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CABINET AGENDA

Membership: Councillor Rennie (Chairman)

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

Meeting: Cabinet

Date: Wednesday 16 February 2022

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

8 February 2022

Contact Officer: Jenni Harding 02392 446234
Email: jenni.harding@havant.gov.uk

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PART 1 (Items open for public attendance)

1 Apologies for Absence

To receive and record any apologies for absence.

2 Minutes

1 - 2

To confirm the minutes of the last meeting held on 26 January 2022.

3 Declarations of Interests

To receive and record any declarations of interest.

4 Chairman's Report

5 Cabinet Lead Delegated Decisions, Minutes from Meetings etc.

RECOMMENDED that the following Delegated Decisions and Minutes of Meetings be noted:

- (1) 13/12/21 – [Decision - Proposed TRO High Lawn Way](#)
- (2) 16/12/21 - [Decision - Proposed TRO Pepper Close /Church Road](#)
- (3) 13/12/21 - [Decision - Ellisfield Road / Blackdown Crescent](#)

RECOMMENDED that the following Minutes of Meetings be noted:

- (1) [Portchester Crematorium Joint Committee on Monday, 13th December, 2021](#)

6 Recommendations from the Scrutiny Board

Cabinet Lead for Finance

- | | | |
|----------|--|------------------|
| 7 | 2022/23 Revenue Budget, Capital Budget, Reserves and Balances, Capital Strategy, Treasury Management Strategy and Medium-Term Financial Plan (MTFP) | To Follow |
|----------|--|------------------|

Leader of the Council

- | | | |
|----------|--|----------------|
| 8 | Corporate Strategy 2022 - 2025 | 3 - 34 |
| 9 | Shaping our Future - Quarterly Update | 35 - 44 |

GENERAL INFORMATION

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Havant

BOROUGH COUNCIL

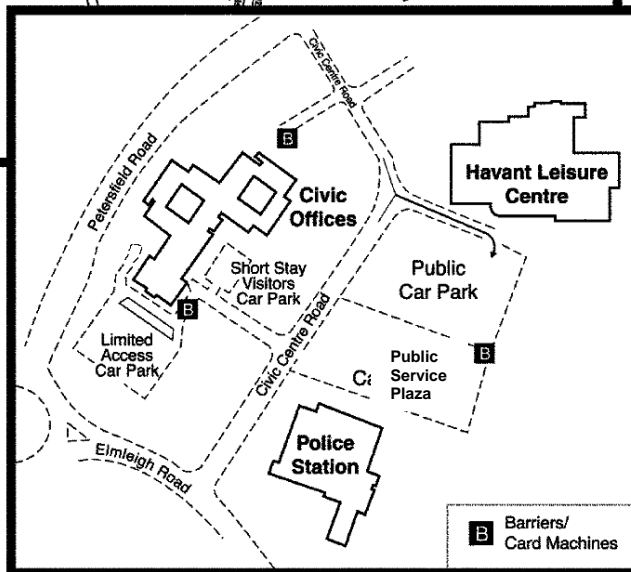
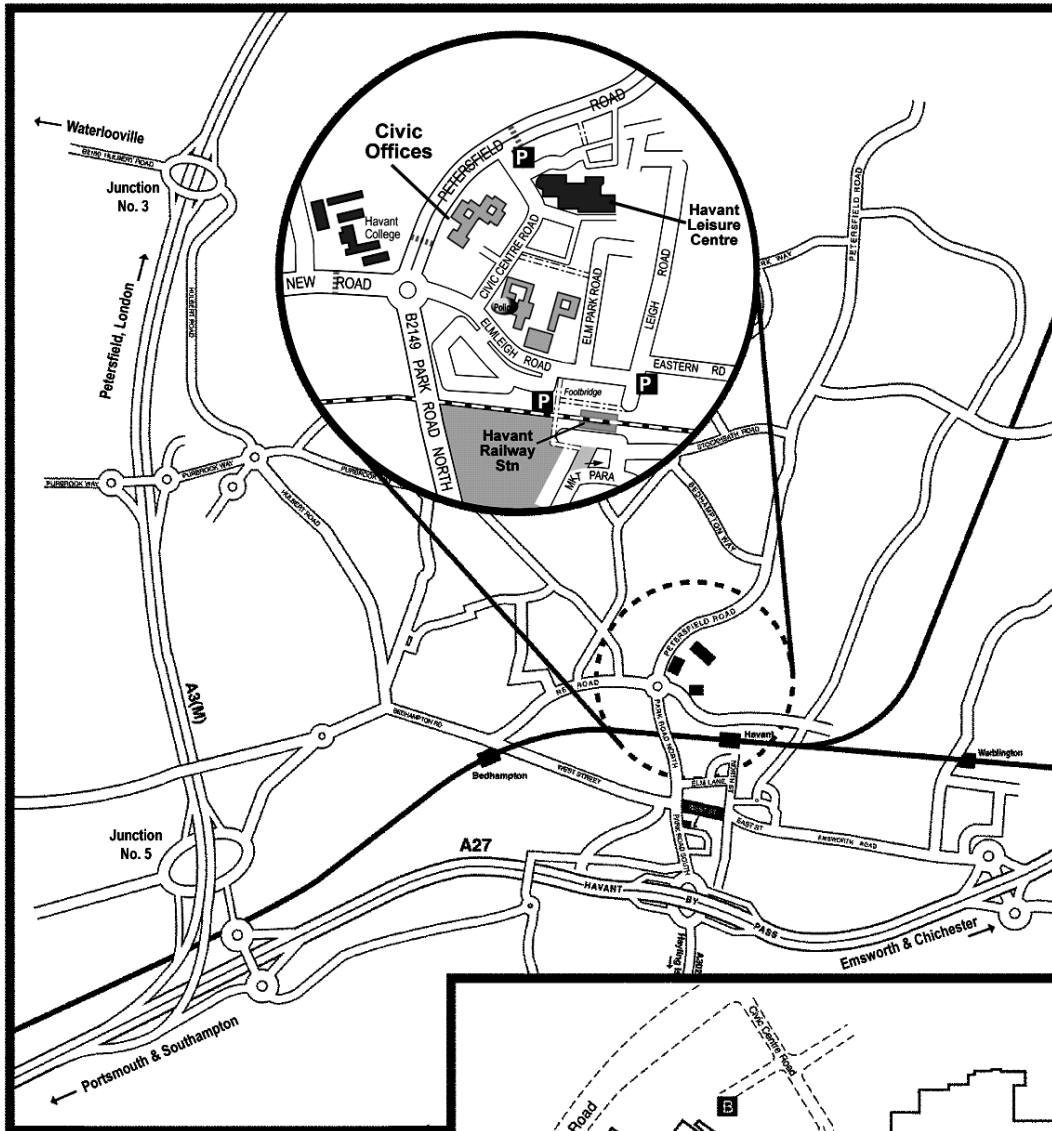
PROTOCOL AT MEETINGS – RULES OF DEBATE

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



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HAVANT BOROUGH COUNCIL

At a meeting of the Cabinet held on 26 January 2022

Present

Councillor Rennie (Chairman)

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

36 Apologies for Absence

There were no apologies for absence.

37 Minutes

The minutes of the previous meeting held on 15 December 2021 were confirmed as an accurate record.

38 Declarations of Interests

There were no declarations of interest.

39 Chairman's Report

There were no matters the Chairman wished to report.

40 Urgent Matters

Cabinet noted the urgent decision taken by the Leader in accordance with the Council's Standing Orders.

41 Withdrawal from Joint Management and Shared Staff Arrangements

The Leader introduced the item in relation to the withdrawal from the Joint Management and shared staff arrangements and extended Thanks to officers working across both Councils delivering services to residents.

