

# HAVANT BOROUGH COUNCIL CORPORATE STRATEGY

## CORPORATE STRATEGY 2020 to 2024

### INTRODUCTION

We have used an evidence-based approach to develop this strategy. The evidence will be made available on our website. This has helped us to understand the needs of our communities, businesses, and the local economy and to show us where and how we should spend our resources. Based on this insight we have developed our five themes. All themes are interlinked and progress in one area will support the delivery of all the themes.

The wider financial context sees us with changing central government funding and greater impetus for us to be more efficient in the way we deliver services. We use the Corporate Strategy to help identify the priority areas for our budget each year.

The Council will move away from generic universal service provider to an enabling authority which ensure that services are targeted to meet the needs of users and are sustainable for the future.

This means the Council will no longer supply services in the same way and to the same people as before.

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

We will achieve our purpose by concentrating on five themes from now until 2024:

- An environmentally aware and cleaner Borough
- A safe environment, healthier and more active residents
- A thriving local economy
- A revitalized borough with infrastructure that meets our ambitions
- A sustainable Council

We will use the following principles to guide us as we deliver the corporate strategy.

- Respond to the needs of our community based on evidence
- Fairness and integrity in all we do
- Responsibility for our actions
- Respect and support for each other and our residents.
- Consider the future wellbeing of our area over short term expediency.

Other strategies:

This Corporate Strategy does not sit in isolation, but it gives an overarching strategic approach to allow the development of other strategies and delivery plans.

We will continue to work in partnership with East Hampshire District Council to deliver effective and efficient services to residents and businesses. Where it is advantageous, we will work towards sharing our services and this will be reflected by our joint strategies (where appropriate).

We already have a shared Chief Executive and senior management team and we will continue develop this partnership arrangement, so we can effectively and efficiently deliver this corporate strategy.

Havant Borough Council is a unique authority that links the coast and the countryside. We have also forged links with other Councils and as part of our ongoing partnership approach with East Hampshire District Council we are committed to:

- Taking a shared service approach where it is advantageous to our communities
- Shared values and behaviours of staff
- Shared strategies (where appropriate)
- An aligned workforce 'a one workforce' concept
- Shared processes
- Going digital by default
- A similar way of working under simplified streamlined constitutions
- Joint commercial opportunities
- Evidence based decision making

We will continue our joint working with the Coastal partnership, our other public sector partners, including Portsmouth, Fareham, Gosport, Home England and Highways England.

## **Theme one – Environmentally aware and cleaner borough**

### OUR EVIDENCE

- Adhering to the Climate Change Act 2008 requiring 80% reduction in emissions by 2050. <sup>1</sup>
- The main source of emissions is domestic and transport activity. Total emissions have reduced since 2005, but our residential emissions are 3.5 tonnes per resident. <sup>1</sup>
- New developments will be 19% more energy efficient than the national average. <sup>2</sup>
- Contamination of recycling persists. During the last 6 months on average 17.43% of the recycling waste is contaminated. 5.45% of the refuse collected could have been recycled. <sup>3</sup>
- In terms of volume, we recycled 9,531 tonnes (2018-2019) which is slightly down from the previous 2 years.
- The Neighbourhood quality team reported just over 1,000 fly tipping-incidents in 2019

### WE INTEND TO

Set high standards for environmental sustainability. This will be fundamental to any future development or regeneration project.

Our 2036 Local Plan will see many environmental measures embedded within the planning process. We will continue to refine the plan as it completes its final stages during 2020. We will require house builders and developers to adopt the highest environmental standards.

Housing for current and future residents is critical for a successful local economy and workforce. We will work with developers who can deliver good quality housing alongside improvements in infrastructure. We need to make provision for 9,260 new homes between the period 2016 - 2036, and we wish to see our local plan implemented to ensure this housing meets our new ambitions for quality and efficiency.

We will continue to bid for funding that improves the energy efficiency of housing and help residents access this support,

We will work with partners to promote sustainable transport, improve air quality, reduce emissions and increase access to sustainable transport alternatives.

