

DRAFT

Havant Borough Council Corporate Strategy



2022 - 2026

Havant
BOROUGH COUNCIL

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Introduction



Cllr Alex Rennie
Leader of Havant
Borough Council

I am proud to present this refreshed Corporate Strategy for Havant Borough Council.

At the start of 2022, we brought forward a fresh vision for the borough, reflecting the ambition of my Cabinet to make it a better place to live, work and visit. Much has changed in that time, including taking the decisive step to end our shared partnership with East Hampshire District Council, ensuring we place our residents first in all our decision making.

Significant events have also happened nationally, hugely changing the political and socioeconomic landscape, from the war in Ukraine to increased inflation impacting the costs of our everyday lives. We are also entering a new Carolean Age, following the passing away of our beloved Queen Elizabeth II, with a new Prime Minister in Liz Truss.

I am confident, though, that there will be fantastic opportunities emerging for the borough in the years ahead. The Solent Freeport has the potential to unlock thousands of high skilled jobs and I'm determined to make the government's efforts to level-up the whole country felt here in Havant by delivering on our ambitions for regeneration, healthier lives and skills.

This new strategy is therefore structured around three themes that will deliver tangible benefits to our communities in the borough:

WELLBEING

PRIDE IN PLACE

GROWTH

We have drawn clear links between the aspirations we have for the borough and the projects and initiatives that we will be delivering to work towards achieving our aims. Though we acknowledge we may not have direct influence on many aspects of our residents' lives, we are committed to working in collaboration with our partners in the public, private and charity sectors to make the borough a better place to live, work and visit.

We know we also need to focus on improving our core services, beginning with those that we know matter most to our residents. Delivering the aims in this strategy will take time and hard work, but I believe in the power of local government to make a positive difference to the lives of our communities.

It is my privilege to lead a team of dedicated staff and councillors at Havant Borough Council, who I know are as determined as I am to make the borough a place that we can all be proud to call home.

Our Vision

We see a future borough whose communities are economically and socially vibrant, which is made up of places where people and families want to live, work and enjoy, and whose residents are proud to champion and respect their natural surroundings.



Our Strategy

Our Strategy is made up of three themes:

WELLBEING

The health of our communities

PRIDE IN PLACE

Creating a great place to live, work and enjoy

GROWTH

Building our future

Each theme sets out our:

ASPIRATION:

describing the hopes and desires we have for the borough in the future, they stretch the possibilities and provide a challenge as high as possible

AIMS:

outlining what we as a Council aim to do to work towards realising those aspirations

PROJECTS:

the items of work that will be taken forward to deliver our aims which should in turn work towards delivering our aspiration

BENEFITS:

how we will measure success and ensure we are delivering the right outcomes for our communities

Engaging with our communities and stakeholders

An underpinning principle of delivering the priorities in the corporate strategy is to engage and work with our communities and stakeholders who can influence and shape their local areas in which they live and work. This will be done through continued engagement with our communities and stakeholders to understand changing needs, priorities, and challenges that they face. This builds resilient and empowered communities who are effectively informed, engaged and involved in defining and designing local priorities, front-line services and informing council decision-making in areas that impact their lives.

People First

What we want to achieve - **WELLBEING** - the health of our communities

ASPIRATION

Our residents, both young and old, have the opportunity to live healthy and active lives. We work with our residents and businesses to ensure that everyone has an opportunity to help shape their community.

AIMS

We will enable quality spaces for children to play in all areas of the borough

We will continue to provide access to health, fitness, leisure and cultural facilities (including open spaces) across the borough

We will enable and deliver interventions to prevent homelessness and rough sleeping

We will look to engage residents and community groups on important matters to inform decision making

We will look to enable and deliver safety initiatives and preventative mechanisms so our communities feel safe

We will support schemes that encourage walking and cycling, the use of public transport and the use of electric vehicles

We will deliver support mechanisms / initiatives to help our residents such as the distribution of grant schemes, and where necessary support specific groups, e.g. former members of the armed forces

PROJECTS

Continued delivery of improvements to our play parks to maintain and enhance play provision within the borough

Delivery of action plan and full Housing Service Review to improve our housing service

Delivering additional temporary accommodation within the Borough to improve outcomes for residents and reduce costs

