

HOUSING STRATEGY 2024-2029

*To create a Local Housing Strategy the
community can be proud of*

CONTENTS

1	EXECUTIVE SUMMARY	2
2	SUMMARY OF OUR AIMS	11
2.1	Aim 1	11
2.2	Aim 2	12
2.3	Aim 3	14
2.4	Aim 4	15
3	HOUSING NEEDS ANALYSIS: A SUMMARY OF KEY TABLES	17
4	STRATEGIC OBJECTIVES AND ACTIONS FOR ACHIEVING EACH AIM INCLUDING ROLE OF PARTNERS	22
4.1	AIM 1: Preventing Homelessness and helping those who are homeless to move on to stable housing solutions	22
4.2	AIM 2: Increasing the supply of housing, including affordable housing	25
4.3	AIM 3: Helping Housing choices to enable independence	27
4.4	AIM 4: Improving the quality of rented Housing stock	28
5	KEY STAKE HOLDERS	31
6	HOUSING STRATEGY CONSULTATION	32
6.1	Strategy Aims and Actions	32
6.2	Demographic Comparisons	32
6.3	Views from those who disagreed with the aims and actions	32
6.4	Ranking of aims	32
6.5	Ranking of aims – demographic comparisons.	33
6.6	Further comments	33
6.7	Other stakeholder responses	33
7	RESOURCES AND LEVERAGE	34
7.1	Housing:	34
7.2	Planning:	34
7.3	Regeneration:	34
7.4	Private Sector Housing:	35
8	GOVERNANCE AND MONITORING DELIVERY OF STRATEGY	35
9	IMPLEMENTATION	36
10	NEXT STEPS	36

1 EXECUTIVE SUMMARY

With a population of some 125,000 people, living in circa 56,000 homes, Havant Borough is located between the Solent coastline and the South Downs close to major transport links and public transport providing access to London, the south coast, and the European mainland by ferry from nearby Portsmouth.

The Borough includes Bedhampton, Cowplain, Emsworth, Hayling Island, Leigh Park, Purbrook, Waterlooville and Widley. The Borough covers much of the semi-urban area in the southeast of Hampshire, between the city of Portsmouth and the West Sussex border. It is a mix of urban and rural areas with green open spaces alongside contemporary housing developments and traditional market towns.

The Havant and Waterloo Urban District was reconstituted as a non-metropolitan district named just Havant by the Local Government Act 1972 on 1 April 1974. No successor parish was formed and so the area became an unparished area. The district was granted Borough status as part of the 1974 reforms, allowing the chair of the council to take the title of Mayor.

Havant Borough Council has a published Corporate Strategy and is committed to addressing Wellbeing (the health of our communities), Pride in Place (creating a great place to live, work and enjoy) and Growth (building our future).

Whilst the Council transferred its own housing stock to Hermitage Housing (now the Guinness Trust) in 1994, as the housing authority for the borough, it retains a vital role in delivering local and national housing policy and ensuring sufficient homes for, all especially the most vulnerable. In this way the Council has delivered many significant positive housing outcomes including securing housing delivery that directly responds to housing need, supporting people to access this housing and helping to raise standards in terms of the condition and management of existing homes.

Despite this, and in line with other parts of the Country, the Borough still lacks sufficient suitable homes, some of these homes are unaffordable and others are unsuitable. In this context, the Council's Housing Strategy 2024 – 2029 for the borough identifies the following four key aims:

- Preventing Homelessness and helping those who are homeless to move on to stable housing solutions.
- Increasing the supply of housing, including affordable housing
- Helping Housing choices to enable independence.
- Improving the quality of rented Housing stock

These Objectives will underpin our approach to tackling some of the ongoing housing issues that the Council faces within the Borough to ensure that access to suitable housing becomes an achievable goal for all our residents.

We asked people from Havant Borough to indicate those aims that they wished to support. These are repeated below with the percentage of respondents who agree with each aim. Consultation was seen as crucial to ensuring that the needs and views of our communities

are fully taken into account when preparing this strategy, and also allows residents, partners and stakeholders the opportunity to shape and influence the final document.

Aim 1 – Preventing homelessness – 76% of respondents agreed with this aim

Aim 2 – Increase supply of housing – 76% of respondents agreed with this aim

Aim 3 – Helping housing choices – 84% of respondents agreed with this aim

Aim 4 – Improving rented housing – 87% of respondents agreed with this aim

There was high support for all of the aims of the strategy. We also asked people to rank their aims and the results are as follows:

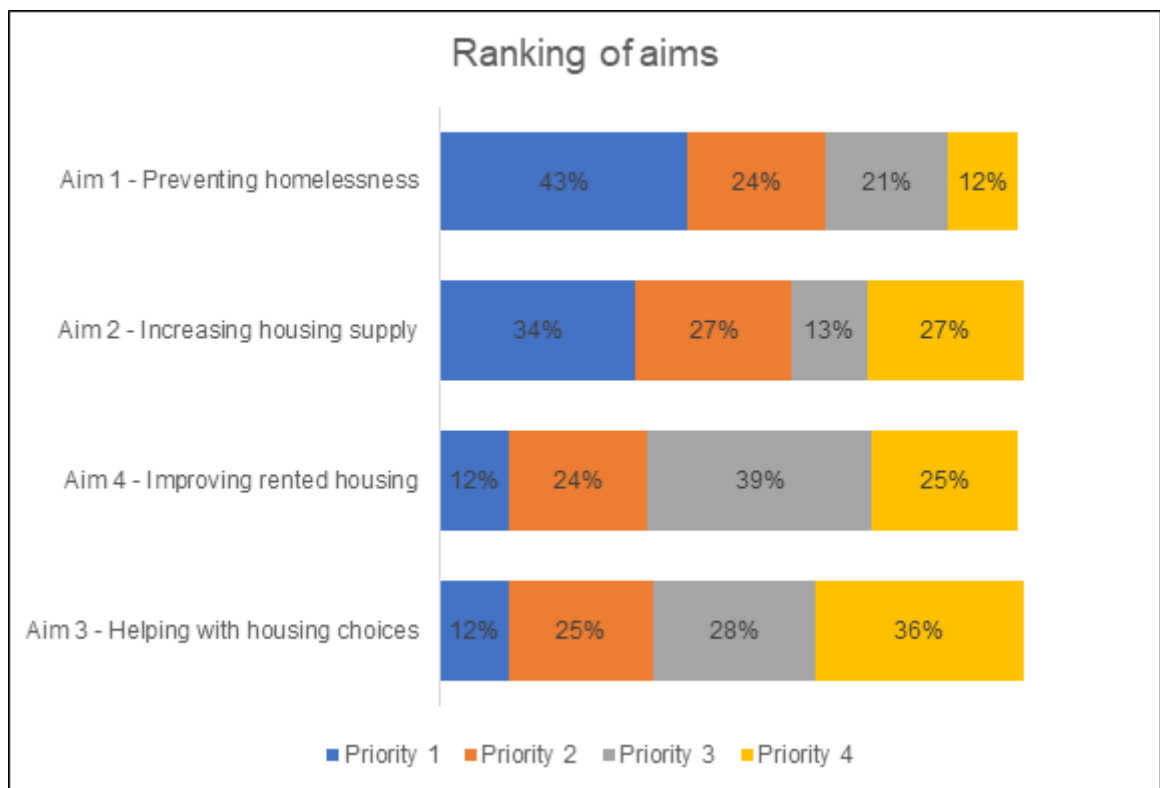


Figure 20 – Responses to Q36: Please rank the proposed aims by their order of importance to you, with 1 as the most important and 4 as the least important.