We commit to meeting and where possible exceeding the government targets on the environment.

We have some wonderful parks and outdoor spaces, including a fabulous coastline. As custodians of many open spaces, the Council will look for sustainable ways to maintain and improve these spaces for future generations.

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<sup>1</sup> Department for Business, Energy & Industrial Strategy 2017

<sup>2</sup> Local Plan – how far we've come (spring 2019)

<sup>3</sup> NORSE SE (2018)

Our residents have the right to enjoy our open spaces and live in a clean, tidy borough. We will target rubbish on our streets, fly tipping and we will take a zero-tolerance approach to littering. We will work with partners to educate and encourage good behaviour. We will use all our statutory powers to ensure our borough is clean and that people feel safe to actively use our outdoor spaces.

We will work with our local businesses and suppliers to reduce the amount of waste and packaging used.

We will work with our residents to encourage recycling and to also reduce contamination of this recycling. Increased recycling and reduction in contamination will reduce our environmental impact.

We will:

- Promote an increased environmentally sustainable approach to council transport, vehicles, assets and services.

- Create a sustainability action plan (working with partners from the public, private and community sectors)

- Use our Open Spaces strategy to inform and engage the public in the management and renewal of public open spaces.

- Reduce waste and improve the quality and quantity of recycling in the borough.

## **Theme two – Safer, healthier and more active borough**

### Evidence

- Overall level of crime in Havant is on the decline since October 2016, and anti-social behaviour has reduced from 440 cases in Oct 2016 to 65 in Sept 2019. <sup>4</sup>
- Life expectancy in the most affluent parts of our borough is greater for men by 9.7 years and 8.2 years for women when compared to the least affluent. <sup>5</sup>
- 23.3% of people are aged 65 or over. By 2025 there will be 141 elderly people for every 100 children in Havant. <sup>6</sup>
- 27,000 people in Hampshire aged over 65 are 'lonely most of the time'.<sup>7</sup>
- 13,112 people in Havant are providing unpaid care. <sup>7</sup>
- 27% of reception aged children are classed as overweight or obese. <sup>5</sup>
- 66.2% of adults are overweight or obese. <sup>5</sup>
- Havant is one of the top ten places for heart attack and stroke in the South East region. <sup>5</sup>
- 4 of our wards are amongst the lowest decile for positive mental health and well-being in Hampshire.<sup>8</sup>

### WE INTEND TO:

Improve the quality of life for our residents and ensure equality of opportunity across our area.

The ability for easy access to safe, outdoor space for recreation, social and physical activities is vital for our physical and mental well being.

Ensuring accessibility to good quality leisure facilities which are affordable, meet the needs of users, and the physical and social aspirations of our residents will be our priority.

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. We will look at alternative ways of promoting activities, engaging a wider range of people, reducing social isolation and improving mental and physical health.

We will work with partners to secure investment in leisure centres, sports venues, play parks and other outdoor spaces. We want our public open spaces to promote good mental and physical health We will make outdoor space and play areas accessible for all borough residents to enjoy.

Where needed we will change how our services are provided to meet the needs of our community.

We will work with clubs, sports associations and other partners to create a positive environment and break down barriers to participation and work with them to ensure that activities are enjoyable and accessible to all. We will work with our local Clinical Commissioning Group and other NHS providers to support them in planning and delivering good quality healthcare services. We will focus on our successful initiatives and we will continue to bring together all partners working locally to achieve coordinated and improved outcomes.

Working in partnership to reduce anti-social behaviour has proved successful. We will build on this positive outcome and work through Havant's Locality Board on crime which impacts residents and businesses.

We will ensure our regulatory activities to keep people safe are proportionate to the potential risks.

The Building Control Team will be resourced to carry out their responsibilities to ensure people are living in safe buildings.

