



# CORPORATE STRATEGY 2022-2025

**Havant**  
BOROUGH COUNCIL

# 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 55km<sup>2</sup> 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.

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.<sup>1</sup></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.<sup>2</sup></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).<sup>3</sup></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).<sup>4</sup></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. <sup>5</sup>	<p>The Coastal team currently have several projects to progress towards clear strategy:</p> <ul style="list-style-type: none"> <li>• Hayling Island Coastal Management Strategy 2120</li> <li>• South Hayling Beach Management Plan</li> <li>• Langstone Coastal Defence Scheme</li> <li>• Implementing an annual maintenance programme of HBC coastal assets</li> </ul>
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		
Increase recycling rates across the borough and reduce contamination	<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.<sup>6</sup></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>
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>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.<sup>7</sup></p> <p>Havant borough currently has only three public electric vehicle charging points available for residents and visitors.<sup>8</sup></p> <p>National polling indicates that 44% of people are likely to switch to an all-electric vehicle in the next 10 years.<sup>9</sup></p>	Introduce a policy through the new Local Plan which will require new residential and commercial development to include EV charging points.

# 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	<p>25.4% of reception aged children are classed as overweight or obese.<sup>10</sup></p> <p>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.<sup>11</sup></p>	<p>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.</p> <p>Introduce CIL Spending Protocol which directs this funding towards HBC owned neighbourhood scale infrastructure assets.</p>
Defend HBC land from future traveller incursions	<p>2019 saw 16 unauthorised encampments gaining access to HBC owned land with enforcement costs of approximately £1500 per incident.</p>	<p>Funding allocation agreed, subject to availability within existing budgetary framework.</p> <p>Trees planted at Mengham and work underway to have bunds in place by end of financial year.</p> <p>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.</p>

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.<sup>12</sup></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).<sup>13</sup></p> <p>65.1% of adults are overweight or obese.<sup>14</sup></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.<sup>15</sup></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.<sup>16</sup> 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.<sup>17</sup></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.<sup>18</sup></p> <p>National figures indicate people are more likely to feel unsafe in their local area after dark, with 71% reporting this.<sup>19</sup></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)<sup>20</sup> 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.

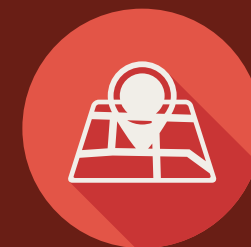
Priority	Evidence	Progress
Over the next six months		
Engage with the relevant groups to facilitate delivery of the Freeport Tax site at Dunsbury Park – including potential for a new skills and innovation centre for Leigh Park	Securing Freeport tax site status for Dunsbury Park will enable businesses 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. <sup>21</sup> 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.<sup>22</sup></p> <p>Births of new enterprises in Havant borough in 2020 was 595. This accounts for 9% of new births in Hampshire in 2020.<sup>23</sup></p> <p>The 5-year survival rate of newly born enterprises (665 businesses born in 2015) was 43.6%.<sup>24</sup></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>

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"> <li>Havant Town Centre 9.7%</li> <li>Waterlooville Town Centre 10.3%</li> <li>Emsworth District Centre 4.8%</li> <li>Leigh Park 25.9%.<sup>25</sup></li> </ul> <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 <sup>26</sup> 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"> <li>• Improving the employability of young people</li> <li>• Ensuring residents have the skills to succeed in work</li> <li>• Tackling poverty, exclusion by addressing barriers to employment.</li> </ul>	<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. <sup>27</sup>	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.

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. <sup>28</sup>	<p>Approve the new Regeneration &amp; Economy Strategy (March 2022) and identify priorities for delivery over the next few months, in particular around Hayling seafront and Havant town centre.</p> <p>Implementation plan to identify date for spades in the ground.</p>

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.<sup>29</sup></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.<sup>30</sup> Property issues to be explored and considered.</p>

Priority	Evidence	How?
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>Contributions allocated through CIL in Havant Borough include cycle improvement, Hambledon Road, Waterloo (€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>
Identify key priorities for Leigh Park regeneration	<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.<sup>31</sup></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"> <li>• Retail and recreation up 11% compared to baseline</li> <li>• Supermarket and pharmacy up 28%</li> <li>• Parks up 26%</li> <li>• Residential up 11%</li> <li>• Public transport down 25%</li> </ul>	<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.

