management Case

The Council is directing significant resources to drive forward the comprehensive regeneration of Civic Plaza East. The **Management Case** will set out the programme management arrangements.

The detailed Outline Business Case will:

- Cover governance arrangements (taking into account the outcome of the One Public Estate programme);
- The use of specialist advisors;
- The process of change and contract management;
- Benefits realisation and risk management.



## PORTCHESTER CREMATORIUM JOINT COMMITTEE

MINUTES OF A VIRTUAL REMOTE MEETING of the Joint Committee held on Monday 21 June 2021 at 2.00 pm.

### Present

#### **Fareham Borough Council**

Apologies submitted

#### **Gosport Borough Council**

Councillor Alan Scard

#### **Havant Borough Council**

Councillor Lulu Bowerman  
Councillor Tim Pike

#### **Portsmouth City Council**

Councillor Dave Ashmore

### **Welcome and Introductions**

The Clerk to the Joint Committee explained the arrangements for the holding of this virtual remote meeting. This was taking place to allow the members to receive and comment upon various monitoring reports.

New members were welcomed to the meeting and officers serving the Joint Committee and members were introduced.

### **Apologies for Absence (AI 1)**

Apologies were submitted on behalf of Councillors Ian Bastable and Simon Martin (Fareham BC), Kathleen Jones (Gosport BC), Hugh Mason (Portsmouth CC); and Victoria Hatton (Crematorium Manager).

### **891 Appointment of Chairman (AI 2)**

In Councillor Hugh Mason's absence it was –

**AGREED to hold over until the next meeting the appointment of chairman for the municipal year 2021/22.**

### **892 Appointment of Vice-Chairman (AI 3)**

In the absence of Fareham BC's members it was –

**AGREED to hold over until the next meeting the appointment of vice-chairman for the municipal year 2021/22.**

In the absence of a chair and vice chair it was -

**AGREED that Councillor Dave Ashmore be chairman for the meeting.**

**(Councillor Dave Ashmore in the chair)**

**893 Declarations of Members' Interests (AI 4) – None**

**894 Minutes of the Meeting held on 22 March 2021 (AI 5)**

**AGREED that the minutes of the meeting held on the 22 March 2021 be noted.**

**895 Matters Arising from the Minutes not specifically referred to on the Agenda (AI 6) – None**

**896 Clerk's Items (AI 7)**

The Clerk mentioned that he had circulated to new committee members background briefing papers about the crematorium and recent joint committee decisions. In response to a later question he undertook to provide new members with a copy of the Joint Committee's approved current financial strategy and budget.

**897 Annual Return for the Financial Year Ended 31 March 2021 (AI 8)**

**(TAKE IN REPORT OF THE TREASURER TO THE JOINT COMMITTEE)**

In submitting this report the Deputy Treasurer advised members that the Joint Committee's account would now be consolidated within each of the 4 local authorities' individual accounts, and were therefore submitted for information. Particular attention was drawn to the revised budget which it had been necessary to approve in September 2020 in response to the pandemic, and various capital improvements that had been undertaken including the book of remembrance room and installation of the Obitus multimedia system. Mention was also made that arising from response to the pandemic the scheduled internal audit had been postponed until summer 2021.

**AGREED that the Annual Return for the financial year ending 31 March 2021 be received and signed as appropriate, as follows -**

- (a) Section 1 - Accounting Statements for Portchester Crematorium Joint Committee be approved and signed;**
- (b) Section 2 - Annual Governance Statement be approved and signed;**
- (c) That the Income and Expenditure Statement for the Year ended 31 March 2021 and Balance Sheet as at 31 March 2021 be noted.**

**898 Portchester Crematorium Joint Committee –  
Annual Report – 2020/21 (A9)**

(TAKE IN REPORT OF THE CLERK TO THE JOINT COMMITTEE)

In submitting this report the Clerk drew particular attention to section 7(j) – the Competition and Markets Authority Funeral Directors and Crematoria Services Market Investigation. He said that the Funerals Order giving effect to the CMA’s decision was published on the 16 June. Those parts relating to crematoria would come into force in mid-September. Under the Order there was a requirement for each crematorium operator to provide the CMA with timely periodic financial information on the number of cremations and revenue received for each type of service conducted. This was in addition to publicising a detailed breakdown of price information, which Portchester already provided.

