

1. Delivery of corporate objectives in 2019-20

Ensuring a clean and environmentally aware borough

The Council's environmental services continue to be provided by the joint venture partnership Norse SE. The quality of service remained high throughout 2019-20 with the proportion of missed bins below 1% of all bins, and recycling continues to be encouraged with flyers being sent out to remind residents [what can and can't be recycled](#).

The Council has begun working with Portsmouth Water to establish a memorial woodland at the proposed [Havant Thicket Reservoir](#) site. More than 3,000 trees will be planted by summer 2020, creating a peaceful space for local residents to enjoy as well as providing valuable new wildlife habitat. The intention is for a reservoir to be built on the site to increase the resilience of water supplies for years to come and this will also create a green recreation space for residents.

The ongoing issue of [nutrient neutrality](#) in the borough has affected the production of the [2036 Local Plan](#), however, the Planning Policy team have responded by preparing a substantial mitigation plan to ensure that future development in the borough is sustainable and the Council is considering how its assets might be deployed to assist with this. Unfortunately, the onset of Covid-19 during the last quarter of 2019-20 poses another significant challenge to the Local Plan timeline, with Council meetings, examination hearings and referenda being put on hold due to the public health risk. The Council remains committed to facilitating sustainable development and will continue its Local Plan work, where possible, to enable economic recovery to proceed once the immediate crisis has passed.

The borough's extensive coastline requires specialist management which is co-ordinated by the [Eastern Solent Coastal Partnership](#), an alliance between Fareham Borough Council, Gosport Borough Council, Portsmouth City Council and Havant Borough Council. Progress has been made against all the Coastal team's major projects in 2019-20, including the Hayling Island Funding and Implementation Strategy, which was successfully recommended for approval from the Environment Agency in December 2019. In spring 2020, a programme of timber groyne replacement and beach recycling (redistributing sand and shingle along the beach to counteract the effects of erosion) was carried out along Eastoke beach in order to protect local properties and infrastructure from coastal flooding. Other coastal management works carried out by the Coastal Partnership in 2019-20 included health and safety works at Ferry Road and West Beach and improvements to the HBC beach compound.

Ongoing coastal erosion is a threat to the communities and recreational assets of Hayling Island and the Coastal team are committed to managing this risk in a sustainable and appropriate manner. Working in partnership with the neighbouring local authorities means this work can be carried out in a synergistic way resulting in substantial savings for all the councils involved.

Safe, healthy and active communities

The Council's efforts to enhance residents' lives by encouraging active, healthy and safe lifestyles continued throughout 2019-20. We know that four of our wards are among the 10% most deprived wards in the country (according to the [Index of Multiple Deprivation](#)) and have therefore facilitated a programme of community activities aiming to improve the lives of people living in these wards as well as in the rest of the borough.

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The [Get Up and Go](#) programme has continued to promote an active lifestyle for the over 55s. The Council's Insight team have been working with the Communities team to facilitate focus groups and activity diaries so that we can better understand how participants engage with the programme and what factors affect its success – an essential step towards designing programmes to be resilient and sustainable for the future.



Refurbishment works took place at play parks across the borough in February.

In October 2019 the Hampshire Sports Conference was hosted by the Council, with 80 participants attending from across the county. The event focused on thinking and delivering coaching differently and involved engagement workshops, networking opportunities and an address from guest speaker Olympic medallist Gail Emms MBE.



The annual [Junior Citizen event](#) in November 2019 saw hundreds of Year 6 pupils from across the borough given advice on being a good citizen, keeping safe in the home, respecting wildlife, ensuring beach safety and other key messages promoting safety and responsibility. Run in collaboration with the [Safer Havant Partnership](#), a multi-agency partnership seeking to reduce anti-social behaviour and crime in the borough, this event is part of a programme that aims to involve young people in issues of community safety.

In May, the Council granted more than £12,000 of CIL funding to [Leigh Park Community Centre](#) for refurbishment. The centre hosts play sessions, art and craft activities, film evenings and many other events, as well as a food bank supporting the local area.

In August, [Age Concern Hayling Island](#) were granted £24,000 worth of developers' contributions to refurbish their kitchen, enabling them to continue to provide lunch clubs for local elderly residents.

Having signed up to the [Dementia Friends initiative](#), the Council has hosted monthly dementia awareness sessions throughout the year to help educate our communities about the challenges dementia can bring. In addition, a review of the Plaza campus and car park was conducted by Dementia Friendly Hampshire. Our facilities scored highly, based on factors such as availability of blue badge parking, clear signage, accessibility of toilets and natural lighting.

The expansion of the [Havant Community Lottery](#) has continued in the past year, having raised £66,000 to support 80 local charitable organisations as of February 2020.