Maintaining and improving open spaces: prevention of unlawful encampments and looking at opportunities to provide park gyms, whilst improving the natural environment

Providing good leisure and cultural facilities: working closely with our partners to improve leisure offering at Havant Leisure Centre and Waterlooville Leisure Centre, and our cultural offering through The Spring and other partners

Developing a leisure strategy for the whole of the borough

Developing a partnership board aiming to work with sports clubs and community associations to ensure benefits can be delivered to residents both young and old

Continuing to deliver projects (alongside our partners) that improve our infrastructure, and help to contribute to our climate change agenda, in particular walking and cycling, high quality bus routes and electric vehicle charging points

Utilising funding and working with other authorities to deliver education on health and safety: focus on tackling Violence against Women and Girls (VAWG)

Relaunch of Residents' Survey to gather evidence for designing service provision

Delivery of support grants where necessary (cost of living crisis, energy initiatives), ensuring the council is able to deploy grants schemes in the coming months in a timely manner

Continuing to support the Armed Forces Covenant, and initiate other projects where needed for specific groups

BENEFITS

Reduction in homelessness

Increased activity among adults and children

Decrease in obesity within adult and child population

Reduction in anti-social behaviour

Increase in engagement with local democracy and decision making

Improved perception of place

Increased use of walking, cycling and public transport



People First

What we want to achieve - **PRIDE IN PLACE** - creating a great place to live, work and enjoy

ASPIRATION

We are proud of our place which is clean, safe and welcoming to our residents, businesses and visitors. Our communities are safe from coastal erosion and flooding, with our coastlines and habitats being high in biodiversity. Waste from our borough is managed efficiently and effectively and our borough's carbon emissions will be net zero by 2050.

AIMS

We will work closely with partners to drive improvements in our areas relating to communities, safety and place

We will facilitate the delivery of and improve the quality of our affordable housing

We will maintain and enhance our coastline and harbours for wildlife and continue to deliver projects to protect our coastline

We will improve our public spaces in particular our seafront, towns and village centres across the borough

We will aim to take measures to promote and embed environmental matters and consider environmental impacts in all our decisions to help tackle climate change

We will enable interventions to ensure waste going to landfill is genuine and will aim for continuous improvement in recycling rates

PROJECTS

Designing and implementing new prevention enforcement service approach focusing on triage and early intervention to improve the quality of place across the borough and address long standing issues and where necessary consider CCTV installation to improve safety

Delivery of our Local Plan to ensure sustainable development going forward

Continuing to deliver our coastal projects:

- Langstone Flood and Coastal Erosion Scheme
- Hayling Island Beach management activities
- Hayling Island Coastal Strategy
- Hayling Billy Line enhancement and protection
- Broadmarsh Coastal Landfill protection

Building on the improvements made at Hayling Seafront, utilising the Hayling Seafront Masterplan, to make it a destination place

Utilising support from the High Street Task Force at Havant town centre and Waterlooville town centre, and continuing to implement initiatives to support thriving town and village centres

Delivery of an action plan to formulate a housing company, or other measures that accelerate the provision of good quality homes

Delivery of our Climate Change Environmental Action Plan including supporting delivery of environmental grant initiatives such as the Sustainable Warmth Fund

Implementing our Biodiversity Strategy and other schemes, e.g. tree planting and nutrient neutrality, to further enhance our Borough and contribute to our climate change agenda

Reviewing our recycling and waste disposal offering, incorporating new requirements from the Environment Bill and improving our garden waste collection service

BENEFITS

Reduction in carbon emissions across the borough including in council operations

Improved biodiversity and provision of green space across the borough

Increase in available affordable homes

Improvement in recycling rates and reduction in contamination rates

Improved cleanliness and safety of public spaces

Reduction in fly tipping

Improved perceptions of place - reputation as a 'place people want to be'

High Streets that residents are proud to visit



People First

What we want to achieve - **GROWTH** - building our future

ASPIRATION

Our residents have opportunities for jobs across the borough that suit their skills. Our local economy is growing and opportunities to modernise infrastructure to support the changing needs of our residents and businesses are fully explored.