In considering the report, members referred specifically to the response of the crematorium to the pandemic, and again echoed grateful thanks to staff for their action and way in which they had responded.

**AGREED that the annual report for the 2020/21 financial year be received and sent for information to each constituent authority.**

**899 Building Repairs and Renewal Programme (AI 10)**

(TAKE IN REPORT OF THE PROPERTY MANAGER)

In submitting the report the Property Manager drew specific attention to the Brief being prepared for the Waiting Rooms Refurbishment. Members indicated support for the works envisaged, and the Property Manager would now be seeking estimates for the scheme.

**AGREED that the contents of the report be noted.**

**900 Manager and Registrar’s Report (AI 11) -  
General Statistical Report for March – May 2021**

(TAKE IN REPORT OF THE MANAGER AND REGISTRAR)

**AGREED that the report be received and noted.**

**901 Horticultural Consultant’s Report (AI 12)**

(TAKE IN REPORT OF THE HORTICULTURAL CONSULTANT)

In the absence of the Horticultural Consultant, Dave Stribling presented the general update on the Crematorium grounds. Particular mention was made the South East in Bloom judging would be taking place on the 15 July. He would also arrange to circulate for members information photographs of the grounds.

**AGREED that the report be received and noted.**

## **902 Dates of Future Meetings (AI 13)**

In settling dates, the Clerk advised that, subject to operational requirements, arrangements could hopefully be made following a future meeting for those members who wish, to visit the crematorium's technical facilities.

**AGREED that the Joint Committee meets at 2pm on the following dates in 2021/22, at Portchester Crematorium –**

**Monday 20 September 2021**

**Monday 13 December 2021**

**Monday 21 March 2022**

**Monday 27 June 2022**

The meeting concluded at 2.28 pm.

Chairman

JH/me  
21 June 2021  
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**REPORT TO: THE PORTCHESTER CREMATORIUM JOINT COMMITTEE –  
21 JUNE 2021**

**REPORT BY: CLERK TO THE JOINT COMMITTEE**

**PORTCHESTER CREMATORIUM JOINT COMMITTEE –  
ANNUAL REPORT – 2020/21**

**1. Purpose**

1.1 The purpose of this report is to place on record and inform members of the principal work of the Joint Committee during the 2020/21 financial year.

**2. Recommended that this Annual Report for the 2020/21 financial year be received and noted and that it be sent for information to each constituent authority.**

**3. Background**

3.1 The Joint Committee operates under a Memorandum of Agreement between Fareham Borough Council, Portsmouth City Council, Gosport Borough Council and Havant Borough Council. Two members from each of the constituent authorities make up the 8 person Joint Committee. The constituent councils have delegated to the Joint Committee all the powers of the constituent authorities with respect to the provision and maintenance of the crematorium.

3.2. The agreement sets out the constitution of the Joint Committee; the objectives of the crematorium and relationships between the constituent authorities. The agreement also sets out the minimum number of meetings (three) to be held annually for the general business of the Joint Committee, although in practice to meet various statutory reporting deadlines four meetings are held.

3.3 The membership of the Committee in the 2020/21 financial year was –

Councillor Simon Martin (Fareham BC)  
Councillor Keith Evans (Fareham BC) †  
Councillor Mike Ford (Fareham BC) (from February 2021)  
Councillor Kathleen Jones (Gosport BC)  
Councillor June Cully (Gosport BC) Chairman  
Councillor Michael Wilson (Havant BC)  
Councillor Leah Turner (Havant BC)  
Councillor Lee Hunt (Portsmouth CC) Vice Chairman  
Councillor Dave Ashworth (Portsmouth CC)

The chair and vice-chairmanship rotates between authorities annually.