Volunteers from across the borough were celebrated at the Havant Volunteer Awards in June 2019, an event that showcased the fantastic work being carried out in our communities.



The Council continues its financial support of [Citizens Advice Havant](#), which delivers free impartial information and advice to residents experiencing issues such as housing, debt or welfare benefits.

In November, the Council took part in [Purple Tuesday](#), a campaign to improve the customer experience for people with disabilities, pledging to deliver disability awareness training to all staff so they know how best to accommodate residents with disabilities. This was accompanied by an accessibility review of our website.



Housing affordability and homelessness continue to be a concern in Havant borough and we recognise that these are complex issues. In 2019-20 the Housing team worked on 910 cases of housing difficulties and were able to provide sufficient intervention to keep the vast majority of these cases from homelessness, with only 9 cases accepted as homelessness.

90 affordable homes were delivered throughout the year. Poor market conditions and ongoing issues with nutrient neutrality affecting development in the borough have affected the housing supply, but our teams are working hard to mitigate this and hope to make substantial progress towards the provision of more affordable housing in the coming years.

The [Hampshire Home Choice](#) Allocations Policy was reviewed in Q1 to ensure that it reflects best use of stock and local issues. Going forwards, local policies will be reviewed quarterly to ensure that issues can be addressed and an appropriate level of 'churn' maintained.

Our new [Homelessness and Rough Sleepers Strategy](#) (2019-2024) was approved at full Council in January 2020. Accompanied by an Action Plan which builds on the work already accomplished by the Housing team since the introduction of the Homelessness Reduction Act, the strategy focuses on early intervention and sustainable housing solutions.

In 2019, a joint bid with East Hampshire District Council was successful in securing funding to help reduce rough sleeping in the borough. New outreach officer posts, fully funded by the [Rough Sleeper Initiative](#), will help to signpost vulnerable residents to services and co-ordinate the services available. It is hoped that this, along with other early intervention initiatives, will reduce homelessness in the borough and ensure we can continue to supply appropriate support to those in need.

[Regenerating the borough: infrastructure and economy](#)

In December 2019 the Council completed its purchase of the [Meridian shopping centre](#), a key strategic site for the regeneration of Havant town centre. Providing rental income for the Council as well as the opportunity to make the best use of the shopping centre's prime retail and office space, this investment marks an important stage in the progress of the Council's ambitious regeneration plans.

The subsequent launch of the [Have with Havant](#) campaign in February 2020 was the culmination of many months of effort from the Regeneration and Communications teams. Building on the long-term strategic vision for the regeneration of the borough set out in the Council's [Regeneration Strategy](#) published in 2018, the new website and promotional video provide a hub for residents, investors and businesses to learn about the aspirations that the Council has for its key redevelopment projects.

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The Public Service Plaza in Havant town centre has continued to act as a hub for several important public and private sector partners as well as the Council, allowing staff to realise the benefits of integrated working. The Plaza, with its impressive atrium, quality conference suite and office space for hire, is a key asset for the Council and we have ambitious plans for maximising the benefits of the site. Following the agreement of a £3.4million funding deal with Homes England in 2018-19 to build more than 100 homes on the site of the car parks adjoining the Plaza, several bidders have expressed interest in taking forward the project. The revised tenders for the development, which will benefit from excellent rail links, nearby leisure facilities and proximity to the town centre, will be submitted later in 2020.

The [Hayling Island Transport Assessment](#) was completed in February 2020. The study supports the Local Plan and the Council's Regeneration Strategy and uses state-of-the-art modelling to predict the impact of any proposed developments on the area, making it a critical tool for delivering improvements to roads, bus routes and cycle routes across the island.

Supporting the Council's long term regeneration ambitions, the [Havant Business Partnership](#) was established in March 2019 to provide a definitive business networking forum for the borough. Provided in collaboration with [Havant and South Downs College](#) and the [Solent LEP](#), it aims to bring together the borough's key employers to discuss the challenges facing them and the opportunities for improving skills and aspirations in the area. It is hoped that this will be of mutual benefit to the local workforce as well as these businesses and will encourage a thriving local economy. Regular networking events are expected to continue throughout the next year and the partnership will evolve over time to fulfil the needs of the borough's enterprises.

Over the last year, 20 residents have been supported through a specialist back-to-work scheme teaching practical construction skills. The Employment Learning and Skills Service is funded by Havant Borough Council using developer's contributions and is open to anyone currently out of work or looking to retrain. Of the 20 residents who completed the scheme, 15 went straight into employment – a brilliant result. We hope to build on Havant's rich history of industry and manufacturing by facilitating such programmes in the future.