Proposed by Cllr Rennie and seconded by Cllr Bowerman, follow a vote it was RESOLVED that Cabinet recommend to Council the following:

- a. To note the initial discussions between the two Councils Leaders and their mutual view based on the reasoning set out in this report, that it is in the interests of both Councils to consider the withdrawal from shared management arrangements, with a degree of expediency.
- b. To agree to withdraw from the Joint Management Team Agreement, subject to a business case being reported to the next meeting of the Council exploring the risks, issues, benefits and costs of the withdrawal and

- further exploring those in light of a proposed reduction of the 24 months exit period.
- c. In the interests of ensuring that both Councils ensure appropriate governance, to request that the Chief Executive
 - i. puts in place appropriate measures for both Councils to adhere to the conflict-of-interest policy as this matter is considered, and in that respect to ensure appropriate acting up arrangements or deputies are appointed to represent the interests of both Councils.
 - ii. to report to each meeting of the Council on progress against the proposals to exit the Joint Management Team Agreement with a view to reporting separate management structures to each Council meeting by May 2022, ensuring stability in the management teams at the earliest opportunity.
 - d. to request that Kim Sawyer is confirmed as the acting Chief Executive and Head of Paid Service for Havant Borough Council until such time as the Council may secure an interim Chief Executive.
 - e. That Council receive legal advice on:
 - i. appropriate procedures to recruit an interim Chief Executive
 - ii. the process to secure a permanent Chief Executive and to make appropriate arrangements to begin a recruitment process, subject to confirming the advice received
 - f. To request that as part of the budget report to be brought to the next full Council, it includes a timetable and project plan in respect of the actions above.

The meeting commenced at 3.00 pm and concluded at 3.14 pm

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Chairman

NON-EXEMPT

HAVANT BOROUGH COUNCIL

CABINET

16 February 2022

CORPORATE STRATEGY 2022 - 2025

FOR DECISION

Portfolio Holder: Leader, Cllr Rennie

Key Decision: Yes

Report Number: HBC/029/2022

1. Purpose

1.1. This paper is submitted to Cabinet for a policy decision.

2. Recommendation

2.1. Cabinet are requested to approve the draft Corporate Strategy 2022-2025 and refer the final version of the Corporate Strategy to full Council for adoption.

3. Executive Summary

3.1. Havant Borough Council must have a Corporate Strategy document which sets out the ambitions and proposed approach to delivery of the functions of the Council.

3.2. Any matters falling outside of the policy framework or the budget framework will require approval at full Council. It is therefore important that the document covers all the proposed endeavours that the Council wishes to undertake through the executive function of Cabinet over the next few years.

- 3.3. The Corporate Strategy is the key policy framework document that should articulate at a high level what the Council aims to provide for residents and businesses in its area. Any matters within that policy framework do not need to return to full Council for decision and the framework therefore allows the Cabinet the freedom pursue goals on behalf of the Council in a timely and directed way.
- 3.4. This document represents a new version of the Corporate Strategy to take account of the priorities that Cabinet wishes to focus on in the coming years as the authority moves away from the shared management arrangements that it currently has with East Hampshire District Council.
- 3.5. As well as empowering the Cabinet to act in accordance with the priorities decided by the Council, the Corporate Strategy has a regulatory function. It acts as a rudder for the Council which holds a course to achieve the overall ambitions that have been set.
- 3.6. The Executive and Officer core are greatly empowered by the setting of a direction and the ability to identify any proposal that falls outside of it. This becomes a key method to ensure that the limited resources of the authority are used effectively and efficiently, and that governance of the Council's activities remain robust.
- 3.7. The Corporate Strategy also gives important clarity to when any deviation from the Council's objectives is becoming sufficiently marked to require the Cabinet to return to full Council and justify the new approach. The Scrutiny function is required to remain alert to when the direction of travel is departing from the Corporate Strategy and can call in a decision which the Committee believes may fall outside of the Corporate Strategy. If the Committee concludes the decision falls outside of the Corporate Strategy parameters, Scrutiny may refer the matter to full Council.

3.8. The draft Corporate Strategy set out in Appendix 1 has been developed with the Council's communications, insight and performance teams. In conjunction with an evidence based approach the document is reflective of the priorities and vision of the communities served and provides a clear direction of travel for the Council's activities.

3.9. The Corporate Strategy is a living document with progress monitored throughout the year through a revised performance framework. We will set targets so that services are realigned to the priorities within the Corporate Strategy and those targets will be bound into a performance scorecard in which to monitor and report progress.

4. Additional Budgetary Implications

4.1. None

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

5.1. The document has been developed as an update to the previous Corporate Strategy.

6. Options considered

6.1. Option 1 – 'do nothing' – remain with the current Corporate Strategy.

6.2. Option 2 – To approve the refreshed version of the Corporate Strategy to full Council for approval and adoption. This will facilitate a more modern, flexible approach for the functions and activities of the Council. A clear strategic document that is fully up to date, comprehensive and includes all the key elements of the objectives will give a high degree of 'future proofing' and clarify decision making. The document is designed to be simpler for Members and Officers with much clear Council objectives and priorities which will empower Cabinet and Scrutiny in making decisions which are aligned with the Council's priorities.

7. Resource Implications

Financial Implications

- 7.1. The Corporate Strategy makes no budgetary commitments but informs the budgetary framework and the Medium Term Financial Strategy.
- 7.2. *Human Resources Implications* - none
- 7.3. *Information Governance Implications* – none

Other resource implications

- 7.4. The Strategy does not commit resources in itself but provides the framework for the allocation of resources by Cabinet.

8. Legal Implications

- 8.1. Legislation and the Constitution stipulates that the Council must have a corporate strategy document which sets out the ambitions and proposed approach to delivery of the functions of the Council (Constitution Article 3.2.1)

Monitoring Officer comments

Date: 27/01/2022

A review and update of the HBC Corporate Strategy is appropriate and timely given the recent decision to move away from a joint management arrangement with EHDC. This provides an opportunity to refocus on the ambitions and priorities that were outlined in the report to Council on 26 January 2022.

9. Risks

- 9.1. The 'do-nothing' option means the Corporate Strategy becomes more and more dated and less relevant.
- 9.2. The Council is looking towards a new and vibrant active future to meet the challenges around development, regeneration, the green agenda, business growth and the health and wellbeing of our communities. The refreshed Corporate Strategy sets out the immediate priorities which the Cabinet will be focussed on delivering.

10. Consultation

- 10.1. The Corporate Strategy has been prepared in consultation with the Leader and Cabinet and has been shared with Members

11. Communication

- 11.1. The Corporate Strategy will be published on our website and used for further engagement.
- 11.2. Quarterly monitoring of the performance against the strategy will be routinely reported to Councillors and published on our website.

12. Appendices

- 12.1. Appendix 1 – Corporate Strategy 2022-2025.

13. Background papers

- 13.1. None

Agreed and signed off by:

Portfolio Holder: Cllr Rennie 04/02/2022

Director: Kim Sawyer 28/01/2022

Deputy Monitoring Officer: Alan Harrison 27/01/2022

Section 151 Officer: Lydia Morrison 28/01/2022

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CORPORATE STRATEGY 2022-2025

Introduction by Cllr Alex Rennie, Leader of Havant Borough Council



Welcome to the Corporate Strategy for Havant Borough Council. As Leader of the Council, I am pleased to set out the ambitions of the council for our residents, businesses, community groups, public service partners and visitors.

We are fortunate to live in a borough that has both the town, countryside and coastline on our doorstep. We hope, through this Corporate Strategy, to be an innovative and place shaping council that looks for opportunities for future growth and prosperity. Our population is predicted to grow and we need to plan for the future to provide an improved borough for all. We are doing so in a challenging economy, impacted by Covid-19 and economic forces impacting our town centres and retail sector.

