
NON EXEMPT

HAVANT BOROUGH COUNCIL

CABINET

2 March 2022

Havant Regeneration & Economy Strategy – a refreshed approach

FOR DECISION

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

Key Decision: YES

Report Number: HBC/432/22

1 Purpose

- 1.1 In September 2021, Cabinet approved the refresh of the Havant Regeneration Strategy, to take account of a changing economic and policy landscape and to ensure it is fit for purpose to drive forward the delivery of an ambitious programme of work.
- 1.2 This report is submitted to Cabinet to endorse the refreshed strategy, to be known as the Havant Regeneration & Economy Strategy, and to recommend its adoption to Full Council.

2 Recommendation

- 2.1 Cabinet is recommended to
 - 2.1.1 To endorse the Havant Regeneration & Economy Strategy and recommend its adoption to Full Council.

3 Executive Summary

- 3.1 In September 2021, Cabinet approved the refresh of the Havant Regeneration Strategy (2018-2036).
- 3.2 The 2018 strategy represented a bold step for the Council, which recognised the need to intervene and to be proactive in order to drive forward transformation growth and regeneration of the Borough.
- 3.3 Since that time, the economic landscape has changed significantly and a range of new challenges and new opportunities have arisen.
- 3.4 The new strategy brings the economy into sharper focus and it will be referred to as a Regeneration & Economy Strategy. It also has a clearer focus on delivery, setting out what role the Council will take, as well as how the Council

will work with a wide range partners (both public and private sector) to jointly deliver the ambitions.

- 3.5 Further, the refreshed strategy aligns to and supports the Council's revised Corporate Strategy and the newly adopted Climate Change and Environment Strategy, as well as a changing national and local policy context.
- 3.6 The Regeneration & Economy Strategy is supported by a high level Delivery Plan, which sets out the focus for intervention as well as an indication of priorities for early delivery. The delivery plan will be supported by a suite of more detailed documentation managed through a robust programme management approach. The plan and supporting documentation will remain living and working documents, so will be reviewed and updated regularly.
- 3.7 The Strategy is based on the most recent evidence, data and insight available. It will be used to guide the delivery programme and act a framework to help identify areas for investment and to assist in securing external funding and partner support.

4 Additional Budgetary Implications

- 4.1 None arising from this report.

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

Havant Regeneration Strategy

- 5.1 In September 2021, Cabinet approved the refresh of the Havant Regeneration Strategy (2018-2036). That strategy represented a bold step for the Council, which recognised the need to intervene and be proactive in order to steer and accelerate the regeneration of the Borough.
- 5.2 Significant progress has been made including the acquisition of the Meridian Centre in 2019, disposal of a key employment site at Brockhampton West, progression of other key priority projects and securing over £1 million of grant funding to support key projects in Havant Town Centre and Leigh Park.
- 5.3 However, since that time, the economic landscape has changed significantly and both new challenges and opportunities have arisen, including the impact of Covid19, changing market forces arising from Brexit and a radical change to the high street and retail sector, giving rise to a new way of place-shaping for our town centres.
- 5.4 The refreshed Strategy brings the economy into sharper focus, making more explicit the links between skills, business, the economy and regeneration.

- 5.5 The Strategy also has a sharper focus on delivery, recognising the need for a variety of approaches to be used, including new and innovative delivery models and funding approach. While long term transformation can take significant time, there will be a focus on early deliverables, which will create investor confidence and act as a step chance for the borough.
- 5.6 The Strategy is clear on the Council's leadership role, while also setting out how the Council will work with a wide range of partners (both public and private sector) to deliver the ambitions set out in the strategy. To support this approach, it sets out a new partnership and governance model.
- 5.7 The Regeneration & Economy strategy is shaped around three key themes;
- **Sustainable Places:** creating sustainable and vibrant places in our Town Centres and across the Borough.
 - **Successful People:** supporting young people into work and equipping our residents with the skills needed to succeed in work.
 - **Better Business:** raising the profile of the Borough to secure inward investment, providing business space for our growth companies and encouraging entrepreneurship and business start-ups.
- 5.8 In the sustainable places strand, the strategy retains a clear spatial focus on four key priority areas, namely;
- Havant Town Centre
 - Hayling Island Seafront
 - Waterlooville Town Centre
 - Leigh Park
- 5.9 This is supported by a focus on three priority themes;
- Housing delivery
 - Strategic Employment sites
 - Economic infrastructure
- 5.10 The Regeneration & Economy Strategy is supported by a Delivery Plan, which identifies early priorities for intervention.
- 5.11 Regeneration is often complex and can require a significant investment of time and resources. New and innovative approaches to securing funding will be developed, alongside any investment the Council makes.
- 5.12 Engagement, consultation and communications with local residents, businesses and a whole range of stakeholders and strategic partners will remain critical to the success of the work moving forward. A new stakeholder engagement and communications approach has been developed to support the delivery programme.

- 5.13 The refreshed Strategy and its associated Delivery Programme provide a robust and strategic approach to drive forward much-needed transformational growth.