So if we consider the first and second priority ranking, 67% of those consulted told us that Aim 1. Preventing Homelessness was their highest ranking and 61% of those consulted told us that Aim 2. Increasing Housing Supply was their second ranking. For the two remaining aims, 37% of people gave Aim 4. Improving Rented Housing their highest ranking and 36% ranked Aim. 3 Help with Housing Choices as highest.

Introduction:

The Future of Housing in Havant

This five-year Housing Strategy (2024 - 2029), is concerned with all types of housing, tenure, and housing needs. It sets out our long-term vision for housing and the actions that we will take, working with our partners and Government, to address our housing challenges.

This document will be of interest to a wide audience – including investors, developers, registered providers, non-statutory and voluntary bodies, and local residents – in fact anyone who is concerned about housing in Havant.

The right balance of good quality homes, which are affordable, sustainable and provide variety, choice and accessibility, are essential to the economic prosperity, health and well-being of the people in our Borough.

The council has a responsibility to respond to Government, sub-regional, countywide, and local housing priorities. These include the creation of sustainable communities and the provision of decent homes for all through a fair and balanced housing market.

To do this, the council has worked with our stakeholders, partners, and other internal departments to develop this housing strategy.

This strategy has been shaped by national policy and local context and is informed by data and information about our local housing market. A convincing evidence base is essential to ensure that key strategic priorities and action plans are intelligence led. A key source of evidence for this housing strategy is the 2023 Havant Borough Council's Housing Needs Analysis and the council's own data collection database.

Other evidence for the strategy includes the council's regeneration strategy and data from our internal housing register/housing advice and Private Sector Housing Team.

Considering the level of change anticipated in national policy, the housing market, the local government sector, and our communities, it is considered that this housing strategy needed a degree of flexibility. The level of complexity means we must develop solutions in partnership and influence national government, particularly to secure further funding, as this strategy cannot be simply delivered by the council alone. The structure of the strategy is unlikely to change over the course of its life and will remain focused on the 4 key aims, but the council will review regularly with the aim of producing an annual action plan which will enable the council to respond to the changing housing landscape.

Local context:

There are 53,592 dwellings in Havant borough. 39% are owned outright. 30% are owned with a mortgage. 31% are rented.¹

The gap between house prices and income has risen seen an upward trajectory in Havant borough since 2002. When expressed as a ratio the rise has been from 6.46 in 2002 to 10.28 in 2022. This means that owning a property in the borough has become more difficult as house prices rise more than income.²

¹ Data source: 2021 Census

² Data source: The Office for National Statistics

Average house prices in the borough have risen from just over £204,982 in 2007 to £343,965 in 2022. Although average resident annual income in Havant has risen by £850 in 2022/23 (to £29,835) it falls behind the Solent LEP increase by £2,953.³

508 new homes were built in Havant in 2022/23 including 197 affordable homes. Previously, Government sources told us that in 2021/22 there were 330 new homes built in Havant borough. 90 of which were built by Registered Providers (Housing Associations).⁴

Havant has a 1.2% proportion of vacant dwellings in the borough. This amounts to 748 homes. This compares favourably with the Solent Local Enterprise Partnership area rate of 2.4%.⁵

From 2019 to 2023 households assessed as homeless or at risk of homelessness in Havant borough have remained high, between 100 & 150 households each month. Households made homeless and in temporary accommodation have risen steadily since quarter 3 2019/20 (introduction of initial Covid-19 lockdown) when the figure was 15 households, to quarter 2 2022/23 when the figure reached a high of 124 households. These increases have caused a significant burden on council finances.⁶

The latest figures for Quarter 3 2023/24 show some 90 households in temporary accommodation.⁷

Our People

The population of Havant has continued to grow over the decade to 2021, broadly continuing the growth seen over the prior decade to reach circa 125,000 people. This was slightly fewer than the Office for National Statistics (ONS) believed to be living in the borough when it produced its last official estimate, in mid-2020, albeit the difference is relatively modest at around 2%. It appears to have more accurately estimated the age of the population, with the 2021 Census confirming that older people continue to account for a growing proportion of all residents.

Over one quarter of the borough's population will be aged 65 and over by 2026. And for the same period there will be a large increase in the oldest age group of people aged 85 plus, particularly in the Borough's coastal locations.

Our Housing Role

Havant Borough Council is a District Authority and takes a proactive, innovative, and informed approach to meeting local housing needs. Whilst the Council transferred its own housing stock to The Guinness Partnership in 1994, as the housing authority for the borough, it retains a vital role in delivering local and national housing priorities, including:

- Building an evidence base of local housing needs and priorities.

³ Data source: The Office for National Statistics

⁴ Data source: Department for Levelling Up, Housing and Communities

⁵ Data source: Department for Levelling Up, Housing and Communities

⁶ Data source: Council data

⁷ Data source: Council data

- Developing a meaningful strategy that recognises the diversity of need across communities and the impact of housing on health, well-being, and social cohesion.
- Ensuring that there are suitable homes for all, especially for our most vulnerable residents, key workers, and veterans.
- Using its housing and planning powers to ensure our existing housing stock is fit for purpose and new housing developments meet local need and contribute positively towards our climate change ambitions.
- Working as a consumer champion, using its regulation and enforcement powers.
- Acting as a strategic commissioner, enabler, or influencer.
- Working in partnership with Homes England, registered providers, private sector landlords, letting agents, developers, and voluntary and community groups to achieve successful communities.
- Ensuring that owner occupied, and private rented housing contributes to building vibrant and sustainable communities, by being in demand and in good condition.
- Helping our residents to access housing that meets their needs in their choice of tenure and making critical links to appropriate support services.

Our Housing Achievements

Helped secure the delivery of high-quality new homes:

Enabled the delivery of 508 new homes in 2022/23 including 197 affordable homes. Increased the number of new affordable homes provided from 56 in 2020/21 to 197 in 2022/23, through joint working with developers, Registered Providers and Homes England.

Helped to improve our existing housing stock

Licensed Houses in Multiple Occupation (HMOs) with any relevant prosecutions to address poorly managed HMOs.

Ensured compliance with enforcement notices to bring properties up to standard.

Funded the secondment of a Hampshire County Council Occupational Therapist through the Better Care Fund. This means an improvement of the prevention of hospital admissions and prolonging the ability for people to stay in their own homes for as long as possible by facilitating improvements under the Disabled Facility Grant scheme.

Supported vulnerable people to access good quality housing

Launch of Brent House, a unique facility in Leigh Park with 29 rooms and full wraparound support for people in most need.

Meeting the challenge from DLUHC by successfully achieving the targets in the Housing Service Improvement Plan.