So in order to enhance our borough and to bring forward growth, we have set out in this Corporate Strategy our priorities for achieving those objectives. We continue to support businesses through our grants and we set out our desires to improve through regeneration

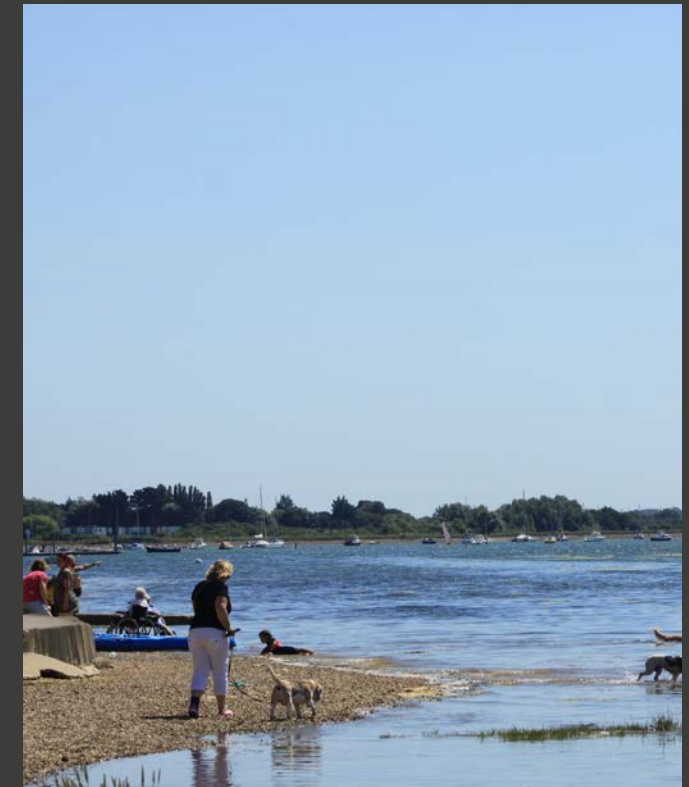
the town centres of Havant and Waterlooville. We set out our desire to capitalise on the unique opportunities of the government's Solent Freeport, using it as a catalyst to Level-Up deprived communities, as well as making our case to government for a skills centre at Leigh Park. Maintaining and refurbishing our play parks enhances our natural environment and provides opportunities for leisure and recreation. We are focusing on our coastline, to protect it for future generations and we are looking to enhance Hayling Island by consulting with residents on our vision for its future.

We want to do this in a way that takes account of our aspirations to reduce the impacts of climate change and provide a better future for our families.

We know that Havant Borough Council and our councillors cannot achieve this on our own, so we look outwards to our partners in the public sector, to our community groups and to developers and investors who want to work with us.

I hope that through this Corporate Strategy we can all Have Success with Havant.

Councillor Alex Rennie
Leader of Havant Borough Council



About us

The borough of Havant is nestled between the Solent and South Downs covering approximately 55km² of south-eastern Hampshire. There are roughly 125,000 people living in the semi-urban borough, which benefits from 60km of coastline and more than five times the UK average of green urban space.

The borough has a strong history of industry and is home to more than 4,000 businesses and has excellent road and rail connections to London, Southampton, Portsmouth and Brighton. However, there are pockets of deprivation within the borough which score poorly for educational attainment, health and wellbeing.

Havant Borough Council is comprised of 38 councillors (elected by thirds) and operates according to a leader and cabinet model. In 2021-22 the council is controlled by a Conservative majority with three independent, one Labour and one Liberal Democrat councillor. The councillors are supported by 253 full time equivalent staff, who coordinate the provision of more than 70 public services from the Public Service Plaza in Havant. The council's constitution sets out the committee structure, scheme of delegation and other regulatory matters and has recently been updated to ensure that it remains an effective, streamlined document.

The council's income comes from a variety of sources. Against a backdrop of decreasing funding from central government, the council has worked hard to continue delivering efficient and effective services to residents and businesses. It is committed to careful and sustainable management of its resources in an upcoming time of change and will prioritise the needs of local people and businesses as it undergoes transformation.

The council is also part of Coastal Partners, comprised of four other councils across the Hampshire coastline. The council understands the benefits of partnership working in enhancing people's lives. Indeed, the council has an inter-authority agreement to supply waste and recycling services to East Hampshire District Council via the council's joint venture, Norse South East.

Havant Borough Council is a unique authority that links the coast and the countryside, and we constantly strive to improve our area for all residents, businesses and visitors.

Our themes

Our purpose is to enhance the lives of our residents, businesses, and visitors.

We have continued to use an evidence-based approach to develop our strategy and priorities. This has helped us to understand the needs of our communities, businesses, and the local economy and to show us where and how to spend our resources. Based on our evidence and insight we have developed six themes to deliver our priorities.

We will achieve our priorities by concentrating on the below themes:

- An environmentally aware and cleaner borough
- A safe environment, healthier and more active residents
- A thriving local economy
- A revitalised borough with infrastructure that meets our ambitions
- A responsive and commercial council
- A quality home for all

We recognise the wider financial context and impacts that the pandemic has had on our area. The council will move away from generic universal service provision to an enabling authority which will ensure that services are targeted to meet the needs of users and are responsive to those needs both now and in the future. This means that the council will no longer supply services in the same way and to the same people as before.

Our Corporate Strategy is supported by several other strategies and delivery plans.

- Our new Regeneration and Economy Strategy will set out the economic case and opportunities for regeneration across the borough. It will highlight the key areas, such as Hayling seafront and our town centres, where direct targeted intervention will have the greatest impact and states what the council will do over the next 18 years to deliver regeneration including governance, funding, and resourcing
- Our Digital Strategy sets out how we will create digitally 'savvy' staff and councillors with services designed to be accessible and convenient for our customers
- Our Homelessness and Rough Sleeper Strategy sets out our action plan for achieving reduction in homelessness across the borough.
- Our Local Plan will form the starting point for every planning decision. The plan will set out the vision for future development in the borough, and will identify what areas should be developed to meet the need for new homes and what requirements and standards developers should meet in their proposals
- Our Climate Change and Environmental Strategy provides a clear statement of the council's climate change and environment objectives and identifies priorities that will drive action and promote accountability within our area.

Each year we review our strategy to help identify our upcoming priorities and this is done in conjunction with our budget setting process.

Our priorities

The following sections provide more detail on our ambitions for each theme, in the short term (next six months), medium term (next year) and long term (next three years).

These are supported by evidence.

In addition, progress to date has been shown against our short-term priorities and a section on how we will achieve our ambitions over the medium and longer term.

Progress against delivery will be reported via quarterly performance reports, as per our performance framework.

Over the next six months

Over the next financial year

Over the next three years



An environmentally aware and cleaner borough



There is irrefutable scientific evidence that climate change is having serious negative impacts on our livelihoods and communities. Our priorities in this area will focus on how we can work with residents and businesses on improving our borough not just now but for generations to come. Through the Local Plan we will ensure environmental measures are embedded within the planning

process, expecting developers to adopt new standards for low carbon design and biodiversity net gain. We will also commit to meet and where possible exceed government targets on environment. Our residents have the right to enjoy our open spaces and live in a clean and tidy borough. We will target rubbish on our streets and fly-tipping and will take a zero-tolerance

approach to littering. We will work with partners, in particular Hampshire County Council to educate and encourage good behaviour. We will also ensure that our coastline has a clear strategy to reduce the impact and likelihood of flooding over the years to come.

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Priority	Evidence	Progress
Over the next six months		
Begin implementation of the Climate Change and Environmental Strategy and high-profile political commitment to the green agenda through the Environment Action Plan	<p>The impact of climate change and the future of the environment is of national importance. Of those who live in the South East of England, 80% feel very/somewhat worried about the impact of climate change and 65% feel very/somewhat negative when thinking about the future of the environment.¹</p> <p>Recent polling by the LGA indicates that the public are more likely to trust their local council (40%) than either the UK government (28%) or world leaders (15%) to take action on climate change, such as on transport, housing and education and to make a difference in their local area.²</p>	<p>The Climate Change and Environmental Strategy 2021-2026 was adopted by Full Council 22 September 2021.</p> <p>The supporting action plan will help to deliver the two high level objectives of reducing carbon emissions to net zero by 2050 and protecting and enhancing the local natural environment.</p>