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"> <li>• redesigning our services from a user standpoint</li> <li>• embracing new and emerging technologies, providing information on digital tools, technologies, processes, and their uses</li> <li>• the enabling of smart workstyles</li> <li>• setting targets to realign services to priorities and drive performance</li> </ul>

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 though 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>
Explore the use of Direct Debits for services and using the website for dealing with payments in one transaction	<p>Council tax direct debit take up in November 2021 in Havant borough was 80.98%.<sup>32</sup></p> <p>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>
Aim to create a 'paperless' council by issuing councillor IT and encouraging all staff to also go 'paperless'	<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.<sup>33</sup></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	<p>Havant Borough Council's net service expenditure in 21/22 was £13.6million.<sup>34</sup></p> <p>The council currently have net income from investment properties of £1.790 million from an investment portfolio valued at £33,151 million.<sup>35</sup></p>	<p>Introduce a pricing strategy for fees and charges</p> <p>Develop business cases for services identified for alternative models of delivery</p> <p>Actively managing the investment portfolio.</p>
Post-Covid strategy for the Havant Civic Plaza, consideration of options to maximise revenue from empty office space.	<p>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%.</p> <p>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.</p>	<p>Develop plans in line with One Public Estate objectives to secure improved partnership orientated use of the Plaza accommodation.</p> <p>Links to town centre regeneration plans and emerging priorities for Civic Plaza campus and wider public estate.</p>
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.	<p>The organisation currently holds Silver Award achieved in September 2021. Gold Award requires maintaining Silver in addition to:</p> <p>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</p>
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.<sup>36</sup> 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.

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. <sup>37</sup>	<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%). <sup>38</sup>	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	<p>Havant borough's ratio of median house price to median gross annual (residence based) earnings in 2020 is 9.48.<sup>39</sup></p> <p>As of May 2021, around 11% of households in Havant borough were in receipt of housing benefits.<sup>40</sup> This is one of the highest in Hampshire.</p> <p>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.<sup>41</sup></p>	<p>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.</p> <p>A consultant will be appointed to develop the report outlining creation of a Housing Company.</p>

Priority	Evidence	How?
Over the next financial year		
Reduce the reliance on Bed and Breakfasts for homeless residents	<p>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.</p> <p>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.<sup>42</sup></p>	<p>Completion and opening of Brent House (due for completion May 2021) which will result in reduction in B&amp;B costs with the provision of 29 units.</p> <p>Continued spend of the Homelessness Prevention Grant to reduced homelessness in the area (2021-22 grant of £582,431)</p>
Review of our Affordable Housing Policy	<p>As of May 2021, around 11% of households in Havant borough were in receipt of housing benefits.<sup>43</sup> This is one of the highest rates in Hampshire.</p> <p>Havant borough's ratio ranks 5th in Hampshire, meaning it is deemed in the upper end of unaffordability.</p>	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:

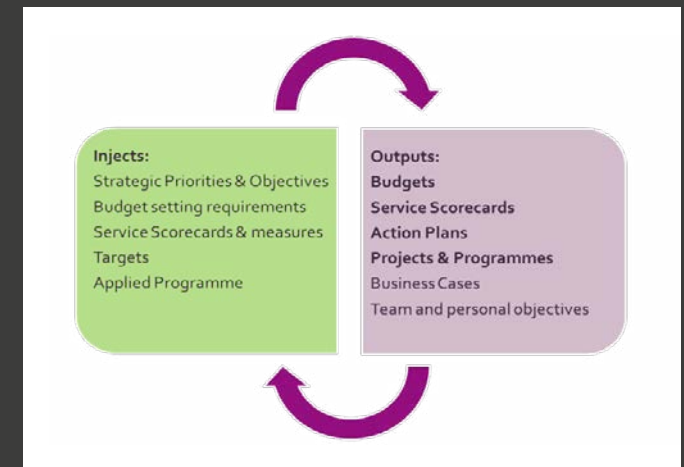
- **The customer and communities perspective**, which looks at what the customer experiences and the impact made for residents and communities.
- **The financial perspective**, which looks at the financial performance and sustainability of the organisation.
- **The internal process perspective**, which 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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