- Obtained approval to purchase new temporary accommodation.
- Obtained approval to purchase some 28 homes under the Local Authority Housing Fund
- Creation of a successful community for Ukrainian refugees including host family co-ordination & location of settled accommodation for households when host arrangements ended.
- Allocation of 276 households into new homes through Hampshire Home Choice in 2022 and 356 in 2023.
- In 2022/23 the housing team assessed 812 households who were homeless or at risk of homelessness.

Why we have a strategy

Whilst the Council is already delivering positive housing outcomes it is still the case that the borough does not have enough homes and existing housing is unaffordable for some people and unsuitable for others. The reasons for this include a lack of supply, housing market dynamics and wider social and economic factors.

Through each of our four strategy aims the Council is committed to ensuring that the quality of homes in the borough improves and that local people can find a home that meets their needs.

The Housing Strategy is high-level and overarching and will be closely linked to the Havant Local Plan, which will set out the long-term development vision for the Borough. The Havant Local Plan is under development.

As well as the above, the Housing Strategy Provides the framework for several supporting strategies and policies including, for example, Homelessness and Rough Sleeping, Private Sector Housing, the Council's Regeneration Strategy, Houses in Multiple Occupation licencing and the Empty Properties Strategy.

In this way the Council takes a co-ordinated and strategic approach and ensures that the Council's housing functions are delivered in an integrated way

Our Housing Market

In 2023 Council Planning and Housing Officers commissioned a report: 'Housing Needs Analysis'. This Housing Needs Analysis, by Turley tells us that there has been an evolution of the housing market in Havant over recent years.

Almost two thirds of completions since 2011 have been houses as opposed to flats, and while all sizes of property have been delivered these new homes have been most likely to contain two or three bedrooms.

This delivery has not fundamentally altered the profile of housing available in Havant, however, with the 2021 Census reaffirming that most households live in semi-detached or detached homes. Fewer live in terraced houses than in 2011 or 2001, and slightly more live in flats, albeit historic growth in the latter does appear to have stalled over the last decade.

The average price paid for housing in Havant has increased by some 60% over the decade to 2021, the last complete year for which data was available at the time of analysis. Terraced houses saw the greatest price increase, of some 67%, and this was followed by semi-detached housing in a potential sign of imbalance between the supply of and demand for mid-sized housing.

This is also apparent from changes in rents at both the midpoint of the market and the entry level, with rents for properties containing two or three bedrooms seeing the greatest proportionate increases over the period for which data is available (2014-22).

There are 53,592 dwellings in Havant Borough. 39% are owned outright. 30% are owned with a mortgage. 31% are rented.

The gap between house prices and income has risen seen an upward trajectory in Havant Borough since 2002. When expressed as a ratio the rise has been from 6.46 in 2002 to 10.28 in 2022. This means that owning a property in the borough has become more difficult as house prices rise more than income.

Several national, regional and smaller house builders are active in the borough, together with developing Registered Providers and private landlords. The number of different home providers in the borough in all sectors is continuing to increase.

Average house prices in the borough have risen from just over £204,982 in 2007 to £343,965 in 2022. Although average resident annual income in Havant has risen by £850 in the last year (to £29,835) it falls behind the Solent LEP increase by £2,953.

Havant has a 1.2% proportion of vacant dwellings in the borough. This amounts to 748 homes. This compares favourably with the Solent Local Enterprise Partnership area rate of 2.4%.

The Borough's housing market is highly self - contained, although there are strong links with neighbouring areas most notably Portsmouth City whose Council owns substantial housing stock in the Borough.

Our Housing Conditions

The Turley analysis tell us that according to the 2021 Census people living alone have the greatest tendency to live in smaller housing.

Larger housing with at least three bedrooms is generally favoured by larger households, as would be expected, and their tendency to have at least four bedrooms appears to have slightly increased over the last decade.

These trends provide a basis for estimating the size of housing needed by additional households in future. This suggests that circa 46% will need three bedrooms, with 25% requiring two, 21% needing at least four and 8% needing one.

While tenure blind, these figures can be reasonably used in planning for market housing, given that the existing trends on which they are based are generally driven by households who own or privately rent their homes.

Given the profile of the existing stock, delivering such a mix could require circa 68% of all new homes to be houses, with flats accounting for a slightly larger share of the residual than bungalows (17/15%).

The latter two property types could though be treated collectively by the Council, given that competition for land generally prevents the delivery of bungalows. Well-designed flats, offering similar features, represent a possible alternative for those households that have traditionally sought bungalows.

The above represent illustrative estimates which can be used for guidance and monitoring, or as a starting point for proposed market housing given the need to respond to changing market demands, local context, the characteristics of locations – like the town centre – and viability factors.

Affordable Homes

Further evaluation of the Housing Needs Analysis (Turley) shows an estimation of the need for affordable housing in Havant, following the established methodology that continues to be outlined in the Planning Practice Guidance.

The report goes on to say that the first stage of the calculation establishes the scale and profile of affordable housing need in gross terms, capturing (at that point) 1,766 households in priority bands on the Council's housing register. A further need for 517 affordable homes can be expected to arise every year as new households form, and existing households' circumstances change.

These factors, combined, could generate a gross need for circa 601 affordable homes per annum over the period to 2043, with the greatest need being for properties with one or two bedrooms.

The Planning Practice Guidance also requires supply to be considered, allowing for lettings, the release of occupied affordable homes and committed supply. Data suggests that approximately 233 affordable homes could become available each year, most having one or two bedrooms.

This is evidently lower than the estimated gross need, meaning that there is a residual net need for 373 affordable homes per annum. This is underpinned by a particularly large shortfall of properties with only one bedroom, albeit a mix of affordable housing will be required.

The Turley analysis also considered the potential role of different affordable housing products in meeting the need that has been evidenced. The analysis indicates that affordable rent is the most likely to do so, as would arguably be expected where it is designed to lower the cost of privately renting and this is the most accessible market option.

Shared ownership and other affordable home ownership products – like discounted market sale and First Homes – can be expected to reduce the cost of purchasing on the open market and shrink the size of the necessary deposit, thus providing an ownership option for those with fewer savings earning up to a third less, but these options could still cost at least 24% more than renting.

While influenced to some extent by high mortgage rates at the time of assessment, the analysis suggests that the Council could be justified in requiring First Homes to apply one of the larger permitted discounts, of either 40% or 50%, if this does not undermine viability or the delivery of other affordable housing products.

Shared ownership could, for instance, complement First Homes and be accessible to households with fewer savings, where a considerably smaller deposit could be required to purchase a 25% share.

The National Picture

There continues to be a very strong emphasis on building more new homes across the country - this also includes affordable housing, particularly for low-cost home ownership.

A series of planning and housing policy measures aimed at all types of providers are seeking to increase and speed up new housing delivery.

New and emerging policies are focussing on improving housing design and quality, physical accessibility, environmental performance, and safety.

There continues to be limited national funding for housing renewal and improvement, except for Disabled Facilities Grants and related measures.

Local councils' homelessness responsibilities have been extended through the Homelessness Reduction Act 2017, accompanied by some targeted funding. Duties under this act are having an impact on Council's spending on temporary accommodation.