Priority	Evidence	How?
Over the next financial year		
Joint waste and collection strategy across Hampshire	<p>For the year ending March 2021, each household produced an average of 552.3kg of residual household waste – this is among the highest of all South East local authorities (5 out of 51).³</p> <p>For the year ending March 2021, each person contributed an average of 363.7kg of collected household waste – this is roughly middle-ranking in all South East local authorities (30 out of 51).⁴</p>	Commitment to Hampshire Joint Waste Management Strategy vision, direction, and approach to waste across Hampshire with focus on partnership working, waste reduction, best practice, recyclables material management and service delivery. Commitment is provisional on the outcome of the Environment Act 2021 and associated financial arrangements.
Progression of a clear flood and coastal strategy based around the existing Coastal team projects	Havant borough has approximately 56km of coastal frontage and 32km of main river frontage. 22% of the borough's land is designated within an Environment Agency flood zone. Predicted sea level rise could result in tidal events affecting areas such as Hayling Island, and an increase in fluvial flood flows may put additional pressure in the town of Havant and areas adjacent streams. ⁵	<p>The Coastal team currently have several projects to progress towards clear strategy:</p> <ul style="list-style-type: none"> • Hayling Island Coastal Management Strategy 2120 • South Hayling Beach Management Plan • Langstone Coastal Defence Scheme • Implementing an annual maintenance programme of HBC coastal assets
Cleaner streets and improved street scene on our high streets and town centres	The number of fly-tipping incidents reported in Havant borough in 20/21 were 1,377. This equates to a rate of 10.9 per 1,000 people.	<p>Continue to carry out uniformed patrols across town centres and high streets targeting specific problem areas and hotspots.</p> <p>Norse South East, our joint venture partner will continue to respond to reports of fly-tipping and clear them when on public land.</p>

Priority	Evidence	How?
Over the next three years		
<p>Increase recycling rates across the borough and reduce contamination</p>	<p>For Havant borough, a third (33%) of household waste was sent for reuse, recycling or composting in the year ending March 2021 – this is among the lowest of all South East local authorities who collect refuse (44 out of 51) and lower than the national average (45.5% - July 2021).</p> <p>As of the end of 2020, an average of 16.29% of recycled waste was contaminated.⁶</p>	<p>New larger recycling banks will be launched across Havant borough in 2022 to enhance and encourage recycling. Sensors will also allow for remote monitoring to ensure emptying is completed when necessary</p> <p>The council will develop proposals in line with the Hampshire Joint Waste Management Strategy to increase recycling and consider introducing the collection of food waste.</p>
<p>Utilise the development of the Local Plan to increase the number of electric vehicle (EV) charging points in the borough. This includes making our new developments future proof by including the need for EV charging points and for the council to purchase own electric vehicles</p>	<p>As of Q2 2021, 598 ultra-low emissions vehicles (ULEVs) and 575 plug-in cars and light good vehicles were licensed in the area of Havant borough. This accounts for 5% of all ULEVs and plug-ins in Hampshire.⁷</p> <p>Havant borough currently has only three public electric vehicle charging points available for residents and visitors.⁸</p> <p>National polling indicates that 44% of people are likely to switch to an all-electric vehicle in the next 10 years.⁹</p>	<p>Introduce a policy through the new Local Plan which will require new residential and commercial development to include EV charging points.</p>

A safe environment, healthier and more active residents



The ability for easy access to safe, outdoor space for recreation, social and physical activities is vital for our physical and mental health wellbeing. There are several ways that we as a local authority can intervene to improve the health and wellbeing of our

area. Our priorities will be focussed on using our existing assets and facilities to ensure that the needs of users and the physical and social aspirations of our residents are met. Where needed we will change how our services are provided to meet the needs of

our community and encourage the provision, accessibility and use of children's play areas, leisure facilities, sporting venues and outdoor spaces. We want to ensure all residents and those visiting have the opportunity to be healthy, happy and safe within the borough.

Priority	Evidence	Progress
Over the next six months		
Investment in up to three play parks and open spaces each civic year through bold use of revised CIL policy	25.4% of reception aged children are classed as overweight or obese. ¹⁰ Life expectancy is 11.0 years lower for men and 9.3 years lower for women in the most deprived areas of Havant borough than in the least deprived areas. ¹¹	Play parks which have received investment in 2021-22 have included Emsworth Recreation Ground with an £85,000 refurbishment. In addition, six other play areas have been invested in. This year we have provided new equipment at Longwood Avenue, Westbrook Avenue, Hooks Lane, Front Lawn and Old Copse Road. Introduce CIL Spending Protocol which directs this funding towards HBC owned neighbourhood scale infrastructure assets.
Defend HBC land from future traveller incursions	2019 saw 16 unauthorised encampments gaining access to HBC owned land with enforcement costs of approximately £1500 per incident.	Funding allocation agreed, subject to availability within existing budgetary framework. Trees planted at Mengham and work underway to have bunds in place by end of financial year. At Hayling Seafront a bund within SSSI area to be installed directly north of the beach. The specific section where the bund will be installed has been prioritised for clearance of non-native plants as per guidance from Natural England. Installation works will follow once clearance has been completed.

Priority	Evidence	Progress
		Next priority sites identified and will be progressed through summer 2022 to be implemented autumn/winter 2022 (subject to funding).
Wellbeing parking permits for local residents	<p>Emsworth and Cowplain are wards estimated to have higher mental health and wellbeing. These wards are amongst the highest 60% in the county.</p> <p>Barncroft, Battins, Bondfields and Warren Park are wards estimated to have lower mental health and wellbeing. These wards are amongst the lowest 10% in the county.¹²</p>	A 'Wellbeing' parking permit has been developed and will feature in our new permit offer with effect from April 2022.

Priority	Evidence	How?
Over the next financial year		
Long term planning to begin for new Havant Leisure Centre	<p>62.8% of adults in Havant borough are physically active (150+ minutes per week).¹³</p> <p>65.1% of adults are overweight or obese.¹⁴</p>	<p>We will review our partnership with the voluntary, charity and other third sector providers who operate our sport areas, outdoor spaces and leisure centres to ensure our aims are achieved.</p> <p>Opportunities to support Regeneration Strategy to be explored.</p>
Develop an Asset Management Strategy which takes into account our open space maintenance plan	<p>The average distance to the nearest park, public garden or playing field in Havant borough is 485.43m</p> <p>The average number of parks, public gardens or playing fields within 1,000m radius in Havant borough is 2.5.¹⁵</p>	Draft an Asset Management Strategy that provides recommendations for asset use, either potential disposal to reduce liabilities or continued use with appropriate maintenance plan in place.

Priority	Evidence	How?
Review of community buildings and how they can be better used to encourage youth clubs and other activities	<p>Public Health England recently issued a review of improving access to greenspace, particularly as it is recognised as an important asset for supporting health and wellbeing.¹⁶ Local authorities play a vital role in providing new and good quality spaces, and improving, maintain and protecting existing spaces.</p> <p>Nesta's recent report "Asset-Based Community Development (ABCD) for Local Authorities" outlines the ABCD approach for local authorities to build more effective relationships with communities, meeting a broad range of outcomes for relatively low-level investment. ABCD is inherently place-based and responding to individual communities, geography, resources, strengths and talents. This includes physical assets, such as community buildings, and how these can be used to support local partnerships, coordination and empowering communities.¹⁷</p>	<p>As part of the Shaping our Future programme the ABCD approach is being applied through the community development toolkit and community buildings will be part of this process.</p> <p>Move to Full Repairing and Insuring (FRI) leases as opportunities arise during the year and will continue to consider requirements/permission to sub-let for community uses, where appropriate.</p> <p>Opportunity to integrate with grant funded partnership work (Economies for Healthier Lives, Estate Regeneration, Youth Employment Hub) in Leigh Park which could be used as a pilot initiative.</p>
Over the next three years		
Consideration of how the council can work to help prevent crime and make residents feel safer and ensuring that HBC assets are protected where necessary	<p>In the last 12 months, over 12,000 crimes were reported to Hampshire Constabulary in Havant borough. This equates to a rate of 96.3 per 1,000 people.¹⁸</p> <p>National figures indicate people are more likely to feel unsafe in their local area after dark, with 71% reporting this.¹⁹</p>	<p>Review of how the Violence Against Women Strategy and the Safe Streets Fund could be utilised.</p> <p>Consider the use of technology to protect HBC assets.</p>

A thriving borough economy



The key sectors in Havant borough for full time employees are manufacturing (13.5%) and construction (11.5%). Retail (23.3%) and education (20%) are key sectors for part time employment. Unemployment rose in 2020 due to the impact of the pandemic alongside national and regional trends but has recently fallen to 4.2% as at June 2021. Havant

borough's GVA(B)²⁰ is valued at £3.042 billion (or £24,607 per resident). Furthermore, Havant's job density currently stands at 0.67 jobs per resident, well below the regional and national averages. As population is forecast to grow over the coming years, our priorities focus on ensuring that our area supports and attracts businesses to provide

job opportunities for our residents and growth opportunities for those businesses. The support provided to over 5,600 businesses during the pandemic through grant payments, bespoke business support and signposting highlights the key role that we can play in helping businesses within our local economy.

