

Havant Borough Council Corporate Strategy



2024-2028

Havant
BOROUGH COUNCIL

Contents

1

Introduction from Leader of Havant Borough Council . . . page 3

2

Our vision for the borough page 4

3

About this strategy page 5

4

Our priorities and supporting evidence

a. Wellbeing page 6

b. Pride in place page 9

c. Growth page 12

d. A responsive council page 14

5

Our values page 16



Introduction from Leader of Havant Borough Council



Cllr Phil Munday
Leader of Havant Borough Council

My colleagues and I are proud to share with you our new corporate strategy for Havant Borough Council. We've taken the time since the election to understand both the opportunities and challenges facing our borough and produce a strategy that will drive and inform our work to deliver on our shared ambitions for Havant.

Residents made it clear at the ballot box in May 2024 that they wanted to see change. While each party campaigned on different issues, there are many areas of commonality that matter to us all. Health inequalities, housing, the environment, access to jobs and education and feeling safe are important to every one of us and they are the areas in which we are determined to make a positive difference.

One of our first tasks is to develop a Local Plan which delivers the housing and infrastructure that the borough desperately needs, giving priority to brownfield sites and respecting our precious natural environment. The new government's plans to increase affordable housing stock and reduce homelessness reflect our own, and we will work locally, regionally and nationally to ensure Havant is developed in the right way for residents and the environment.

We will build resilience across our borough to our changing environment by improving biodiversity, reducing our carbon footprint and the risk of flooding to make Havant a more beautiful place to live and work. Where we can take direct action, we will, and where we can't, we will be your voice, advocating for you and holding others to account. Restoring pride in place in our towns and communities through making them safer, cleaner and more prosperous is a shared ambition for all of us.

The initiatives within this strategy are grouped under three central themes: Wellbeing, Pride in Place, and Growth. Each decision, development, policy and process will be checked against these critical criteria to ensure it offers direct improvements and benefits to those who live in, work in, and visit our borough.

There is a fourth theme in this strategy though, that will underpin everything we do, and that is for us to be a responsive council. When I became Leader, I pledged that this coalition will be completely open and transparent in its processes, its decisions, its successes and its challenges going forward. We will communicate and engage more, listen actively and respond to your ideas and feedback. There will be debate, and there will inevitably be disagreement at times, but it will be healthy and respectful, and we will make ourselves accountable to you.

These are challenging times - locally, regionally and nationally - but we will work hard on your behalf to deliver the positive changes that this borough wants and deserves.

Our vision for the borough

We want to see a future borough...



**Whose communities
are resilient and
economically and socially
vibrant**

**Which is made up of
places that people and
families want to live,
work and enjoy**



**Whose residents are
proud to champion and
respect their natural
surroundings**

About this strategy

Our strategy is made up of three themes focusing on the outcomes we want for Havant borough.

These three themes are all underpinned by an additional theme which covers how we will improve our services in order to deliver these.

Wellbeing

Pride in Place

Growth

A responsive council

Each theme, and the priorities within, have been developed using relevant evidence taken from our residents survey and national data sets. This will ensure we are delivering what our residents want to see in the borough and what they want from us as a council.

In the rest of this strategy, we have set out the following for each theme:

Aspiration – set out what we want to achieve in order to realise our vision for our borough

Initiatives – the items of work which will be taken forward to achieve our aspiration

Impact – how we will measure whether we have achieved what we set out to do



Wellbeing

What does wellbeing mean? We want our residents to be able to live active, healthy lives. We want to support our communities to be resilient, which will enable them to help each other.

We know that housing is a key factor in determining health and wellbeing. Everyone deserves the right to live in a safe, good quality home, and we want to address long-standing issues with housing availability and quality in the borough.

The borough has **53,292** homes



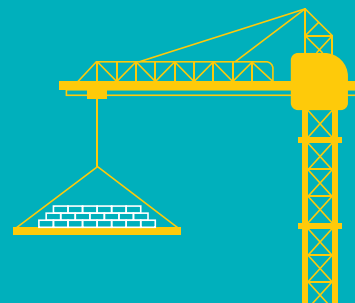
39% are owned outright, 31% rented and 30% are mortgaged



Only 1.2% of homes in the borough are vacant



New local homes are being built, with 508 new homes in 2022/23 alone



The number one priority and concern for residents is quality/access to health services



Local house prices are over 10 times average annual income

Since lockdown, emergency housing need has risen significantly



Up to 150 households a month are at risk of – or become – homeless



ASPIRATION

Our aspiration is to:

Support people experiencing or threatened with homelessness and rough sleeping so that they can achieve stable housing solutions, ensuring suitability for residents and cost effectiveness for the council

Encourage and enable the provision of social rent accommodation and affordable housing in the borough

Support residents to pursue/achieve active wellbeing

INITIATIVE

To achieve this we will:

Continue to review and expand our provision of temporary accommodation

Explore options for social housing provision and implement the preferred option

Develop and deliver the Local Plan, including prioritisation of affordable housing