3.4 The Joint Committee met virtually on 3 occasions during the 2020/21 financial year:

22 September 2020

14 December 2020

22 March 2021

The Joint Committee was also due to meet on the 23 March and during June 2020, but these were cancelled following government advice issued in the wake of the Coronavirus pandemic.

3.5 Minutes of each meeting and the reports considered are available for viewing on the Portchester Crematorium Web Site, which has a direct link to the Portsmouth City Council website where the documents are stored. Meetings are usually held at the Crematorium, with full public notice and access.

3.6 The meetings of the Joint Committee have been supported by the Clerk (John Haskell), Treasurer (Andy Wannell), Ian Cousins, Fareham BC's Property Manager, and their respective deputies, together with the Horticultural Consultant (Ashley Humphrey) and the Manager and Registrar (Victoria Hatton). They report to the committee on financial and procedural matters including the operation of the crematorium and the quality of the service provided, which includes the grounds, buildings and plant to ensure the highest standards continue to be maintained.

#### **4. The Joint Committee's Role and Responsibilities**

4.1 The Joint Committee decides the overall policies to be adopted including approving a capital and maintenance works programme, consideration of and approval of accounts, and setting the scale of fees and charges. These could effectively be described as the Joint Committee's core functions.

#### **5. Coronavirus Pandemic**

5.1 During the financial year the work of the Joint Committee and the Crematorium was affected significantly by the national need to respond to the Coronavirus pandemic. In accordance with emergency legislation limitations were placed upon the number of mourners at each service and, initially except for funerals, the crematorium grounds were closed to visitors and for the scattering of ashes. The waiting rooms were closed. Social distancing was practised at services and in the working arrangements. Following a risk assessment this meant the chapels could accommodate a maximum of 20 mourners in the South Chapel and 15 in the North Chapel. From August 2020 attendees were required to wear face coverings, and there was a prohibition on singing and chanting or the playing of instruments that are blown. There was an overall increase in the number of funerals during the year.

5.2 To assist families, web casting services was offered at cost for each funeral. Resources at the crematorium were enhanced with the temporary secondment of administrative staff from Fareham BC. Additional cleaning and sanitisation was undertaken.

5.3 The Joint Committee at its September 2020 meeting received a comprehensive report from the officers updating members on the response of the Crematorium to the pandemic, including advising on the financial implications and recommending a revised budget for the 2020/21 financial year, which was approved.

5.4 Members expressed and placed on record their grateful thanks to staff for their action and way in which they and the crematorium had coped and responded to the pandemic.

## **6. Crematorium Development Plan 2021 - 2026**

6.1 The purpose of the Development Plan is to look at medium term developments in the period to 2026, and in the longer term beyond 2026, and to set out the Joint Committee's intended course of action. The plan seeks to cover the principal strategic and operational issues relating to the crematorium's functions. The Development Plan is reviewed biennially; the current plan being approved in March 2021.

## **7. Activities in respect of the Joint Committee's Core functions**

7.1 Action taken in respect of each of the core functions can be briefly summarised as follows:

### **(a) Financial Policies including Fees and Charges**

The Joint Committee, at its meeting on the 14 December 2020, approved a comprehensive Finance Strategy for 2021/22, providing a clear overview of the Joint Committee's financial framework. It is also aimed at providing added assurance to the Committee and to the constituent authorities that sound and effective arrangements are in place to manage the Crematorium's finances. This strategy built on similar strategies approved annually by the Joint Committee since 2008. The current strategy continues to recognise that since December 2013 the operating environment of Portchester Crematorium has significantly changed with the opening of the private Oaks Crematorium on the East Hampshire/Havant border. (See also (f) below – monitoring the levels of service).

The Joint Committee at its December 2020 meeting also approved the revenue budget for 2021/22 together with a revised capital works programme, and the repairs and renewals programme for 2020/21 & 2021/22. In approving the budget, the Joint Committee also set the levels of fees and charges operable from the 1 April 2021.