Strategic Context:

The key legislation and policies that relate to the housing strategy are listed below:

National	
	Welfare reform Act 2012
	The Care Act 2014
	Welfare Reform Act 2016
	The Homelessness Reduction Act 2017
	The National Planning Policy Framework 2023
	The Licensing of Houses in Multiple Occupation (Prescribed Description) (England) Order 2018
	Social Housing (Regulation) Act 2023
	The Housing Act 1996
Local	
	Havant Borough Council Corporate Strategy
	Havant Borough Council Regeneration Strategy
	Havant Borough Council Climate Change, and Environment Strategy
	Havant Borough Council Homelessness and Rough Sleeper Strategy

Linked internal council strategies:

- Local Plan (under development)
- Medium-Term Financial Strategy

2 SUMMARY OF OUR AIMS

2.1 Aim 1

Preventing Homelessness and helping those who are homeless move on to stable housing solutions. Overview:

- The number of households presenting as homeless has steadily increased over recent years. As this strategy was being prepared, some 90 households were in temporary accommodation provided by the Council.
- Households presenting as homeless may be eligible for Housing Benefit exemption options with reduced cost burden on the Council.
- The cost of temporary accommodation puts pressure on the Council budget.
- Nationally the cost of temporary accommodation reached more than £1bn a year - up 71% from 1918 to 2023.
- Nationally Government expects Councils to reduce the number of people in temporary accommodation out of borough.

Objectives:

- a) Increase the use of exempt accommodation where appropriate to maximise housing benefit support for those people being placed in temporary accommodation.
- b) Acquire properties to be used as temporary accommodation by the Council.
- c) Improve our customer pathway, focusing on preventing homelessness at all stages, including moving on to stable housing when in temporary council sourced accommodation.
- d) Understand the reasons for homelessness and develop a simple pathway to prevent homelessness for each type or theme. Including: young people, rough sleepers, and couples/families.

Consultation outcome:

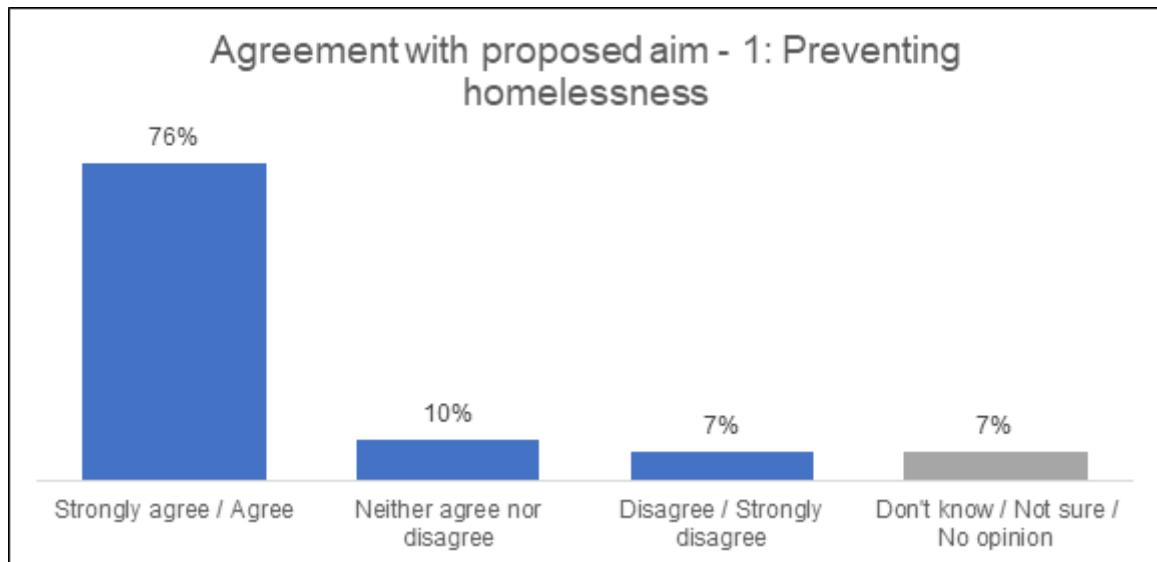


Figure 4 – Responses to Q20: To what extent do you agree or disagree that the above proposed aim is important to include in the Housing Strategy to address the needs of the borough?

Respondents indicated that there was a strong level of support for Aim 1 in the Housing Strategy, with just over three quarters (76%) agreeing or strongly agreeing with the proposed aim. This compares to 7% who disagreed or strongly disagreed with this aim. This shows a net 69% support for Aim 1.

Almost three quarters of respondents (72%) indicated that they agreed or strongly agreed with the proposed actions to address this aim – this indicates a high level of support when compared to 10% of respondents disagreeing or strongly disagreeing with these actions.

2.2 Aim 2

Increase the supply of housing, including affordable housing, to ensure the right types of housing are available in the right locations. Overview:

- Market prices of housing has increased as a multiple of earnings, compared to ten years ago. This means more affordability options are needed in addition to social housing
- Local Authority housing waiting lists have increased and we need to prevent further growth of waiting lists by providing affordable housing
- The Government uses a Standard Method for calculating housing need for each local authority. It has set Havant's housing target as 516 new homes per year

- Developing our relationships with Developers, Landlords and Registered Providers is important – *we're open for business* – to help development of housing, including affordable housing, in the Borough
- Develop the link between planning and housing delivery/regeneration to understand and develop the affordable housing delivery pipeline for viable sites proposed in draft local plan.

Objectives:

- a) Increase the level of affordable housing to prevent waiting lists rising exponentially
- b) Develop our relationships with Developers, Landlords and Registered Providers – *we're open for business* – to help development of housing and to enable the Council to gain greater control over the delivery of housing, including new affordable housing
- c) Develop the affordable housing delivery pipeline for viable sites
- d) Leverage funding and make best use of partnerships and resources, including those of the Council, Registered Providers and Homes England, to deliver affordable housing in the district.

Consultation outcome:

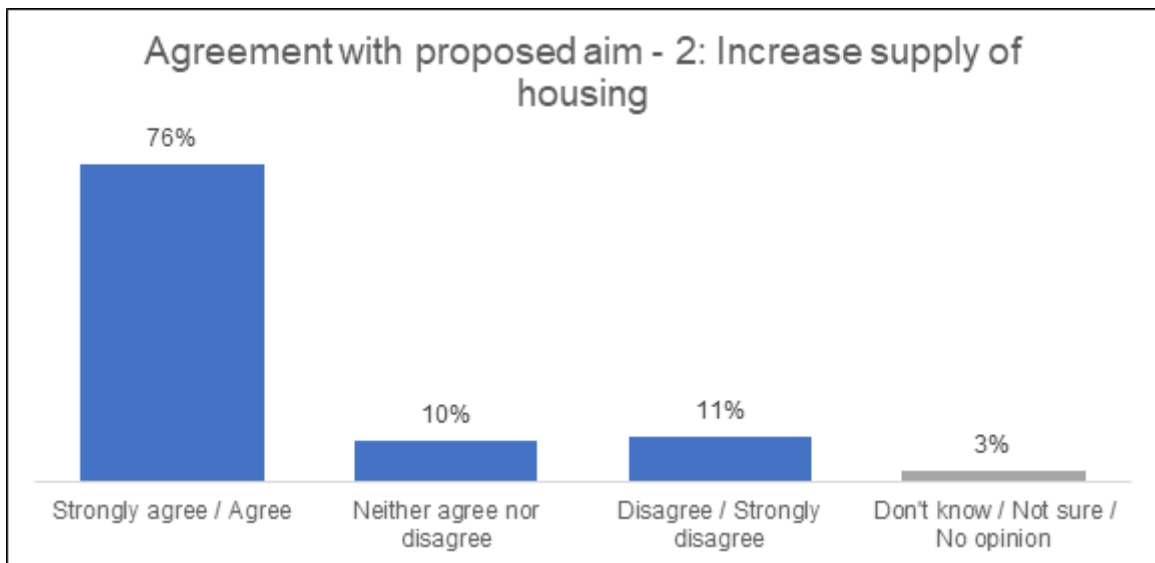


Figure 8 – Responses to Q24: To what extent do you agree or disagree that the above proposed aim is important to include in the Housing Strategy to address the needs of the borough?

Respondents indicated that there was a strong level of support for Aim 2 in the Housing Strategy, with just over three quarters (76%) agreeing or strongly agreeing with the proposed aim. This compares to 11% who disagreed or strongly disagreed with this aim. This shows a net 65% support for Aim 2.

2.3 Aim 3

Helping Housing choices to enable independence. Overview:

- Local housing needs analysis shows the requirement for different types of housing for different needs. This includes increases in older people and people needing supported housing, as we also see an increase in adults with a disability, ranging from age related frailty to adults with a learning disability
- The Council has recognised the critical nature of delivering the Disabled Facility Grant and as part of this work the Private Sector Housing Team have funded the secondment of a Hampshire County Council Occupational Therapist through the Better Care Fund. This means an improvement of the prevention of hospital admissions and prolonging the ability for people to stay in their own homes for as long as possible
- Over one quarter of the borough's population will be aged 65 and over by 2026. And for the same period there will be a large increase in the oldest age group of people aged 85 plus, particularly in the Borough's coastal locations
- There is a key role not just for Housing and the Council but for partners including Hampshire County Council, Social Care & the Integrated Care Board
- We need to examine the widest range of affordable housing products to help the widest possible range of housing need in the Borough

Objectives:

- a) Develop housing delivery solutions for different types of housing need, both in terms of affordability and in terms of supported housing solutions
- b) Reduce level of reliance on out of area for specialist housing needs as requested by the regulator (Department of Levelling Up Housing and Communities)
- c) Review the Council's Housing Allocations Policy
- d) Promote the most efficient use of existing adapted social housing stock to maximise the benefits of the Disabled Facilities Grant

Consultation Outcome

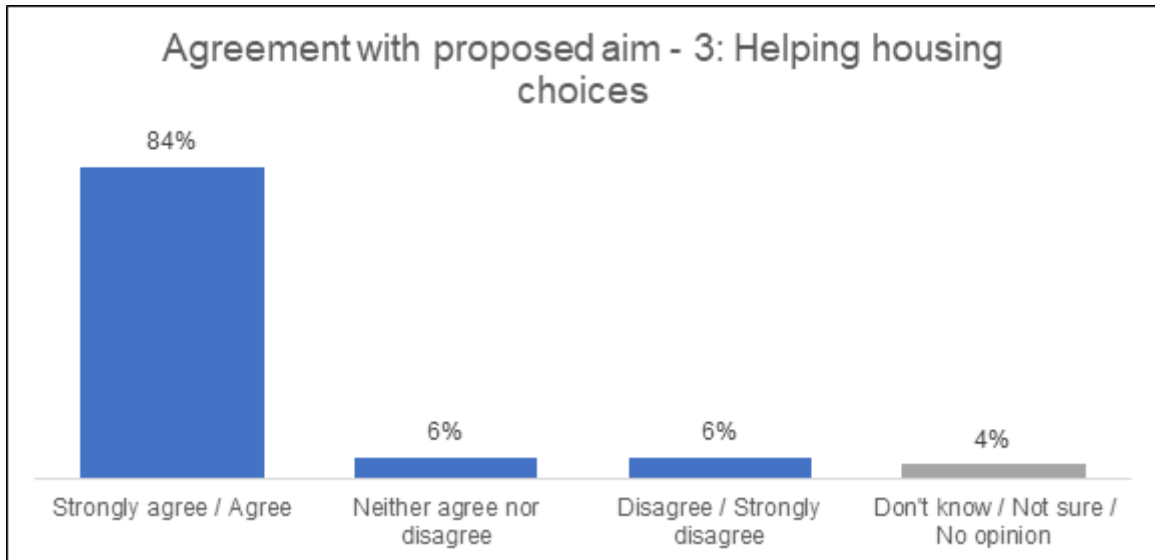


Figure 12 – Responses to Q28: To what extent do you agree or disagree that the above proposed aim is important to include in the Housing Strategy to address the needs of the borough?

Respondents indicated that there was a strong level of support for Aim 3 in the Housing Strategy, with 84% agreeing or strongly agreeing with the proposed aim. This compares to 6% who disagreed or strongly disagreed with this aim.

2.4 Aim 4

Improving the quality of rented housing. Overview:

- There has been a significant focus on housing standards in recent years, including issues with damp and mould, safety, quality and energy efficiency. These issues are some of the themes regularly reported by the new Housing Ombudsman and are Government priorities. There is an expectation for Local Authorities to take an active role in tackling and reporting on these issues.
- Issues in relation to housing standards are a priority for the Council and are linked to the Council’s priorities, the Empty Homes Strategy and the Corporate Climate Change and Environment Strategy, as well as the Local Plan.
- This applies to private sector rented housing as well as registered housing providers in the borough.

Objectives:

- a) Improve housing conditions in the private rented sector including damp and mould
- b) Take a leadership role to increase standards in new build housing including energy efficiency

- c) Bring empty homes back into use for local housing

Consultation outcome:

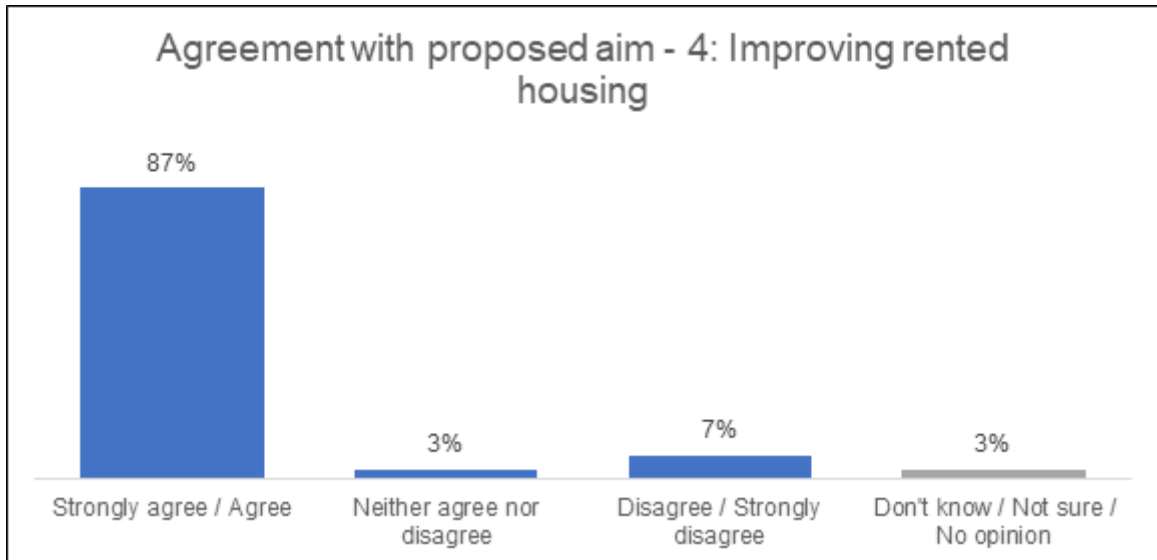


Figure 16 – Responses to Q32: To what extent do you agree or disagree that the above proposed aim is important to include in the Housing Strategy to address the needs of the borough?

Respondents indicated that there was a strong level of support for Aim 4 in the Housing Strategy, with almost 9 in 10 respondents (87%) agreeing or strongly agreeing with the proposed aim. This compares to 7% who disagreed or strongly disagreed with this aim.

These Objectives will underpin our approach to tackling some of the ongoing housing issues that the Council faces within the Borough to ensure that access to suitable housing becomes an achievable goal for all our residents.

3 HOUSING NEEDS ANALYSIS: A SUMMARY OF KEY TABLES

These tables show a range of data and variables that impact the need and delivery of housing in the Borough.

Figure 1: Priority Banding of Households on the Housing Register (October 2022)

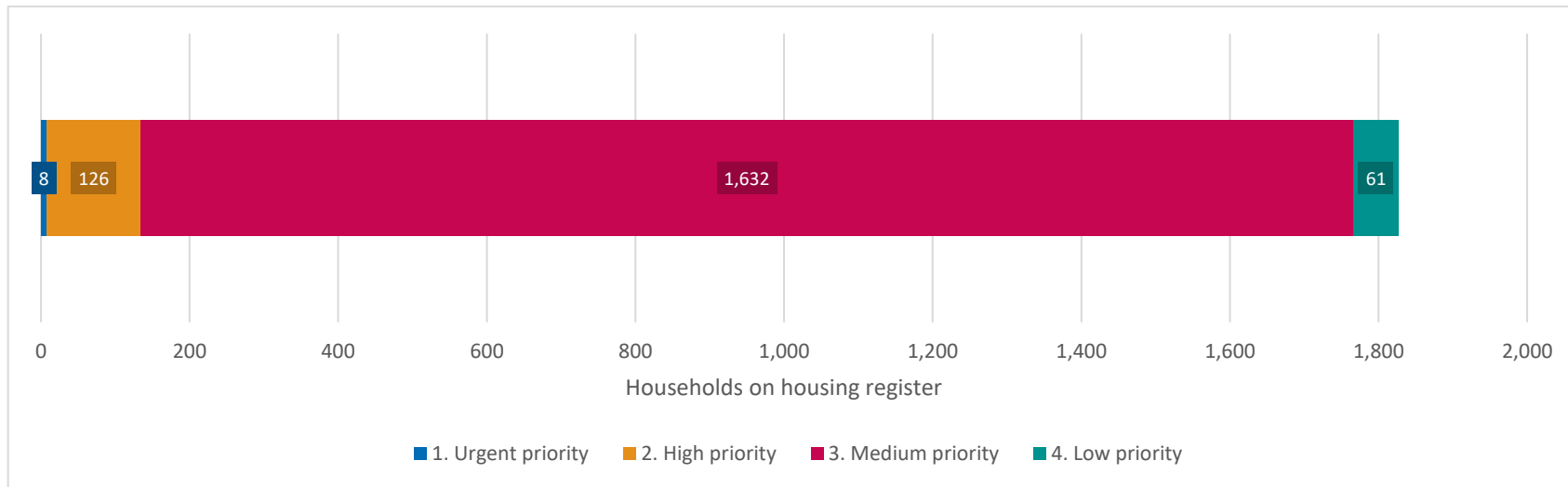


Figure 1: The Council's housing register is comprised of 1,827 households. The vast majority (89%) are assigned to Band 3, considered to have medium priority based on the Framework that is applied by the Council. A much smaller number (61, or 3%) were in Band 4, having low priority. The remaining 1,766 households are assigned to higher priority bands, so are in need of affordable housing based on the Council's allocations policies.

Figure 2: Current Need for Affordable Housing

	1 bed	2 beds	3 beds	4+ beds	Total
A1 Existing affordable housing tenants in need <i>Applications to transfer</i>	67	59	84	26	236
A2 Others on housing register <i>Excluding above</i>	708	503	277	42	1,530
A3 Total housing need currently <i>A1 + A2</i>	775	562	361	68	1,766
%	44%	32%	20%	4%	100%

Figure 2: This table provides a further breakdown of the homes needed by these households. Some 44% are eligible for only a one-bedroom property, while approximately one third (32%) require two bedrooms. It can also be noted that 236 of these households are transfer tenants who already occupy an affordable home, the implication being that it does not adequately meet their needs.

Figure 3: Estimated Cost of Entry-Level Market Housing in Havant

	Price of purchase	Deposit	Years to repay	Mortgage rate	Annual cost
Purchase, core assumptions	£232,000	£11,600*	25 years	5.95%	£16,960
Purchase, sensitivity 1	£232,000	£23,200^	25 years	5.95%	£16,067
Purchase, sensitivity 2	£232,000	£11,600*	25 years	5.00%	£15,461
Purchase, sensitivity 3	£232,000	£11,600*	25 years	4.00%	£13,960
Purchase, sensitivity 4	£232,000	£23,200^	35 years	5.00%	£12,645
Purchase, sensitivity 5	£232,000	£11,600*	35 years	4.00%	£11,711
Private rent	–	–	–	–	£9,000

Source: ONS; Land Registry; Turley analysis. *5% deposit; ^10% deposit

Figure 3: The income required to purchase or rent entry-level market housing can be estimated based on the costs in Figure 3. This assumes that no more than one third of income is spent on housing costs, in order to align with research produced by the Resolution Foundation – regularly cited by both Shelter and the Joseph Rowntree Foundation – which found that ‘households spending at or above this threshold are far more likely to struggle to actually make housing payments...and are also more likely to experience material hardship’

Figure 4: Income Required to Access Entry-Level Market Housing in Havant

	Annual cost	Income required	Rounded	Able to afford	Unable to afford
Purchase, core assumptions	£16,960	£50,879	£50,000	43%	57%
Purchase, sensitivity 1	£16,067	£48,201	£50,000	43%	57%
Purchase, sensitivity 2	£15,461	£46,384	£45,000	49%	51%
Purchase, sensitivity 3	£13,960	£41,881	£40,000	55%	45%
Purchase, sensitivity 4	£12,645	£37,936	£40,000	55%	45%
Purchase, sensitivity 5	£11,711	£35,132	£35,000	62%	38%
Private rent	£9,000	£27,000	£25,000	75%	25%

Source: ONS; Land Registry; CACI; (Turley analysis)

Figure 4: Figure 4 shows that up to 57% of households may be unable to afford the cost of purchasing an entry-level home, and while this figure does fall as low as 38% under one sensitivity – which assumes the most favourable mortgage terms – it remains considerably higher than the equivalent figure for the private rental market (25%).