Develop and publish an Active Wellbeing Strategy

Review leisure and arts provision in the borough

Continue to refurbish and maintain council owned play parks

Review our allotment provision

IMPACT

This will lead to:

Reduction in number of people rough sleeping
Suitable accommodation provided for families and vulnerable people (for example, no families staying in B&B accommodation for more than 6 weeks)

Increased supply of social rent units in the borough (measured by number of units delivered)

Increased supply of affordable housing in the borough (measured by number of units delivered)

Reduction in number of people on waiting lists for social housing

Improvement in housing affordability ratio in the borough

Endorsement from our partners and improved partnership working to shape health and wellbeing services in the area

Increased sign up and attendance for activities

Increased activity levels in adults and children

Reduction in obesity and obesity related health conditions

Increased activity levels in children

Increased satisfaction with play parks (measured by residents survey)

Improvement in availability and use of allotments

Increased satisfaction with allotment service (measured by residents survey)

Deliver support mechanisms for residents such as grant schemes and advice provision

Promote retrofitting schemes for homes and households in the borough

Improvement in energy efficiency of homes in the borough (measured by EPC ratings)



Pride in place

We know that when people are proud of where they live, it improves their personal wellbeing and motivates them to help protect and improve their local area. We want to keep our streets clean and safe, to celebrate the unique natural features and heritage of our area, and to safeguard it for future generations.

We want to make the borough a place that residents can be proud of and that visitors want to spend time in.

Waste and recycling the most valued service by residents, followed by garden waste



Feeling safe
2nd top priority
for residents

Litter and fly-tipping
joint 3rd top concern
for residents



Vandalism, graffiti
and other deliberate
damage joint 4th top
concern for residents



Clean streets 5th top priority for residents



Coastal services ranked as joint 6th most valued service Havant Borough Council provides



Protecting the environment 7th top priority for residents



80% of residents are satisfied with the area as a place to live



ASPIRATION

Our aspiration is to:

Build resilience across our borough to our changing environment by improving our open and green spaces, to ensure they can be enjoyed by future generations

Support and champion the regeneration of our town centres

INITIATIVE

To achieve this we will:

Enable improvements to our open spaces

Enable improvements to Hayling Island Seafront, to make it a destination place

Enable improvements to Waterlooville town centre

Enable improvements to Leigh Park town centre

Enable improvements to Havant town centre

IMPACT

This will lead to:

Increased biodiversity

Increased tree cover

Reduced number of unauthorised encampments

Improvement in perception of local area via residents survey

Improvement in safety and quality of beach-front amenities

Increased footfall

Improvement in perception of local area via residents survey

Increased footfall

Decreased shop unit vacancy rates

Reduction in crime and anti-social behaviour

Act to protect the environmental quality in the borough

Lobby water companies to maintain higher standards to avoid pollution

Consider air quality and noise monitoring in high risk areas

Implement improvements to our prevention and enforcement service to ensure issues such as fly tipping can be addressed effectively

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

Investigate options to increase awareness of beach and coastal water quality

Improvement in water quality

Improvement in air quality

Increased number of enforcement actions (such as fines issued)

Reduction in fly tipping

Improvement in recycling rates

Decreased levels of contamination in recycling

Improvement in safety and quality of beach-front amenities

Continue to deliver coastal protection and management schemes to help keep our communities safe and reduce the risk of flooding

Deliver our coastal defence schemes including:

- Broadmarsh coastal defence scheme;
- Langstone coastal defence scheme; and
- Hayling Island Beach Management scheme

Reduction in flood and erosion risk



Growth

We want to see a borough which is thriving and able to adapt for the future, with a Local Plan that gives priority to brownfield sites and infrastructure needs for our borough. We want to support our borough (both residents and businesses) to reduce our carbon footprint whilst helping to create opportunities for our young people in education, skills and training.

Quality and access to education, training and skills ranked 9th top priority for residents



Unemployment rate as of March 2024 was at 4.6%

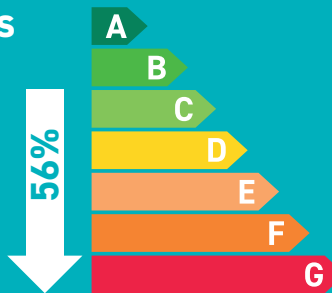


13% of those living in Havant report cycling at least once per month.