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Priority	Evidence	Progress
Over the next six months		
Engage with the relevant groups to facilitate delivery of the Freeport Tax site at Dunsbury Park – including potential for a new skills and innovation centre for Leigh Park	Securing Freeport tax site status for Dunsbury Park will enable businesses to access a range of benefits to boost their international competitiveness and would help to create around 2000 jobs, increase inward investment, innovation and support skills and employment opportunities regeneration in the wider area. ²¹ This includes specific levelling up benefits for Leigh Park.	The Outline Business Case has been agreed by the Department of Levelling Up, Housing and Communities (DLUHC) and work is progressing a pace on the completion of the Full Business Case for submission by 15 April 2022. Designation expected late summer 2022.

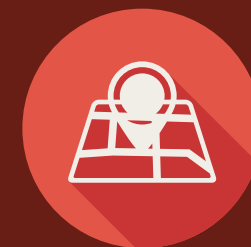
Priority	Evidence	Progress
<p>Continued engagement with key employers across the borough to develop and deliver the Havant Regeneration and Economy Strategy.</p> <p>Engagement with landowners, occupiers and potential investors to secure business and employment growth in the borough.</p>	<p>As of 2021, the total number of VAT and/or PAYE based enterprises was 4,475. Around 81% of these had an employment size band of 0-4 people and 15 of them employ more than 250 people.²²</p> <p>Births of new enterprises in Havant borough in 2020 was 595. This accounts for 9% of new births in Hampshire in 2020.²³</p> <p>The 5-year survival rate of newly born enterprises (665 businesses born in 2015) was 43.6%.²⁴</p> <p>Advanced manufacturing and engineering is a key sector specialism for the borough with over 10% employment and opportunity for growth moving forward.</p>	<p>Havant Business Partnership Forum established with major and strategic employers.</p> <p>Havant Business Partnership Regeneration focus group established to support regeneration and economy engagement programme with key businesses, employers and investors on-going.</p> <p>Building on the support provided through the Welcome Back Fund to continue to further co-ordinate work to improve town centre and coastal use across the borough.</p>

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Priority	Evidence	How?
Over the next financial year		
<p>Consider the levers available to reduce empty shops, by guiding developments to replace those not being used and linking with Regeneration and Economy Strategy</p>	<p>Havant Borough Council's Town Centre Monitor (2015) indicates vacancy rates in town and district centres as follows:</p> <ul style="list-style-type: none"> Havant Town Centre 9.7% Waterlooville Town Centre 10.3% Emsworth District Centre 4.8% Leigh Park 25.9%.²⁵ <p>Changing patterns of retail behaviour leading to less demand for retail property.</p>	<p>Progress Regeneration and Economy Strategy in areas with high vacancy levels (Havant/Waterlooville/Leigh Park).</p> <p>Planning Policy to provide enabling framework</p> <p>Opportunities explored to use HBC assets, including Meridian Centre, to positively influence vibrancy and occupancy in town centres.</p>

Priority	Evidence	How?
Over the next three years		
Support our Armed Forces community who live in the borough to find employment in line with our commitments in the Armed Forces Covenant	The Armed Forces Covenant ²⁶ sets out how the armed forces community should not face disadvantage because of its military experience. The covenant covers issues from housing and education support after service.	Ensure that the commitments within the Armed Forces Covenant are maintained and in particular the action plan within the document is followed and reported on including the review of the measures on an annual basis as required by the covenant.
<p>Ensure local residents have the opportunity to secure good, quality local jobs by:</p> <ul style="list-style-type: none"> Improving the employability of young people Ensuring residents have the skills to succeed in work Tackling poverty, exclusion by addressing barriers to employment. 	<p>Low job density of 0.69, the second lowest in Hampshire.</p> <p>11% of the working age population have no qualifications.</p> <p>1700 more unemployed claimants in September 2021 compared to two years earlier.</p> <p>4.5% unemployment rate is among the highest in the south Hampshire area.</p>	<p>Explore opportunities from the UK Shared Prosperity Fund to further boost pay, jobs, productivity, increase opportunities, restore a sense of community and empower local leaders in the borough</p> <p>Progress the 'Link up Leigh Park' (Economies for Healthy Lives) and Youth Employment Hub programmes.</p> <p>DWP partnership and job fairs.</p> <p>Employer and education provider engagement.</p>
Explore with local businesses the potential for creation of Havant Business Improvement District (BID)	Business Improvement Districts (BID) are business led partnerships which are created to deliver additional services to local businesses. A BID is a defined area in which a levy is charged on all business rate payers in addition to business rates bill. This levy is then ringfenced for that area and used to develop projects which will benefit businesses within that area. ²⁷	Following on from the Welcome Back Fund work on business engagement to inform potential partnership structures to support vibrancy in the borough's town centres.

A revitalised borough with infrastructure that meets our ambitions



To fully succeed on delivery of our themes and ensuring a safe, healthy, and vibrant community with a thriving economy we must ensure that the physical infrastructure is in place. Many aspects of infrastructure delivery rely on partner organisations. We will work with all our partners in public,

private and third sector to initiate and create development schemes and regeneration that will help deliver our purpose to enhance the lives of residents, businesses, and visitors. Our waterfront is a major asset of our borough. We will manage the competing pressures of a changing coastline,

environmental protections, residential amenity, and visitor attractions. Our priorities in this area are focused on our regeneration strategy, in particular the improvement of our town centres and Hayling Island, in particular the seafront.

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Priority	Evidence	Progress
Over the next six months		
Begin implementation of the new Regeneration and Economy Strategy to ensure progress is made as per the priorities identified	Havant borough is ranked 133 most deprived out of 317 authorities on the Index of Multiple Deprivation (IMD). The lower the rank, the more deprived the area. This measure is based on income deprivation, employment deprivation, health deprivation and disability, education skills and training deprivation, barriers to housing and services, living environment deprivation and crime. ²⁸	Approve the new Regeneration & Economy Strategy (March 2022) and identify priorities for delivery over the next few months, in particular around Hayling seafront and Havant town centre. Implementation plan to identify date for spades in the ground.

Priority	Evidence	Progress
Close funding gap on the Warblington Footbridge	<p>A safe means of crossing the railway at Southleigh would assist pedestrians to cross thus reducing instances of railway trespass and counter community severance</p> <p>This would also increase active travel which is currently low with 73.9% of those living in Havant borough report walking at least once per month. This is lower than the average for Hampshire (79.6%) and Havant borough ranks 10th in terms of monthly walking out of the 11 areas in Hampshire.</p>	<p>Commitment of CIL funds to make up funding shortfall should it not be possible to accommodate through other means.</p> <p>Funding update presented to Cabinet at end of 2021, including confirmation of Hampshire County Council's allocation.</p>

Priority	Evidence	How?
Over the next financial year		
Alongside regeneration for Hayling Island, review of seafront accountability and exploration of Hayling Seafront Management Company	<p>Tourism in Havant borough is worth approximately £190m in visitor spend and supports 4,440 local jobs.²⁹</p> <p>The council has a number of roles and responsibilities in respect of Hayling Seafront including landowner, operator of assets, public safety, front line service delivery, Planning Authority and Coast Protection Authority. The council also has statutory obligation with respect to the management of the Site of Special Scientific Interest (SSSI).</p>	<p>New strategy for Hayling Seafront to be developed and agreed with a strong focus on regeneration (ambition document) and brand for the seafront.</p> <p>An example of a successful seafront management has been the management of West Wittering which has resulted in improvements in facilities and safety through the West Wittering Estate Plc.³⁰ Property issues to be explored and considered.</p>