Figure 5: Future Need for Affordable Housing (B)

	1 bed	2 beds	3 beds	4+ beds	Total
B1 New household formation, gross <i>Edge Analytics' projection of younger household formation</i>	–	–	–	–	1,074
B2 Newly forming households unable to privately rent in the open market <i>Proportion derived from ONS and CACI data, then applied to B1 and split by size based on housing register</i>	–	–	–	–	25%
B3 Existing households falling into need <i>Households from other tenures annually receiving lettings or registering need</i>	86	102	50	6	244
B4 Newly arising need, gross annual B2 + B3	208	189	98	13	508
%	41%	37%	19%	3%	100%

Source: Edge Analytics; Council Monitoring; CACI; Turley Analysis

Figure 5: Figure 5 suggests that a new gross need for 508 affordable homes per annum could arise every year from new and existing households in Havant. It suggests that one-bed properties will be needed the most, closely followed by two-bed properties, with only 22% requiring three bedrooms or more.

Figure 6: Total and Annual Gross Need for Affordable Housing (C)

	1 bed	2 beds	3 beds	4+ beds	Total
C1 Total housing need currently A3	775	562	361	68	1,766
C2 Total newly arising need over 18 years B4 x 18	3,750	3,400	1,762	239	9,151
C3 Total gross need over 18 years C1 + C2	4,525	3,962	2,123	307	10,917
C4 Annual gross need over 18 years C3 ÷ 18	251	220	118	17	606
%	41%	36%	19%	3%	100%

Source: Turley Analysis

Figure 6: When combining the current need with the estimated future need, assumed to arise annually over the remaining 18 years to 2040 – the likely endpoint of the emerging plan period – it can be estimated that circa 606 households throughout Havant will need affordable housing each year, with these households mostly requiring one or two bedrooms.

Note: this figure doesn't take account of supply.

Figure 7: Assumed Supply to 2040

	1 bed	2 beds	3 beds	4+ beds	Total
D1 Committed supply of affordable housing <i>Five-year pipeline advised by Council</i>	106	221	111	16	454
D2 Affordable homes occupied but vacated by households in need A1	67	59	84	26	236
D3 Emerging supply per annum over 18 years <i>(D1 + D2) ÷ 18</i>	10	16	11	2	38
D4 Lettings to new tenants per annum <i>Lettings data supplied by Council, excluding transfers</i>	86	86	18	5	195
D5 Estimated supply per annum D3 + D4	96	102	29	7	233
%	41%	44%	12%	3%	100%

Source: Council Monitoring; Turley Analysis

Figure 7: The previous tables suggest that circa 233 affordable homes could become available every year throughout Havant. Some 85% of these homes are expected to have one or two bedrooms, with the latter slightly more prevalent.

Figure 8: Estimated Net Need for Affordable Housing (2022-2040)

	1 bed	2 beds	3 beds	4+ beds	Total
Annual gross need over 18 years C4	251	220	118	17	606
Estimated supply per annum D5	96	102	29	7	233
Net need per annum <i>C4 – D5</i>	156	119	89	10	373
%	42%	32%	24%	3%	100%

Source: Turley Analysis

Figure 8: This table shows a deficit of 373 affordable properties per annum up to 2040 with one bed properties showing the biggest net deficit.

4 STRATEGIC OBJECTIVES AND ACTIONS FOR ACHIEVING EACH AIM INCLUDING ROLE OF PARTNERS

There will be action plans developed underpinning these actions, either within the Council's management teams or with partners/partnerships.

4.1 AIM 1: Preventing Homelessness and helping those who are homeless to move on to stable housing solutions

- The number of households presenting as homeless has steadily increased over recent. In the first week of August 2023 there were 90 Households in temporary accommodation provided by the Council. This has increased to 124 in September 2023.
- Households presenting themselves as homeless may be eligible for the Housing Benefit exemption and this could prevent homelessness and reduce the cost burden on the council.
- The council budget is currently forecast to be significantly overspent for 2023/24. The main cause of this forecasted overspend is the cost of temporary accommodation to relieve homelessness.
- The Department of Levelling Up and Local Government (DLUHC) expects the Council to address its number of out of borough homelessness placements.
- The DLUHC report makes recommendations that prevention of homelessness work should be increased, this needs to be embedded into the new team structures, processes and training.

	Strategic Objective	Actions	Who Leads	Partners
1.1	Increase the exempt accommodation numbers to reduce cap on housing benefit (HB), resulting in Council subsidizing accommodation costs for those on HB in temporary accommodation	<p>Increase partnerships with RPs and supported housing providers.</p> <p>Work with Housing Benefit service to reconcile placement information to assist with subsidies. Include innovative approaches such as a housing service resource in the Benefit Service or vice versa.</p> <p>That the council acquires suitable properties for use as temporary accommodation I.</p>	<p>Housing</p> <p>Housing</p> <p>Housing</p>	<p>RPs, supported housing providers, PCC</p> <p>Capita/Finance</p> <p>Property team/Finance</p>
1.2	Improve our customer pathway, focusing on preventing homelessness at all stages, including moving on to stable housing when in temporary council sourced accommodation.	<p>Establish prevention protocols within the council's housing service to prioritize prevention and move-on work.</p> <p>Set up a triage service to identify alternative pathways for those contacting the service to reduce failure demand and ensure resources are focused on those most in need.</p>	<p>Housing</p> <p>Housing/Customer Services</p>	<p>Citizens advice/PCC (and other adjacent Local Authorities)/Private Sector suppliers</p>

	Strategic Objective	Actions	Who Leads	Partners
1.3	<p>Understand the reasons for homelessness and a simple pathway to prevent homelessness for each type of theme. Including:</p> <ul style="list-style-type: none"> - Young people who cannot afford pay market rent to or are unemployed. - Rough sleepers with mental health needs - Couples and families who are unemployed or cannot afford rents. 	<p>Thorough and ongoing analysis of demand including identifying categories presenting most need.</p> <p>Development of intervention processes for each category including collaborative working with partners to prevent those at risk of homelessness becoming homeless in the first place.</p>	<p>Housing</p> <p>Housing/Economic Development/Regen Health & Wellbeing Board</p>	<p>Citizens advice/Police//Private Sector suppliers including housing charities/Probation/Police</p>
1.4	<p>Establish a system to develop better relationships between landlords and tenants in the private rental sector.</p>	<p>Introduce a mediation service to work with landlords and tenants to prevent disputes & evictions</p>	<p>Housing</p>	<p>Citizen's advice Private Sector suppliers including housing charities/Probation/Police</p>
1.5	<p>Improve access to, and information on housing options</p>	<p>Develop a modern housing information and advice service through a single point of contact and one number for all housing enquiries.</p> <p>Develop appropriate local oversight arrangements for the sector.</p>	<p>Housing</p> <p>Housing</p>	<p>HBC Communications HBC Customer Services HBC Private Sector Housing</p>

4.2 AIM 2: Increasing the supply of housing, including affordable housing

Market prices of housing increased as a multiple of earnings, compared to ten years ago. This means, more affordability options needed in addition to social housing. Waiting lists have increased and we need to prevent further growth of waiting lists as well as increase housing availability for those on waiting lists.