Alongside our regeneration efforts, the Council has taken part in remembrance activities to commemorate the contributions made by residents in times of conflict. A bespoke publication, [Havant Remembers](#), was produced to raise awareness and share the recollections of local people who have been involved in wartime efforts. The booklet contains a map showing the location of the remembrance silhouettes that have been installed throughout the borough. In addition, a commemorative plaque was installed in March to celebrate local hero Beatrice 'Tilly' Shilling OBE, who was a leading engineer and inventor during the Second World War and afterwards until her retirement in the 1960s. The Mayor of Havant attended the unveiling of this plaque at Shilling Place, a new retirement development in Waterlooville.

[A sustainable Council](#)

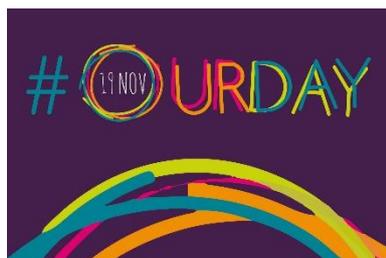
With central government funding in the form of the New Homes Bonus projected to decrease to zero over the next five years, Havant Borough Council has continued to demonstrate its commitment to public service excellence in the face of financial pressures by taking advantage of commercial opportunities and responsible investment.

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The expansion of its joint venture partnership [Norse SE](#), which began providing environmental services for East Hampshire District Council on 1st October 2019, is representative of the Council's continued efforts to achieve mutual benefits through partnership working. The mobilisation of this contract was successfully carried out with no adverse impacts on the waste collection, grounds maintenance, street cleaning and public convenience cleansing services provided in Havant borough, and provided an opportunity to secure a revised service agreement specifying high standards for the quality of the services to both Councils.



Having secured the relevant commercial licences, the Coastal team at the Council have now begun conducting land-based survey commissions using unmanned aerial vehicles. This provides an income stream for the Council as well as providing other local authorities with a high quality specialist service.



Work continues to encourage digital channel shift in communicating with residents. Our social media following has continued to increase throughout the year, as has the number of visits to our website. The Council reached thousands of residents in November by taking part in #OurDay, a 24 hour social media showcase of people working in local public services. Following an audit of our [website accessibility](#), a number of changes have been

made including improved mobile functionality and increased colour contrasts to assist those with visual impairments.

The Council is committed to providing high quality service which is accessible online. Our Digital Strategy, which has been developed throughout 2019-20, focuses on redesigning the way we communicate with and provide services to residents and businesses. With customers increasingly expecting services to be available at a time and place that is convenient to them, our digital-by-default approach will be an integral part of making Council services modern, accessible, efficient and sustainable. As the Council moves towards becoming a digital organisation, our Customer Access Strategy will be key to ensuring that our resources can be targeted to help those who cannot access digital channels.

In early 2020, the Building Control team transitioned to a new IT system which will substantially reduce the time taken to process an application and the printing and posting costs associated with a paper-based filing system. With the addition of a bespoke portal for customers to submit applications and make payments online, it is hoped that this new way of working will be an exemplar for other teams in the Council to replace their legacy systems with modern, mobile working practices that are responsive to customers' changing expectations.

Our staff are a key asset of our Council and ongoing personal and professional development is integral to the sustainability of the organisation. All staff completed information governance e-learning courses in early 2020 to ensure that data security standards remain high. The Organisational

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Development team has conducted a thorough review of the HR provisions at the Council and procurement has taken place for a learning and development provider (including e-learning) which will be rolled out in 2020-21. Alongside this work, quarterly leadership conferences (Lessons in Leadership), our achievement recognition scheme You're a Star, and the use of the Staff and Leadership Competency Frameworks have continued.

Induction training took place following the election of new councillors in May 2019 and the Councillor Development Panel continue to champion the importance of the Councillor Competency Framework. The Council has successfully completed the interim review for [Charter for Elected Member Development](#) status with the full re-assessment scheduled for later in 2020.

The Council acknowledges that it operates within an environment that is both challenging and changing. It is committed to continuous improvement as well as a programme of transformation and redesign to ensure that it can still offer services that enhance the lives of residents, businesses and visitors. It is more important than ever before that we manage our resources wisely and conduct our business in a sustainable manner.

The table below contains some of our key corporate performance indicators in 2019-20, with comparison figures from 2018-19 and the average for local authorities in England.

Key Performance Indicator	2018-19	2019-20	National average (source: LG Inform, 2018-19)
Business Rates collection rate	99.2%	Awaiting final figure	98.3%
Council Tax collection rate	96.8%	Awaiting final figure	97.2%
Major planning applications decided within 13 weeks or agreed extension	95%	100%	89%

*Collection rates were impacted by the emergence of the Covid-19 pandemic in March 2020 which resulted in direct debits being cancelled and enforcement action stalled.