10.6% of households in the borough have received assistance with energy efficiency measures

56% of households in the borough have a EPC rating lower than C



There were 485 new enterprises in the borough in 2022



Air quality within the borough is generally good with some areas likely to be enjoying excellent air quality



ASPIRATION

Our aspiration is to:

Enable and support employment opportunities and local business growth

Enable sustainable development and to support infrastructure improvements in our borough

Support our residents and businesses to reduce greenhouse gas emissions

INITIATIVE

To achieve this we will:

Provide employment and support opportunities to young people via the Youth Hub

Support local businesses with insight, advice and training opportunities

Development and delivery of Local Plan, including prioritisation of brownfield sites for development

Review cemetery provision

Support travel schemes that promote active travel, encourage use of public transport and use of lower carbon vehicles

Promote retrofitting schemes to help improve energy efficiency of homes

Support local businesses to develop green jobs and acquire 'green skills' such as, installing lower-carbon home improvements

Develop and adopt a Climate and Environment Strategy, with supporting action plan

IMPACT

This will lead to:

Decreased unemployment rate

Increased uptake of apprenticeships and other training opportunities

Increased number of new businesses

Increased survival rate of businesses

Reduction in traffic

Improvement in air quality

Reduction in carbon emissions

Increased levels of physical activity

Reduction in carbon emissions in the borough and at the Council

Increased biodiversity

Increased resilience to mitigate impacts of climate change (e.g. flood risk reduction schemes)

Endorsement from our partners and improved partnership working to shape action to mitigate climate change in the area

A responsive council

To deliver the other themes of Wellbeing, Pride in Place and Growth, we will improve how we serve our communities, making sure that we maximise opportunities to inform and engage with residents.

54% of residents trust Havant Borough Council



32% of residents feel Havant Borough Council provides value for money



48% of residents feel informed about the services and benefits Havant Borough Council provides



37% of residents feel Havant Borough Council acts on the concerns of local residents



58% of residents are satisfied with the way Havant Borough Council runs things

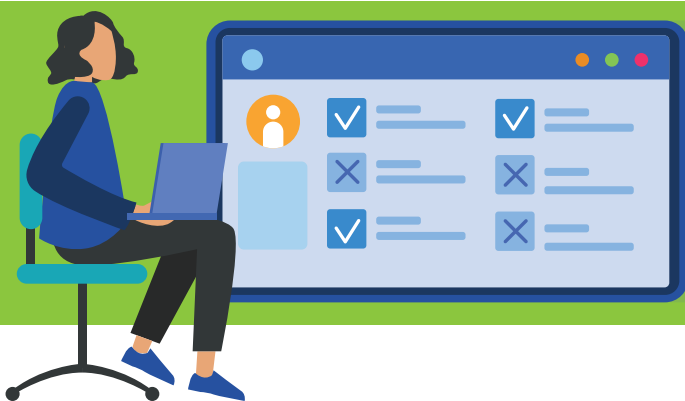


32% of residents feel Havant Borough Council is open and transparent

40% of residents feel Havant Borough Council is helpful when you contact it



22% of residents feel Havant Borough Council involves them in the decisions the council makes about their local area



ASPIRATION

Our aspiration is to:

Improve communication channels ensuring we maximise opportunities to inform and engage with residents and stakeholders

Ensure our services deliver the best outcomes for residents and provide value for money to ensure financial sustainability of the council and residents are able to self-serve digitally, where appropriate

INITIATIVE

To achieve this we will:

Deliver our consultation and engagement mechanisms as well as encouraging the development of Residents Associations

Review and deliver a refreshed approach to communicating with residents, businesses and the community so they feel well informed

Develop stronger relationships with other councils and stakeholders

Continue to implement customer-led improvements to our processes and ways of working

Review our investment portfolio and income generation across the organisation

Review our external contractors

Continue to implement improvements in digital technology for easier and more convenient resident and business access to services

IMPACT

This will lead to:

Increased participation in consultation

Improvement in perception of the council (measured by residents survey)

Increased number of followers and views on social media platforms

Increased representation on and participation in boards, working groups and other vehicles for partnership working

Improvement in quality of service delivery (measured by KPIs)

Decreased number of complaints

Strong financial position for the council (as measured by internal and external audits)

Maintained or increased levels of income and reserves to ensure financial sustainability of the council

Improvement in contract service performance (measured by KPIs)

Improvement in financial sustainability of council

Improved satisfaction with council services (measured by the residents survey)

Increased number of website users and views

Increased number of followers and views on social media platforms

We will apply good governance and transparency in all our working and decision making

Review our processes and procedures

Improvement in results of internal and external audit reports

Improvement in perception of trust (measured by the residents survey)

Decreased number of complaints

Our values

Our council employs over 250 people and has 36 elected councillors. We come to work to make a difference to our community and together we create a great place to work.

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

Ambitious

Accountable

Collaborative

Agile

H'avant Garde

Ambitious – we want to be the best for our borough, our communities and partners. We are performance driven.

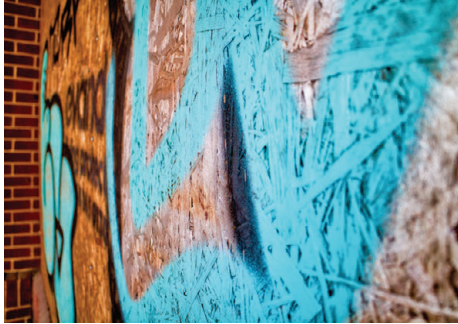
Accountable – we take personal responsibility for our decisions, we are one team.

Collaborative – we develop strong, productive relationships.

Agile – we are responsive to change; we evolve our ways of working.

H'avant Garde – we are solutions focused, and we learn continuously.

Growth



Pride In Place



A responsive council