Relationship to Corporate Strategy

- 5.14 The development of the Strategy, Delivery Programme and various projects set out in this paper align strongly with all themes as set out in Corporate Strategy 2022-25:
- **Theme 1 - An environmentally aware and cleaner Borough:** the Strategy will align to aspirations for a cleaner, greener borough with projects targeting low or zero carbon where appropriate.
 - **Theme 2 - A safe environment, healthier and more active residents:** the Strategy, programme and projects will seek to create places that are safe, encourage healthy and active lifestyles and support positive place-making for residents.
 - **Theme 3 - A thriving local economy:** the Strategy will act as an Economic Strategy for the Council, driving forward economic growth and supporting a thriving and prosperous economy.
 - **Theme 4: A revitalised borough with infrastructure that meets our ambitions** – the Strategy, programme and projects will seek to deliver infrastructure (either directly or via partners) that will deliver the regeneration aspirations for the Council.
 - **Theme 5: A responsive and commercial Council:** the Strategy will align to the Council's Financial Strategy to create opportunities for income generation and to seek to create self-sustaining places.
 - **Theme 6: A quality home for all:** the Strategy will create opportunities for accelerated housing delivery, focussing on both quality and mix to ensure residents' needs are met and the regeneration aspirations realised.
- 5.15 The work also aligns closely to and seeks to support delivery of the (existing and emerging) Local Plan. A specific objective of the Regeneration & Economy Strategy will be to support delivery of key housing and employment sites, as well as aligning to the wider planning policies as set out in the plan.
- 5.16 Further, the Regeneration & Economy Strategy will directly support the ambitions and priorities set out in the Council's recently adopted Climate Change and Environment Strategy, with a focus on its two high-level objectives of reducing carbon emissions to net zero before 2050 and protecting and enhancing our natural environment.

6 Options Considered

- 6.1 *Endorse the refreshed Strategy* – this enables a clear and strategic focus to enable the programme of work to be delivered providing opportunities to create the best conditions for transformational growth. It also further enables successful partnership working with our public and private sector partners and

create significant opportunity to lever in funding and investment into the borough.

- 6.2 *Do not endorse the refreshed Strategy* – this would not achieve the aims of the Corporate Strategy and there would be limited strategic direction to shape the work of the regeneration programme. As such, development and project delivery may be piecemeal and opportunities will be missed to deliver real transformation change.

7 Resource Implications

Financial Implications

- 7.1 None directly arising from this report. Budgets will be monitored closely to ensure there is sufficient funding and where required, the work will be phased and appropriate programme management arrangements will be in place to ensure it can be delivered within the approved budgets.
- 7.2 As the programme and projects are further refined, the financial implications will be considered in more detail and any future costs (capital and revenue) associated with the delivery of those projects will be considered in detail as part of further business cases and any decisions to proceed with those projects detail by Cabinet or Council, as appropriate.

Section 151 Officer comments

1st February 2022

There are no additional financial implication as a result of this report. Any proposed further expenditure arising from the current work will be the subject of future reports to members.

Matthew Tiller
Head of Finance (Deputy Section 151 Officer)

Human Resources Implications

- 7.3 The work to deliver and implement the Regeneration & Economy Strategy will be led by the Director of Regeneration & Place and Head of Regeneration, Economy and Assets. It will be delivered through a flexible resourcing strategy with a combination of in-house by officers and by ongoing consultant support and therefore costs will met by existing staffing budgets. Where additional specialist support or advice is required, the cost of this will be met within existing budgets or additional business cases will be prepared, as appropriate.

Information Governance Implications

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

Links to Shaping our Future Programme

- 7.5 The Regeneration & Economy Strategy aligns strongly to the Shaping Our Future Programme and will directly support the ambition to transform the Council into a modern, fit for purpose and forward-thinking Local Authority. Specifically, this strategy and the new proposed partnership model, will provide a framework to work with a wide range of stakeholders and partners to help deliver the ambitions, to support the delivery of our strategic priorities and to work towards both a sustainable Council and Borough.

Shaping our Future Lead comments

Date: 3rd February 2022

Shaping our Future Lead – no additional comments.

Kim Sawyer

Other resource implications

- 7.6 None.

8 Legal Implications

- 8.1 The adoption of the strategy itself does not have any significant legal implications, but as each initiative is brought forward for implementation any specific legal implications will be addressed in the appropriate reports. (James Paterson, 14th December 2021).

Monitoring Officer comments

The recommendations made in this report and the content which underpins them are consistent with the Council's ambitions under its Corporate Strategy.

Other than those appearing above, there are no current legal implications although these may arise and will need to be assessed as proposals develop

(Mark Watkins, Deputy Monitoring Officer 03.02.22)

9 Risks

- 9.1 No significant identified risks arising from this report. All risks will be considered and managed at detailed programme and project level.

10 Consultation

- 10.1 The Cabinet Lead for Regeneration and Estates, Executive Board and wider Cabinet have been consulted on the proposed approach.
- 10.2 Overview & Scrutiny Committee are due to be briefed on the paper as a pre-scrutiny item.
- 10.3 A wide range of key partners and stakeholders have also been consulted, including;
- Homes England
 - Hampshire County Council
 - Winchester City Council
 - Portsmouth City Council
 - East Hants District Council
 - Solent Local Enterprise Partnership (SLEP)
 - Havant Business Partnership
- 10.4 Moving forward, engagement and consultation will be important to ensure stakeholder buy-in and to get the best outcomes for the local community. As part of the borough wide regeneration programme, a bespoke engagement and consultation approach will be developed for each of the spatial priority areas. Engagement will be embedded in the new governance and working arrangements as the programmes of work develop.

11 Communication

- 11.1 Communications will remain an important feature of this programme of work and a variety of methods will be used to keep people updated and communicate key messages, including updates via the programme website

(www.havewithhavant.co.uk), social media channels and other methods as appropriate.

- 11.2 A Communications approach will be developed to support the delivery programme.

12 Appendices:

- Appendix 1 – Havant Regeneration & Economy Strategy (draft for endorsement)

13 Background Papers:

Cabinet decision related to approval to refresh the Regeneration Strategy
<https://hcsnew.files.wordpress.com/2021/08/havant-regeneration-programme-update-and-approval-of-next-steps.pdf>

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

Havant Borough Council Local Plan
<https://www.havant.gov.uk/local-plan>

Agreed and signed off by:

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S151 Officer: 01/02/22

Director: 19/01/22

Portfolio Holder: 19/01/22

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