AIMS

We will produce a Local Plan which will deliver sustainable development for our residents and businesses

We will aim to enable and facilitate regeneration in our borough utilising all funding opportunities

We will be open for business to developers, landowners and partners who share our aspirations for highly sustainable development alongside employment opportunities and leisure provision

We will help to facilitate opportunities for bringing new jobs and employment to the area, in particular for our young people, and improving the skills of the workforce

PROJECTS

Deliver the Local Plan starting with our consultation on Building a Better Future Plan

Deliver the business case for the Skills and Innovation centre, deliver Link-up Leigh Park and the Youth Hub at Leigh Park

Progress the bid opportunities for the Levelling Up Fund, UK Shared Prosperity Fund, Parks Fund and Brownfield Release Fund, and continue to bid for future funding streams

Deliver regeneration projects across the Borough in line with our agreed strategy

Finalise the Freeports Projects business case and delivery of project pipeline for investment of retained business rates

Continue to facilitate the Havant Business Partnership, and deliver projects where the council's leadership can accelerate the delivery of sustainable homes, employment zones, leisure provision and better public open spaces

New pedestrian bridge at Warblington railway station

Utilise the Community Infrastructure Levy to ensure that it delivers the required improvements to the borough

BENEFITS

Increased investment in the borough, stimulating the local economy

Improved job opportunities; decreased rates of unemployment and underemployment

Increased sustainability of new developments



People First

What we want to achieve - **GROWTH** - building our future

ASPIRATION

Our council will strive to improve our services and modernise. We will engage and work closely with our partners to reduce barriers, unnecessary interventions and enable growth.

AIMS

We will create a responsive council: improving our customer services and all the services we deliver

We will become a digital council by implementing in full our Digital Strategy

We will aim to maximise our relationships with our partners to help improve the area for our residents and businesses

We will aim to lead our Borough by example in the fight against climate change by reducing our carbon emissions, increasing use of green energy, and improving our buildings and infrastructure

PROJECTS

Review our approach to:

- Customer care, complaints management between HBC, Capita and Norse and implement an improved customer journey
- Environmental Health services ensuring we provide a responsive, frontline service focusing on complex cases as a result of effective triage
- Property Asset Management and maximising our returns through either maintenance, disposal or transfer
- The use of the Plaza including our workstyles and facilities available
- Outsourcing our services, and set in place strategies for the delivery of services currently provided by Capita and Norse SE as contracts expire

Review of governance arrangements for Coastal Partnership to ensure service is fit for the future and maximises opportunities for growth

Grow the selling of our services to other public authorities, thereby generating income and providing increased opportunities for our staff

Achieve sign off for the revised Digital Road-Map for the Council and progress the implementation, including a refresh of the Digital Strategy.

Review approach to partnership working across the Borough to improve strategic outcomes, outsourcing services where they add value and working with LEP, Police, Sports and Physical Alliance, ICS, County and Local Partnership Board

BENEFITS

Council services that are fit for purpose and fit for the future, while remaining cost-effective

Increase in income from assets and selling services

Improved digital infrastructure

Reduction in carbon emissions across the borough including in council operations



One Borough

What makes us unique

Connected. Coastal. Capable. The borough of Havant offers great connectivity and capability, providing high tech expertise at one end of the spectrum and a world-class coastline on the other.

The borough has a rich and varied history. With Havant famed for its parchment making in the past (and ably provided with crystal-clear water from local springs to produce it), the borough over time has changed and adapted to meet societal need. Hayling Island and its world-class coastline led to the invention of windsurfing, and its beaches were used to prepare for D-Day. Waterlooville was named after victorious soldiers from the Battle of Waterloo who settled there upon their return to home soil. To the east lies Emsworth – a proud coastal town once famed for its oysters and steeped in its own history.

With the Solent coastline on the doorstep, and the South Downs to the north of the town, Havant offers a unique quality-of-life experience. The borough's coastline provides a rich and diverse resource for people to enjoy, savour and benefit from. To the north, the South Downs National Park offers rolling chalk hills and established woodland.

With its origins as a junction of Roman roads, and still supplied with excellent transport links today, the borough will play an important role in the emerging Solent Freeport with exciting opportunities ahead for trade and investment. Its diverse history of manufacturing and industry, from traditional crafts like glove making and brewing to contemporary household names like Kenwood, Scalextric and IBM means Havant borough is ideally placed to support innovation and growth in the 21st century.