Priority	Evidence	How?
<p>A review of how we engage on infrastructure projects with Hampshire County Council, so we are better aligned on how infrastructure projects come forward.</p>	<p>Contributions allocated through CIL in Havant Borough include cycle improvement, Hambledon Road, Waterlooville (£30,101).</p> <p>Secured CIL funding contributions towards Transforming Cities projects in Elm Road, Leigh Park South and Bedhampton Road.</p>	<p>Completed review and agreed way forward with HCC on infrastructure projects with planned programme of projects over the coming years agreed.</p> <p>Engage with HCC, National Highways and other public sector partners to lobby and secure a fair and appropriate level of funding for our infrastructure projects.</p> <p>Completed review and agreed way forward with HCC on infrastructure projects with planned programme of projects over the coming years agreed.</p> <p>New regeneration partnership model to be launched, to include HCC as a key delivery partner. Will enable positive, proactive and collaborative working on shared outcomes.</p>
<p>Identify key priorities for Leigh Park regeneration</p>	<p>The indices of deprivation show Leigh Park to be a deprived area. The overall 2019 Index of Multiple Deprivation (IMD 2019) shows some areas of Leigh Park are in the most deprived decile (10%) in England, with all but one other LSOA (Lower Super Output Area) being in the most deprived 20%</p> <p>Education, Skills and Training – This is of particular concern for the Leigh Park area, as all but two of the 18 Leigh Park LSOAs are ranked amongst the 10% most deprived.</p> <p>Health Deprivation and Disability Decile – two Leigh Park LSOAs are in the 10% most deprived (areas in Battins and Warren Park)</p>	<p>Launch and implementation of Link Up Leigh Park (Economies for Healthier Lives Programme).</p> <p>Scope and development of broader regeneration programme to identify key early priorities for delivery.</p>

Priority	Evidence	How?
Engage and understand the projects required for redevelopment of Waterlooville	There is a 10.3% vacancy rate in Waterlooville Town Centre as measured by the last Town Centre Monitor.	<p>Understand what the business community wants through surveys and engagement exercises.</p> <p>Continued engagement with local MP and key partners, including Winchester City Council to develop masterplan/ vision for town centre.</p> <p>Develop pipeline projects for future funding bids.</p> <p>Consider review to de-pedestrian high street and report back to Cabinet.</p>
Over the next three years		
Continue to work with partners on options for improved transport to Hayling Island	<p>One of the main transport challenges identified within the Local Plan is improving connections to Hayling Island which has only one road onto and off the Island and experiences seasonal congestion and peak hour congestion from daily out-commuting.³¹</p> <p>Google mobility data indicates that as of December 2021 mobility in Havant borough was as follows:</p> <ul style="list-style-type: none"> • Retail and recreation up 11% compared to baseline • Supermarket and pharmacy up 28% • Parks up 26% • Residential up 11% • Public transport down 25% 	<p>A robust transport assessment, specifically for Hayling Island, to support the Local Plan which includes costed implementation projects.</p> <p>Funding to be collected through CIL and other means towards the implementation of these projects. Relevant early interventions underway.</p> <p>Links to Hayling Seafront Strategy and delivery of key priorities within ambition document. Active travel and access and movement identified as key priorities.</p>

A responsive and commercial council



We will move from a service provider approach to a resident demand approach by better understanding the real needs of our residents so that we can deliver positive outcomes which have tangible impacts on our communities and improve the day to day lives of our residents. We will restructure our organisation to tackle demand early and shift resources towards prevention. The

council, its structures, the staff, and services will continue to change. The transformation of the council, through the Shaping our Future programme will change the way we do things, change the services we provide and change how and by whom they are provided. We will become more flexible and adaptable to ensure we have the right people in the right place with the right skills.

Our staff are an asset to the borough, and we will continue to invest in training to ensure we have a workforce ready to deliver services both now and in the future. Our priorities are around delivering this programme of transformation and ensuring the organisation is financially secure, providing the services that are required within a modern forward-looking organisation.

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Priority	Evidence	Progress
Over the next six months		
A successful transformation programme that delivers real change for residents not just cost savings	As government funding reduces and the needs of our communities change, we need to change as an organisation to be in a position to deliver for our residents and businesses.	<p>The Shaping our Future programme is entering its fourth phase.</p> <p>The first three phases have delivered the necessary insight and toolkits to ensure that the council transforms into an agile and financially secure organisation with services to its residents being at the core.</p> <p>The next phase or delivery phase will use the toolkits to begin aligning the organisation to the target operating model, which will include:</p> <ul style="list-style-type: none"> • redesigning our services from a user standpoint • embracing new and emerging technologies, providing information on digital tools, technologies, processes, and their uses • the enabling of smart workstyles • setting targets to realign services to priorities and drive performance

Priority	Evidence	Progress
		<p>We will also implement the Digital Strategy to ensure residents can access services in most efficient way to enable the council to drive forwards its ambitions of being a modern, agile and flexible organisation.</p> <p>Integrated into the programme has been the full restructure of the corporate planning process from the setting of the political priorities following the golden thread through to individual objectives and performance management. This will align with the target operating model to ensure transparency and clear reporting throughout.</p> <p>Quarterly reporting on the programme is in place to Cabinet and Scrutiny.</p>
<p>Explore the use of Direct Debits for services and using the website for dealing with payments in one transaction</p>	<p>Council tax direct debit take up in November 2021 in Havant borough was 80.98%.³² However, direct debits for services are currently not provided.</p>	<p>A business case is being developed as the current collection software does not meet the necessary standards set by both the banks and finance legislation to offer this facility across the authority.</p>
<p>Aim to create a 'paperless' council by issuing councillor IT and encouraging all staff to also go 'paperless'</p>	<p>There are 56,044 council tax dwellings in Havant borough (as of November 2021). As of November 2021, 4,522 accounts subscribed to e-billing for Havant borough. Therefore, e-billing currently accounts for 8% of council tax dwellings.³³</p> <p>Print costs 2021/22 £63,000</p> <p>Post costs 2021/22 £83,500</p> <p>The printing and postage of major council committee papers costs on average £3,000 per annum including materials and staff time.</p> <p>A consistent approach to desktop IT provision will be more efficient and reduce the security risk to the council.</p>	<p>Implement a targeted campaign to increase e-billing across the borough.</p> <p>Deploy improvements in the democratic services software application to deliver more digital functionality.</p> <p>Present a business case for investment in councillors' IT arrangements, and implement if approved.</p>

Priority	Evidence	How?
Over the next financial year		
Introduce a commercial income generation strategy	Havant Borough Council's net service expenditure in 21/22 was £13.6million. ³⁴ The council currently have net income from investment properties of £1.790 million from an investment portfolio valued at £33,151 million. ³⁵	Introduce a pricing strategy for fees and charges Develop business cases for services identified for alternative models of delivery Actively managing the investment portfolio.
Post-Covid strategy for the Havant Civic Plaza, consideration of options to maximise revenue from empty office space.	Footfall figures to the Plaza office have reduced significantly over the pandemic from average daily reception figures of 92 pre-pandemic to 10 at present, a reduction of 89%. Use of office desks by staff has also fallen significantly to 17% and use of meeting rooms at Plaza to 25% of pre-pandemic levels.	Develop plans in line with One Public Estate objectives to secure improved partnership orientated use of the Plaza accommodation. Links to town centre regeneration plans and emerging priorities for Civic Plaza campus and wider public estate.
Over the next three years		
Work towards achieving the Defence Employer Recognition Scheme Gold Award	The Defence Employer Recognition Scheme encourages employers to support defence and inspire others to do the same.	The organisation currently holds Silver Award achieved in September 2021. Gold Award requires maintaining Silver in addition to: the employer must be an exemplar within their market sector, advocating support to defence people issues to partner organisations, suppliers and customers with tangible positive results
Review our major contracts	The MTFS presents a challenging financial picture which will need to be addressed over the coming years, in particular around our large items of expenditure such as our major contracts.	Put in place arrangements and plan for the review of our two major contracts with Norse and Capita.

A quality home for all



Access to adequate, good quality housing has long been viewed as a basic human right and is considered to be an integral factor for the enjoyment of other economic, social and cultural rights. Satisfactory housing consists of legal security of tenure, availability of accessible services, facilities, infrastructure,

habitability, accessibility (e.g. access to employment, health services, schools, cultural adequacy and affordability).³⁶ Our priorities in this area are therefore focussed not just on delivering government housing targets but ensuring that social housing providers are providing good quality housing

for residents and where the sector is not providing looking to step in to provide for the market failure. We will also continue to protect and help the most vulnerable in our society including those at risk of homelessness.