We will:

- Encourage the provision, accessibility and use of children's play areas, leisure facilities, sporting venues and outdoor spaces.
- Develop new and alternative approaches to provision in our development and regeneration proposals to increase accessibility, and to encourage participation in activities and social events.
- Pursue partnership working to improve equality of provision and accessibility in respect of health and wellbeing outcomes.
- Work with our partners to ensure all residents have the opportunity to be healthy, happy, safe, and live in a clean borough.

## **Theme three – A thriving borough economy**

### Our Evidence

- Manufacturing and Business administration & support services remain the key sectors for full time employees.<sup>8</sup>
- Education & Retail remain the key sectors for part time employment<sup>9</sup>
- 60% of residents are of working age and unemployment is the lowest since 2004.<sup>10</sup>
- Wages for those working in Havant are below the average for Great Britain.<sup>11</sup>
- The average price of property in Havant is £273,198\*<sup>12</sup>
- Havant has a job density of 0.65. this means there for every 100 working aged residents there are 65 jobs.<sup>13</sup>
- Our GVA(B) output is £3.042 billion (or £24607 per resident)<sup>14</sup>
- However, Havant's population projection is that of an ageing population with 49% of our borough's population will be over 60 by 2036.<sup>2</sup>

\*Gross value added (GVA) is a measure of the increase in the value of the economy due to the production of good services. For the balanced measure, GVA(B), it is measured at current basic prices (value in £ million), which include the effect of inflation.

### WE INTEND TO:

Promote economic prosperity. We will respond to changes in our economy, particularly to manufacturing and retail sectors through technology and online shopping. We will campaign to attract new businesses to our area, and we will work with employers who wish to relocate and grow their businesses. We will continue to develop and grow the Havant Business Partnership, working with employers and local education providers.

We will work with our partners and promote education and training to ensure our work force are able to meet future challenges.

Through our regeneration proposals we will work alongside our town centre businesses to create vibrant areas which attracts residents, businesses and investors to the borough.

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. We will facilitate investment in improvements that provide new, high quality, facilities.

We will pursue funding opportunities and lobby government for a share of the funds directed to market towns and coastal areas.

### We will:

- Promote Havant as a business destination of choice to develop new employment sectors.
- Encourage and be an exemplar for a well trained, flexible agile and resilient workforce
- Protect the manufacturing and retail sectors

- Promote the visitor economy and recreational opportunities
- Improve the prosperity of the borough

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<sup>9</sup> ONS Business Register and Employment Survey, 2019

<sup>10</sup> ONS Annual population survey June 2019

<sup>11</sup> ONS annual survey of hours and earnings – work place average

<sup>12</sup> UK House Price Index (Aug 2019) \* Av house price UK £234,853. Av house price in SE £326,232 UK house price index

<sup>13</sup> ONS job density (2017)

<sup>14</sup> ONS GVA(B) Data 2016

## **Theme four A revitalized borough with infrastructure that meets our ambitions.**

### Evidence

- Based on projections, the borough's population will increase by 16,912 people by 2036.<sup>2</sup>
- We need to provide 9,260 new homes by 2036 to meet the borough's housing need.<sup>2</sup>
- Tourism in Hayling Island is worth approx. £190m in visitor spend and supporting 4,440 local jobs<sup>15</sup>
- The need to manage our 42 km of coastal frontage and 32 km of main river frontage.<sup>16</sup>
- 22% of the Borough's land is designated within an Environment Agency flood Zone.<sup>16</sup>
- Predicted sea level rise could result in extreme tidal events inundating more of Hayling Island, and increase fluvial flood flows may put additional pressure in the town of Havant and areas adjacent streams.<sup>16</sup>

### We Intend to:

Succeed on the delivery of our themes and ensure a safe, healthy and vibrant community, we must ensure the physical infrastructure is in place. Many aspects of infrastructure delivery rely on partner organisations. We will work with all our partners in the public, private and third sector to initiate and create development schemes and regeneration that will help deliver our purpose to enhance the lives of our residents, businesses and visitors.