The borough of Havant is more than the sum of its parts. With genuine character, it offers considerable opportunity and quality of life in equal measure. Ever changing, ever relevant, the borough has an exciting future as well as an established history.



Waterlooville

Cowplain – believed to have been named after an inn called the Spotted Cow which appears on a map dated 1867

Purbrook – its name is a corruption of the Saxon words Pucan broc, which means the brook of the water spirit

Widley – members of Charles Dickens' family are buried here

Waterlooville – named after victorious soldiers from the Battle of Waterloo

Hayling Island

South Hayling – local resident Peter Chilvers is widely credited as inventing the windsurfer here in the 1950s

Northney – the daughter of a Russian tsar is buried in the graveyard here

Mengham – the churchyard is supposedly the location of a tunnel entrance, disguised as a grave, which smugglers used to transport stolen goods



Leigh Park

Home of the Scalextric factory in the 20th century

Havant

Bedhampton – home to 'displaced persons' from the Baltic states who settled here after World War II

Warblington – the ruins of the 16th century Warblington Castle, which was destroyed by the Parliamentarians during the Civil War, can still be seen today

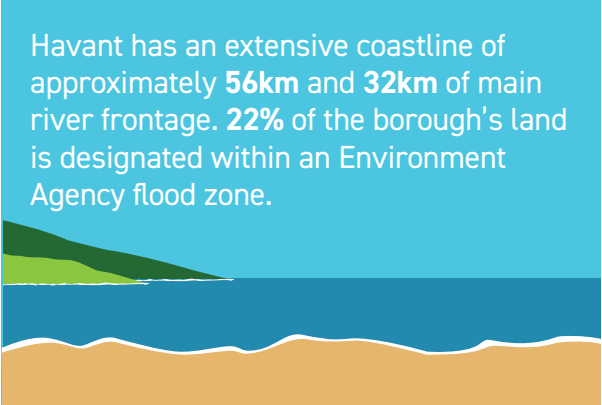
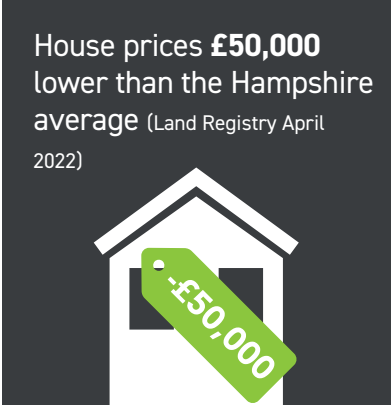
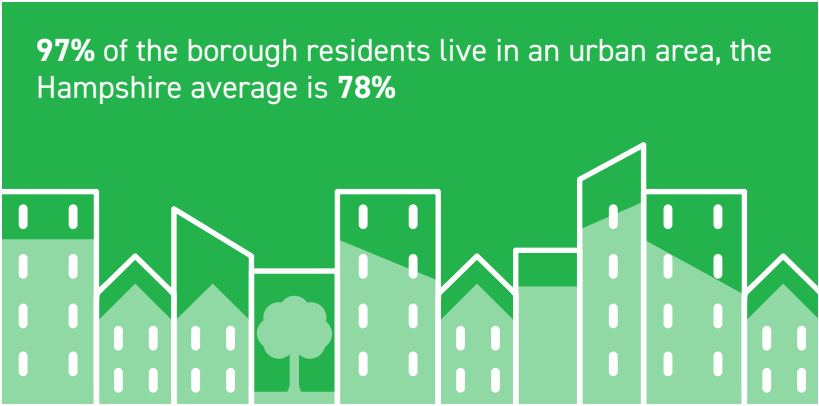
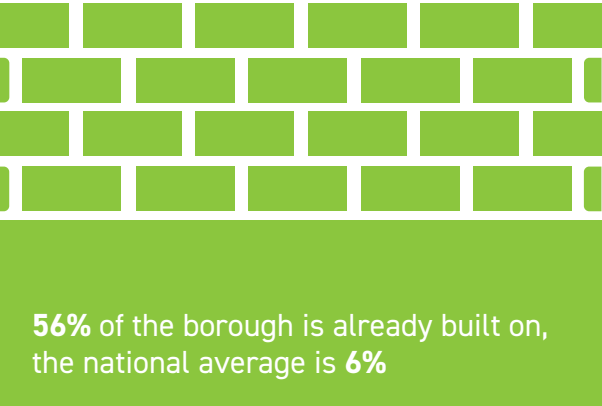
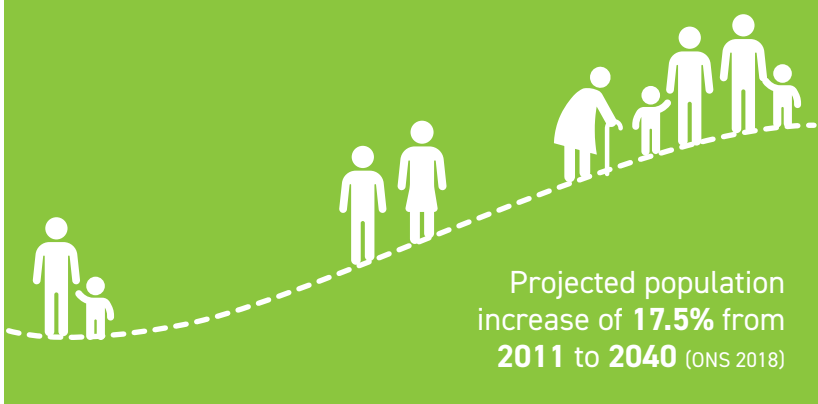
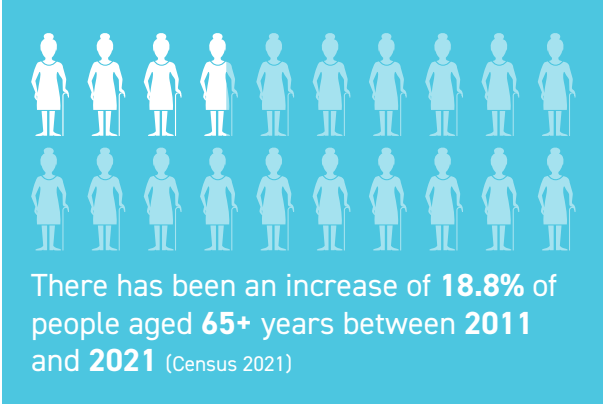
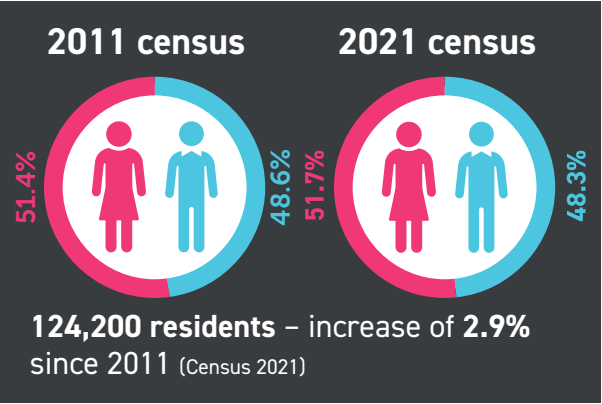
Langstone – site of a historic causeway linking the mainland to Hayling Island

Havant – famed for its parchment making

Emsworth

Historic industries included shipbuilding, oyster fishing and rope making

Our profile: achievements and challenges



Havant is the most deprived district in Hampshire with around one third of Lower Super Output Areas (LSOAs) in the top **20%** of most deprived nationally. (IMD 2019)



The key driver of deprivation in Havant is access to education, skills and training. (ONS annual pop survey 2020)



Overall crime in Havant is **4.6%** higher than the Hampshire rate (crimeraite.co.uk)



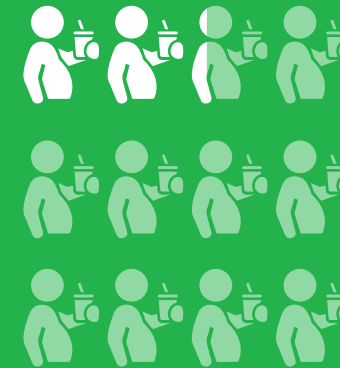
Life expectancy overall is similar to the England average, but with marked variation across the Borough.