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Priority	Evidence	Progress
Over the next six months		
Delivering our housing target as set by the government	10,433 new homes are needed in Havant borough between 2016 and 2037. ³⁷	<p>The new Local Plan addresses the need for housing, setting up a strategy to deliver against the national requirement if it is possible to do so.</p> <p>The council's development management officers will work with developers to find solutions to constraints on site so that this target can be delivered by developers on the ground.</p> <p>Links to regeneration strategy delivery, with a focus on Havant town centre.</p>

Priority	Evidence	Progress
Continuing to improve the dialogue with social housing providers, be confident that every resident is living in a good social house	There are 6,156 social stock units in Havant borough. There are 30 social housing providers in the borough. The top three providers are: Guinness Partnership (61.3% of social stock), Vivid Housing (17.4%) and Southern Housing Group (2.9%). ³⁸	Investigation into whether surveys could be conducted with tenants in Havant borough regarding satisfaction and repairs conducted.
Establishment of an Affordable Housing Cabinet Liaison Panel to consider how best to drive forward development including the feasibility of creating a Housing Company	Havant borough's ratio of median house price to median gross annual (residence based) earnings in 2020 is 9.48. ³⁹ As of May 2021, around 11% of households in Havant borough were in receipt of housing benefits. ⁴⁰ This is one of the highest in Hampshire. As of Oct 2021, 1,654 households are currently registered on HBC's housing register. 47% of those were waiting for a one-bedroom property. ⁴¹	An Affordable Housing Cabinet Liaison Panel to be set up to develop a Housing Strategy to maximise development opportunities and consider more innovative approaches to increasing affordable housing in the borough. A consultant will be appointed to develop the report outlining creation of a Housing Company.

Priority	Evidence	How?
Over the next financial year		
Reduce the reliance on Bed and Breakfasts for homeless residents	In 21/22 Q1, a total of 124 households in Havant borough were identified as being owed a prevention or relief duty, of which 57 households were assessed as homeless and 67 as threatened with homelessness. The top reasons for loss of last settled home for households owed a prevention or relief duty in 20/21 was family or friends no longer willing or able to accommodate; end of assured shorthold (AST) private rented tenancy; and (nonviolent) relationship breakdown with partner. ⁴²	Completion and opening of Brent House (due for completion May 2021) which will result in reduction in B&B costs with the provision of 29 units. Continued spend of the Homelessness Prevention Grant to reduced homelessness in the area (2021-22 grant of £582,431)
Review of our Affordable Housing Policy	As of May 2021, around 11% of households in Havant borough were in receipt of housing benefits. ⁴³ This is one of the highest rates in Hampshire. Havant borough's ratio ranks 5th in Hampshire, meaning it is deemed in the upper end of unaffordability.	New policy for providing affordable housing products through development sites in the new Local Plan.

How we will manage progress

As part of the council transformation programme (Shaping our Future) a new performance framework is being rolled out. This is based upon the balanced scorecard and will allow the organisation to set, track and achieve its aims at all levels, to track the priorities identified within this document.

The use of four dimensions or “perspectives”, to ensure full and balanced coverage of what is needed to deliver results. These are:

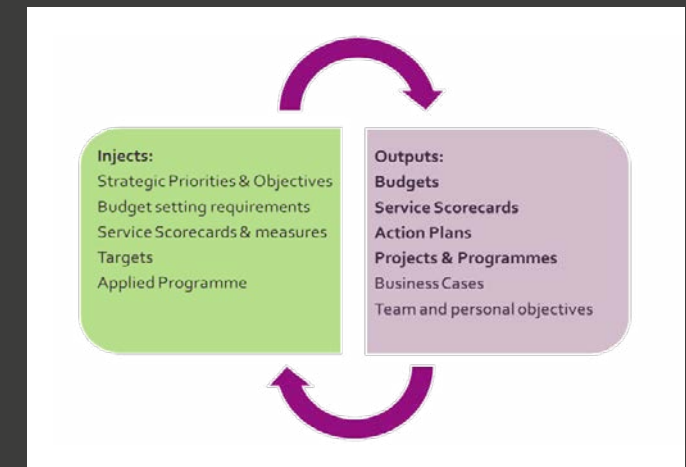
- **The customer and communities perspective**, which looks at what the customer experiences and the impact made for residents and communities.
- **The financial perspective**, which looks at the financial performance and sustainability of the organisation.
- **The internal process perspective**, which looks at what the organisations will do differently, to achieve its aims efficiently and effectively.
- And finally, **the learning and growth perspective**, which looks at enablers for achievement, in areas such as the development of its people, and use of technology and innovation.

The ultimate aim of this or any other framework is to track execution and achievement of the organisation’s strategic goals, at all levels and across all scorecard dimensions.

This will ensure evidence is available for delivery, support interventions if needed, and promote transparency. It also offers focus. The scorecard is not there to track everything we do, but to shine a light on elements critical to delivery of strategy or strategies.

The scorecard products provide a structure into which the outcomes of target setting, and planning will be built. They are an “inject”, along with, for example, material which will be coming in regard to budget setting.

This is part of service planning cycle, illustrated below.



The progression of our priorities will be recorded through the performance framework and will be reported through the quarterly performance reporting cycle.

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NON-EXEMPT

HAVANT BOROUGH COUNCIL

CABINET

16 February 2022

SHAPING OUR FUTURE: QUARTERLY UPDATE

FOR NOTING

Portfolio Holder: Cllr Alex Rennie

Key Decision: No

Report Number: HBC/030/20

1. Purpose

This paper is submitted to Cabinet for information. It is the third update report on the Shaping Our Future Programme.

1.2. Havant Borough Council is ambitious about the well-being of its residents and has set out how it intends to achieve improved outcomes for residents in a Corporate Strategy 2020-2024. The Strategy is a series of commitments with a focus on

- An environmentally aware and cleaner borough
- A safe environment, healthier and more active residents
- A thriving local economy
- A revitalised borough with infrastructure that meets our ambitions
- A responsive and commercial council
- A quality home for all

1.3. The Council recognises that to achieve those benefits for its residents, it is essential to have an efficient Council whose people, systems and processes are directed towards achieving the Corporate Strategy. The Council has therefore begun to transform the way it operates. This is the 'Shaping our Future Programme'. The Programme is made up of a number of projects which each

have their own timetable. Whilst several projects are progressing concurrently, development of the Programme is proceeding in phases. We are about to enter phase 4 of the Programme, known as the ‘Redesign and Delivery’ phase. This report sets out what we have achieved to date in phase 3 and what we are about to do in phase 4.

- 1.4 To provide sufficient dedicated resource to achieve the Corporate Strategy objectives, the Council took the decision to end the sharing of the senior management teams in January 2022. The impact of this decision on the Shaping our Future Programme is currently under consideration and any changes to the Programme as a result will be reported in the next Cabinet update report.

2. Executive Summary

2.1. Overall Progress

PROGRAMME STATUS SUMMARY													
Overall Status		Scope		Budget		Time		Resource		Stake holder		Quality	

PROGRAMME STATUS SUMMARY KEY	
Green means ‘favourable’	Arrow up means ‘improvement on last month’
Amber means ‘neutral’	Arrow to side means ‘remains same’
Red means ‘unfavourable’	Arrow down means ‘decrease on last month’

- 2.1.1 Overall progress is good with officers committed to transformation. The above diagram is an extract from the most recent highlight report showing a summary of how we are performing against our target measures. The Programme is within its original scope, budget and is on time. The Programme is supported by a Programme team, led by a Programme Director, who report into an internal Programme Board. The Programme Board is chaired by the Chief Executive and a Transformation advisor acts as a critical friend and advisor to the Board and members of the Programme team. In the next phase Heads of service and their direct reports will become an integral part of the delivery of transformational activity.

2.1.2 In July 2021 the Council agreed the Programme and described the initial phases as internally focused, gathering insights into how the Council functions and building capacity for change. The purpose of this briefing is to explain progress against those goals in phase 3 and work continuing in phase 4. For the purpose of this report, those projects have been grouped into three key areas of focus - our systems, processes and people.