The Committee's actual income and revenue expenditure (for the financial year ending 31 March 2020) was reviewed and noted by the Joint Committee during 2020, and formally reported in September 2020.

### **(b) Annual Financial Return for 2019/20**

During June 2020 Joint Committee members received and subsequently published the annual financial return for 2019/20.

The Annual Return also includes an annual governance statement (AGS). In summary the purpose of the AGS is to set out the Joint Committee's responsibilities and explain the system of governance that exists for the effective exercise of the committee's functions, including internal control, preparation of accounting statements, management of risk and the arrangements for review.

**(c) Risk Management**

At the meeting on 14 December 2020 the Joint Committee approved updated Risk Management Framework and Policy documents, which have built on previous documents and policies agreed and reviewed annually. The form and presentation of the strategic and operational risk registers has again been reviewed taking into account current good practice.

**(d) Developing and Enhancing the Crematorium's Services**

Since September 2013 a number of initiatives to develop and enhance the established quality of the services provided by the Crematorium have been implemented (and monitored when appropriate by the Joint Committee). These have included extensive upgrading of the South and North Chapels. During the autumn of 2020 the Obitus 'Maestro' multimedia audio and video system became operational at the Crematorium, which has been much appreciated by families and funeral directors. This delivers in both chapels music, screens for visual tributes, and webcast for families – all a necessity in a modern-day service, and replaces and enhances the previously used system. Installation of the system required building work to reconfigure the two existing music rooms.

**(e) Repairs and Renewals Programme**

Various minor items of work were undertaken during the year. A range of other work has been on going from previous years, or authorised during 2020/21, and this includes -

- Book of Remembrance Room Refurbishment
- Garden Clearance Storage Facility
- Glazing repairs
- Vestry Refurbishment
- Paving & Stone works cleaning and re-pointing
- Fencing repairs
- External redecoration – rolling programme
- South Chapel Conservatory redecoration - delayed
- New curtains in the south chapel - delayed
- Surfacing and paving repairs

The continued operation of the water feature in the Garden of Contemplation, close to the South Chapel, is being re-assessed and consideration given to options for inviting and undertaking the possible re-modelling of the area.



**(f) Monitoring the Levels of Service**

The Joint Committee continued to receive at each meeting relevant reports from the officers on their specific areas of responsibility thus enabling members to monitor and discuss as appropriate with officers any particular aspects of the crematorium's operations. The reports included a monitoring statement from the Manager and Registrar on the levels of cremation and other statistical information for the preceding period, which showed at the end of the financial year a total of 3,608 registered cremations (an increase of 309 from the 3,299 cremations undertaken in 2019/20).

**(g) The Crematorium Gardens – Maintenance Programme**

The annual horticultural maintenance programme continued to be implemented and this included –

- Shrub and bulb planting including the replacement of dead or dying plants;
- Tree pruning, including felling and replacement where appropriate;
- Shrub pruning;
- Maintaining the magnificent floral displays and the lawns.

The Crematorium received the prestigious Gold Award in the 2020 South and South East Britain in Bloom Awards. This is the fourth consecutive year the Crematorium has received the award. The criteria for the award includes not only the quality of the grounds but also the appearance of buildings together with environmental and related matters.

Brighstone Landscapes (the grounds maintenance contractor) has continued to carry out, including during the Pandemic, a very high standard of work, which regularly receives public acclaim.

**(h) The Crematorium Garden of Remembrance – Grounds Clearance**

The Joint Committee has a very long standing policy (to preserve the simple beauty of the gardens) against the provision of memorials and similar items in the crematorium grounds. This policy has been re-affirmed on a number of occasions, the most recent being in December 2019 and March 2021 (as part of the Development Management Plan review).

Items removed from the grounds are now being kept for a period of 3 months in the new open air storage facility, after which they are disposed of if not claimed.