(Hampshire CC JSNA 2020)



Percentage of adults (18+) in Havant classified as overweight or obese **63.9%**

(PHE Fingertips 20/21)



Prevalence of obesity in year 6 children **20.6%**

(PHE Fingertips 19/20)



Havant job density (jobs per resident aged 16-64) is **0.67**, This is lower than the national average **0.84**

(ONS Job Density 2020)



The number of jobs available is concentrated in areas (over **1,000** jobs available) around Havant Town Centre, Langstone Technology Park, New Lane industrial area and Waterlooville district centre (Employment by LSOA 2018)

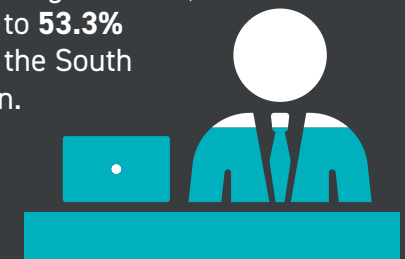
41.9% of Havant residents have a NVQ4+ or equivalent qualification, compared to **45.1%** in the South East region

(ONS Annual population survey 2021)



40.5% of jobs within Havant are classed as "high skilled", compared to **53.3%** of roles in the South East region.

(ONS Annual population survey 2021)



What are we best at?

Our Coastal Partners is an innovative partnership of five councils working together on coastal issues across 246km of Hampshire coastline. Formed in 2012, Coastal Partners recently won in the Coastal Management category at the Flood & Coastal Excellence Awards 2022 for a scheme which centred on the 'Ecoformliner' as a leading example in environmentally focused flood defences.

Our planning team has received national acclaim, winning the natural environment category in the prestigious Planning Awards. The council won the award for 'Planning in the natural environment' for its visionary work with the Warblington Farm nature reserve and its nutrient mitigation strategy which has enabled sustainable development to continue in the borough.

Havant Borough Council continues to retain its Blue Flag Status for its beach known locally as Beachlands Central, Hayling Island. Blue Flag is an international award managed by Keep Britain Tidy on behalf of the Foundation for Environmental Education. It is only presented to well managed beaches with excellent water quality, environmental education programmes and good facilities.



One Team

MISSION

We provide excellence to our residents, businesses and communities, working with our partners for a Havant we are proud of.

PURPOSE

To give a voice to residents and business through democratic elections; developing strategies and policies to help improve the lives of residents; responsible for planning the development of our area; allocating housing, recreation and leisure opportunities, protecting and enhancing the natural environment and our coastline, protecting public health, licensing and waste collection, local taxation and election services for local and national elections; whilst ensuring we operate within our legal and regulatory obligations and deliver value for money for local tax payers

SERVICES

Through all our themes we will seek to improve the services we deliver and this will be achieved through a targeted list of projects such as improvements to customer services, our regulatory services and our housing service. We will ensure that Council services are fit for purpose and fit for the future, while remaining cost effective.

VALUES

Our Council employs over 200 people. We come to work to make a difference to our community. We are professionals who are either residents or have chosen to make Havant Council our place of work.

We are part of the general community. Working for Havant Borough Council enables us to make a contribution to supporting others and together we create a great place to work.

We have values that enable us to succeed in serving the community.

- **Agile**
- **(H)avant-garde and solution focused**
- **Performance driven**
- **Leadership**
- **Collaborative**

One Team

THE BEHAVIOURS OF OUR COUNCIL

Our behaviours are driven by our values and reflect who we are as a Council

- We are **ambassadors**; we develop strong, productive relationships and communicate positively as the guardians of the reputation of the Council
- We are **accountable and responsible**; to ensure the council provides the best possible service to its residents, businesses and visitors
- We **aspire**; we look for opportunities to improve and grow and my council invests in me and offers those opportunities
- We are **inspired**; we are proud of the whole borough
- We are **ambitious**; we want more for the borough and strive for the highest levels of delivery and performance
- We are **creative**; we think about new solutions to old problems, look to be lean in process and welcome opportunities, challenge and scrutiny.