2.2. Our services: changing our services to the public

2.2.1. A review of our services aims to bring about change in how we engage with residents, businesses and community groups. We are looking at ways to enable those groups to engage with us in a better way. In phase 3 we set up an internal team of officers to look at how we operate, consider best practice and provide tools that will be used to transform our services. The toolkits are as follows:

- Community Development – tools which enable the Councils to understand and develop the assets of our communities and to development work with them so that they increase their participation and resilience.
- Service Models – a tool which enables us to decide whether current models of service delivery are the most appropriate and helps us to explore potential alternatives.
- Demand – a method of analysing the demand for services to see if any of this is preventable by earlier forms of intervention, or stems from failure in other service areas, to ensure we direct our resources to the right priorities.
- Digital redesign – a customer focussed view of how well services work, with a particular emphasis on the contribution that digital technologies could make to their redesign to better meet customer needs.
- Next level sharing – an assessment of the extent to which services are currently shared and consideration of options for the future.

2.2.2. We completed the early stage development of our toolkits in phase 3, including prototyping aspects of them within some teams and capturing their feedback. In phase 4 we will work with experts to refine those toolkits to enable officers to develop their transformation skills through this process. The tools will be used to form the basis of an Applied Programme of Service Re-Design’.

2.2.3. This Programme will be attended by Heads of Service and their direct reports and will take them through a systematic review of all services in ‘clusters’ where they work together with others to produce plans and business cases for fundamental change. These proposals will form the basis of the budget for 2023/24 through to 2025/26. This will enable the movement of resources away from low priority and low efficiency areas to those that deliver the priorities of each Council.

2.2.4. One of the most important aspects of this Programme is that it is designed and owned by our people. It is therefore bespoke to the needs of this Council and

designed to our specific Corporate Strategy. It builds the capability of officers within the Council to continually transform the teams and services they manage.

2.3 Our systems: Digital Design

- 2.3.1. Digital Design and our IT systems are central to our Programme. Many of the systems we currently use have developed over time based on the individual perspective of each service area, rather than being developed to function in an integrated way to improve the experience of the customer.
- 2.3.2 To enable transformation we are creating a unified and rational approach to IT so that it is better joined up within each Council. The way that we develop our IT systems to work as a unified whole with each other is called our **enterprise architecture**. This is a significant piece of work that crosses over several phases of the Programme. In phase 3 we continued work to develop the enterprise architecture. We did this by mapping and identifying all the systems we use, the licences and the contract length. In phase 4, and through the Applied Programme in Service Re-design we will be ensuring that services are redesigned based on a joined up enterprise architecture.

2.4 Our processes: budgets based on priorities

- 2.4.1. The Council sets an annual budget which aligns its funds to the services it will deliver over the course of the coming financial year. The budget should be directed to achieving good quality services and improving the well-being of its residents. It is imperative that the budget therefore aligns to achieving the priorities in the Corporate Strategy.
- 2.4.2. The budget for next year is prepared between November and February in the preceding year. This year we have approached budget setting in a different way. We are moving to a process of long-term transformational targets beginning this year by mapping budget to our Council wide priorities. In previous years our budget has been built against pressures and savings within each service area and against the base budget of the previous year. In phase 3 we produced a methodology, to determine the relative priority and efficiency of each service area. This is providing the financial insights necessary to help officers inform member decision making about which services to reduce, and which to invest in to meet objectives and priorities.
- 2.4.3. Our methodology looked at 7 areas of data and information to gather key service insights by service area. These 7 areas were:
 - a. Corporate Strategy and strategic priorities

- b. Spans and layers in terms of organisational management structure (ongoing)
- c. Benchmarking with other authorities
- d. Activity based costing – what our services spend time on
- e. Historic cost budgets – how much are services have increased/decreased in costs over the years
- f. IT spend – how much individual services spend on bespoke IT
- g. As-is service discovery – how the service currently operates and potential for the service to innovate in the future

2.4.4. Once completed, the Executive Board, in consultation with each service area, will recommend to members changes that will classify each service and target them with cost reduction or investment over a three-year period. This will inform the medium-term financial strategy and enable the Councils to re-distribute resources based on Corporate Strategy priorities. Officers will take this target into the Applied Course in Re-Design which will develop their skills to help them achieve financial and customer targets.



2.4.5. The Applied Course in Re-Design is the key part of phase 4. The toolkits are the support to guide the services through the review of their processes. The outcome of this work will be to enable officers to produce credible financial plans to achieve corporate targets and transform the Medium-Term Financial Plan into a Financial Strategy.

2.4.6. For this coming financial year (2022/23) every service is reviewing their budgets set against an initial 5% target by applying the principles of transformation to

consider what funds could be freed up by taking an alternative view to how they deliver services.

2.5 Our processes: Service Plans

2.5.1 Refreshed Corporate Strategies will be presented for approval by each Council in February 2022. Once approved, work will begin to translate those priorities into targets and actions. In phase 4, each service will set out in greater detail the actions taken within their services to deliver against the Corporate Strategy. It translates the priorities into what will be delivered, by whom and by when.

2.6 Our processes: Performance Management

2.6.1 An important adage is ‘that what gets measured, gets done’. Measuring how we perform against the Corporate Strategy priorities is an important part of what we are developing through this Programme.

2.6.2 In phase 3 work has been taking place on a balanced scorecard approach to performance. This approach examines what we deliver against the different perspectives of

- customers and communities,
- finance,
- internal processes and
- learning and growth.

2.6.2 Our finance targets are currently the most developed. This is to enable officers to move resources across service areas to achieve corporate objectives rather than service objectives. In phase 4 we will develop the other aspects of our balanced scorecard and our approach to performance management further. This includes a new method of reporting our performance and achievements.

2.7 Our People

2.7.1. The Programme is co-ordinated by a central programme team. The Programme team has a Programme Manager. The Chief Executive leads an internal Programme Board, known as the Shaping Our Future Board, to which the Programme Manager and the Programme team reports. The Shaping Our Future Board also comprises the Directors and a Transformation Advisor who guides the programme through the transformation process.

2.7.2. As a consequence of examining our systems and processes, we must also consider whether the people within our organisation are structured in the best way

to achieve the Corporate Strategy. In phase 3 we started working with the LGA on the 'Spans and Layers' of the Council. The 'spans' consider the number of people who report to any one manager and the 'layers' considers how many tiers of management are suitable for the Council. In phase 4 we will be receiving the outcomes of that work and the impact upon the current structure.

- 2.7.3. Individual performance management will be key to the success of the Corporate Strategy. Performance management is not just about holding to account or a job well done, it is also a key tool in identifying opportunities for progression, training and development. In phase 4 officers will work to develop their individual performance management framework with managers. This will establish the accountability of each officer's contribution to the Corporate Strategy. Officers will be supported by an enhanced training and development offer, making use of digital capabilities, underpinned by work to communicate and embed our values and behaviours.

2.8 Conclusion

- 2.8.1 The transformation programme will impact in the whole Council, its residents, businesses and community groups. To do this effectively the initial focus in these early phases has been for officers to develop the data and evidence base that is required to deliver transformational change. This will embed a more effective business cycle within the Council, owned by managers and officers. Changes to the budget setting process reflect this move towards a whole organisation approach and set the challenges as we move into the service redesign phase.

- 2.8.2 Background and relationship to Corporate Strategy and/or Business Plans

- 2.3. This work sets the foundations for achieving the Corporate Strategy objectives.

3. Options considered

None as no decisions are being requested

4. Resource Implications

- 4.1. Financial Implications

Section 151 Officer comments

Date:

The Programme is within budget. The Programme budget is monitored through the monthly highlight reporting so that any variations can be reported to Cabinet and / or Council for approval.

4.2. Human Resources Implications

None at this stage

4.3. Information Governance Implications

None

4.4. Links to Shaping our Future Programme

Shaping our Future Lead comments/sign-off

This report outlines the implications for the Shaping Our Future Programme

Date: 21 December 2021

4.5. Other resource implications

5. Legal Implications

6. Risks

6.1. The recent decision to separate out the senior management arrangements of the Council from the shared arrangements is under consideration.

Monitoring Officer comments

Date:

7. Consultation

7.1. None required as this is an update report

8. Communication

8.1. None required as this is an update report

9. Appendices

9.1. None

10. Background papers

10.1. None

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