**(i) Recycling of Metals Scheme – Charitable Payments**

During the year the Joint Committee approved the submission of an application for the Rowans Hospice under the metals recycling scheme operated by the Institute of Cemetery and Cremation Management. The application was successful and resulted in the Rowans receiving £10,000 from the scheme.

The ICCM criteria requires that nominations have to be for local or national death related charities which have as their core function bereavement related support or service. The Joint Committee has had a long standing policy of supporting locally based charities.

**(j) Competition and Markets Authority (CMA) Funeral Directors and Crematoria Services Market Investigation**

The CMA commenced its investigation into funeral directors and crematoria services during 2019. The Joint Committee was updated at the September 2020 meeting on the CMA's draft provisional decisions, with the final decisions being published in December 2020. These include –

- Ensuring that pricing and commercial activities of funeral directors and crematoria are exposed to greater public and regulatory scrutiny.
- Requiring funeral directors to make price information readily available.
- Requiring crematorium operators to provide detailed price information and a breakdown of costs for basic and additional optional services. At Portchester this is already provided.
- Requiring all crematoria to provide quarterly to the CMA the number of funerals provided and the revenue costs.
- Recommending the government to establish an inspection and registration regime to monitor the quality of funeral director services.
- Requiring funeral directors with 5 or more branches to provide quarterly to the CMA the number of funerals provided and the revenue costs.

The next steps will be for the CMA to issue a Funerals Order giving effect to its decisions.

**(k) Inspection by the FBCA (Federation of Burial and Cremation Authorities)**

The Federation of Burial and Cremation Authorities (FBCA) undertook an inspection of the Crematorium on Thursday 12 December 2019, as part of its new inspection scheme to ensure standards of quality are maintained by crematoria.

The purpose of the scheme is to provide the operator of the crematorium with confidence that it met the national standards laid down by the Federation through its Code of Cremation Practice. As part of this new Inspection Scheme, all 290 crematoria across the UK will be inspected once every 5 years.

The FBCA's inspection report was sent to members in March 2020. Whilst the vast majority of the national recommendations and guidance were already being met at Portchester a small number of items were identified for action, which have now been implemented.

## **(I) Governance and related matters**

The Crematorium is built on land owned by Fareham Borough Council and leased to the 4 local authorities. The current lease ran until December 2020 (with the joint committee now holding over) and arrangements are in hand for the grant of a new 20 year lease. At the meeting of the Joint Committee in September 2020 Portsmouth's legal and estates services were appointed to act on behalf of the Joint Committee in finalising the new lease with Fareham.

Also, at the September meeting, members agreed (especially in the light of the pandemic) that decisions on any of the powers of the joint committee may be taken as a matter of urgency by the Clerk and the Treasurer if they consider it necessary to do so in the interests of the efficient administration of the Joint Committee and its responsibilities, subject, where circumstances allow, to consultation with and taking into account the views of members.

## **8. Conclusion**

8.1 The Joint Committee continues to function effectively and to keep oversight of the management and operation of the Crematorium through the members appointed to serve on it by their respective authorities. Much of the Joint Committee's work continues to be of a recurring but important nature. During the year members revisited and updated the Development Management Plan, including focussing once more on the recurring problems arising from the unauthorised placing of memorials in the grounds.

8.2 From March 2020 the work of the Joint Committee and the Crematorium was affected significantly by the need to respond to the Coronavirus pandemic. This brought about many changes in working practices and the way in which funerals are conducted. Scheduled meetings of the Joint Committee in March and June were unable to take place, with members being kept fully informed with periodic reports. From September 2020 public meetings of the Joint Committee were held with members joining remotely using video technology. During the year attention has again focussed upon the environment in which the crematorium operates to ensure that the very high standards of service continue to be maintained in the most cost effective and efficient way. This has included introduction of a new multimedia audio and video system, which has been well received by families and funeral directors.

.....  
*John Haskell*  
*Clerk to the Joint Committee*

**Background List of Documents –  
Section 100D of the Local Government Act 1972: None**

JH/me  
June 2021

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