This may include development of sustainable transport options, electric charging points, cycle routes, the Hayling Billy trail and wider regeneration proposals to improve the speed and accessibility of transport links for commuters, visitors and business.

We will develop and deliver an evidence base for seeking national engagement and funding for the redevelopment plans for the borough. This will be ambitious and will be designed to transform the way we use and visit our town centres.

We will lobby to improve road infrastructure to enhance the visitor economy. We will review the way we allocate funds received from developers to maximise the benefit to our borough. We will coordinate and promote coastal defence works to protect our residential and business areas, to secure confidence in our commitment to economic development. This will also protect wildlife habitat and improve visitor access along our coast.

Our infrastructure to support our town centres in Waterlooville and Havant must be properly promoted, and appropriately redeveloped to ensure long term prosperity  
We will:

- Provide strategic leadership on the redevelopment of our town centres

- Promote a Local Walking and Cycling approach to complement our sustainable transport.
- Deliver a coastal strategy for our Borough
- Promote the creation of a sustainable transport and travel system for the borough

Engage with Hampshire County Council, Highways England and our other public sector partners to lobby and secure a fair and appropriate level of funding for our infrastructure projects.

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<sup>15</sup> The Economic Impact of Tourism, Havant in 2016. Tourism South East ,2017

<sup>16</sup> PUSH Flood Risk Assessment 2016

## **Theme five – A sustainable Council**

### Evidence

- 2015-16 Havant Borough Council net service expenditure was £16.1 M this has been reduced to £14.4 M in 2019-20.
- Revenue Support Grant has reduced from £4.4 M in 2013-14 to nil in 2019-20.
- 41% of adults in Havant in 2017 were considered competent online, however, we estimate 37% of our residents will need support moving onto an online delivered service.<sup>17</sup>

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 in our communities and improve the day-to-day lives of our residents. We aim to tackle demand early and shift our resources towards prevention.

The council, its structures, the staff and the services will continue to change. The transformation of the Council means we will change the way we do things, change the services we provide, and change who and how 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.

The approach we will take is to:

1. Understand our communities and what is causing demand on our services
2. Develop strategies which tackle these issues as early as possible to reduce this demand and to preempt it so we can focus resources on prevention
3. Evaluate the way we do things and transform our services, so we are more effective, effective and agile – allowing us to focus our resources towards prevention and intervention where required
4. Target resources and manage demand collaboratively by working with partners, the voluntary sector and others to help change behaviours to reduce need and further prevent future demand.

Our staff are an asset to our borough, and we will continue to invest in training to ensure we have a workforce ready to deliver transformative changes and able to deliver service in the future.

We will ensure the statutory services our council must provide will continue and we will also manage demand for those services by early and effective interventions. We will redesign and transform services that do not meet customer needs or meet future demand.

Budgets will be allocated to the services we must deliver to reflect demand, and this means we will stop providing some services or deliver those services in a very different way.

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<sup>17</sup> The Tech partnership (2017) and Experian Mosaic data (2018)

We will be efficient in the way we delivery services and we will look at transforming how we deliver services. The Council will be a digital organization which provides high quality service accessible online.

We will encourage partners to work with us to help us deliver our objectives – whether they are other public bodies, private companies or third sector organisations –to enable services to be delivered more effectively and could reduce costs.

We will be commercially astute and ensure we obtain the best value financially and socially in all our dealings.

We will revise our asset management strategy to ensure we have the buildings needed to provide good quality services.

Commercial assets will be properly managed to ensure maximum income and social benefits to support the Council's services.

Community groups will need to demonstrate clear social value and long-term viability to receive support from the Council. The Council will assist community groups through targeted grants, to become self-sustaining and to be responsible for the assets they use.

We will invest in our future by the prudent use of our resources and borrowing to invest in new buildings, infrastructure and public realm improvements.

The Council will invest in commercial opportunities within our area which either support clear council and community objectives or provides an economic return that provides an income to support other services.