	Strategic Objective	Actions	Who Leads	Partners
2.1	Increase the level of affordable housing to prevent waiting lists rising exponentially.	Work with RPs, developers and planning to explore how affordable housing numbers can be further increased	Regen/ Housing/Planning	Registered Providers, developers, private sector and specialist housing providers
		Understand the need for the full range of affordable and specialist housing in the borough, including type, tenure and location	Housing	Registered Providers

	Strategic Objective	Actions	Who Leads	Partners
2.2	Develop our relationships with Developers, Landlords and Housing associations to help development of affordable housing and to enable the council to influence the delivery of housing, including new affordable housing.	<p>Prepare developer interest brochures promoting masterplans and ambitions for sites at pre masterplan stage.</p> <p>Organise market engagement with developers and RPs, to listen to Council and individual site ambitions and invite proposals for options before formal procurement decisions.</p>	<p>Regen/planning</p> <p>Regen/Planning/Housing</p>	<p>Developers, Registered Providers</p>
2.3	Develop the affordable housing delivery pipeline for viable sites.	<p>Investigate potential development with Portsmouth City Council</p> <p>Develop Council and linked sites, especially town centre sites to include housing development options. Including brownfield sites and consideration of the impact of these sites on climate change and infrastructure.</p>	<p>Regen, Housing</p> <p>Regen/Housing/Planning</p>	<p>Portsmouth City Council</p>

	Strategic Objective	Actions	Who Leads	Partners
2.4	To Leverage funding and make best use of partnerships and resources, including those of the Council, Registered Providers and Homes England, to deliver affordable housing in the district.	<p>Develop strategic relationships with Registered Providers (RPs) through the establishment of an RP Forum.</p> <p>Engage with Homes England and a range of Government bodies to maximise exposure for the Borough and maximise available funding.</p>	<p>Housing/Finance/Regen</p> <p>Regen/Housing/Planning</p>	<p>Homes England/Registered Providers</p> <p>Homes England/Registered Providers</p>

4.3 AIM 3: Helping Housing choices to enable independence

Housing needs assessment and local plan work shows the need for different types of housing for different needs. This includes increase in older people, people needing supported housing, as we see an increase in adults with disability, ranging from age related frailty to adults with learning disability.

	Strategic Objective	Actions	Who Leads	Partners
3.1	Develop housing delivery solutions for different types of housing need, both in terms of affordability and in terms of supported housing solutions.	<p>Increase staff awareness of the range of housing options available by training all housing and customer services staff on all forms of housing available, including briefings, site visits and team meetings</p> <p>Increase customer awareness of the range of housing options available Improve information available through the website and other media</p> <p>Deliver advice on the full range of suitable housing options available in the district by completing a review of the housing advice offer to customers to fully incorporate shared ownership, self-build, rent to buy, and all rented tenure products.</p> <p>Develop housing solutions with Hampshire County Council and the Integrated Care Board to enable hospital care discharge and support independent living.</p>	<p>Housing</p> <p>Housing</p> <p>Housing</p> <p>Heath & Wellbeing Board</p>	<p>Housing Options and Private Sector Housing Team</p> <p>Housing Options and Private Sector Housing Team</p> <p>Housing</p>

	Strategic Objective	Actions	Who Leads	Partners
3.1	. . . Continued	Understand the need for independent living accommodation for adults with learning disabilities.	HCC	Integrated Care Board/Hampshire County Council
3.2	To reduce level of reliance on out of area for specialist housing needs as requested by the regulator (DLUHC)	Develop relationships and continue current dialogue with housing providers. Acquire housing from the open market in the Borough	Housing Housing	Regen/Planning
3.3	Review the Housing Allocations Policy	Prepare a report including summary of review findings and recommended amendments to policy. -	Housing	
3.4	Promote the most efficient use of existing adapted social housing stock.	Review Allocation scheme to make best use of adapted properties for disabled and older people	Housing	PSHT

4.4 AIM 4: Improving the quality of rented Housing stock

There has been a significant focus on housing standards in recent years, including issues with damp and mould, safety, quality and energy efficiency. These issues are some of the themes regularly reported by the new Housing Ombudsman and are Government priorities. There is a great deal of expectation for Local Authorities to take an active role in tackling and reporting on these issues.

Issues in relation to housing standards are a priority for the council and are linked to the council’s priorities, Corporate Strategy and Climate Change, and Environment Strategy.

This aim applies to private sector rented housing as well as registered housing providers in the borough.

	Strategic Objective	Actions	Who Leads	Partners
4.1	Improve conditions in the private rented sector.	<p>Implement actions arising from HMO licencing responsibilities:</p> <p>Proactively identify HMOs that should be licensed.</p> <p>Review management standards in high-risk premises.</p> <p>Monitor impact of new legislation and regulations in relation to damp & mould.</p> <p>Improve residential premises through formal and informal enforcement interventions and through grant and loan work.</p> <p>Review effectiveness of a potential landlord accreditation scheme</p>	<p>Private Sector Housing Team</p> <p>Private Sector Housing Team</p> <p>Private Sector Housing Team</p> <p>Private Sector Housing Team</p> <p>Private Sector Housing Team</p> <p>Private Sector Housing Team</p>	<p>Housing/Citizens Advice</p> <p>Housing/Citizens Advice</p> <p>Housing/Citizens Advice</p> <p>Housing/Integrated Care Board</p> <p>Housing</p>

	Strategic Objective	Actions	Who Leads	Partners
4.2	Take a leadership role to demonstrate that increased standards in new build housing are deliverable.	<p>Work in partnership with Vivid, Guinness and other local Registered Providers as well as neighbouring councils to develop an evidence base on sustainability and deliverability of higher standards for new build properties.</p> <p>Prepare a Havant Borough Council Affordable Housing Standard Guide</p>	<p>Housing</p> <p>Housing</p>	<p>Planning</p>
4.3	Bring empty homes back into use for local housing.	Action to reduce the number of empty and unused properties including consideration of statutory discretions to apply an increased Council Tax multiplier for homes That have been empty for 2 years with proceeds invested to prevent and reduce homelessness.	Housing/Council Tax Service/Private Sector housing Team	Private Sector Housing Team

5 KEY STAKE HOLDERS

The table below identifies the different stakeholders and their interests. It is important that we understand not just their needs, but also in partnership achieve consensus on what is realistically possible.

Type of Stakeholder and their Interest	Their needs or expectations	Partners
Havant Regeneration Team	Alignment to the Havant Borough Council Regeneration Strategy That housing forms a significant part of regeneration projects, masterplans and local strategies.	HCC Developers
Havant Private Sector Housing Team	Alignment to the Havant Borough Council Empty Property Strategy and HMO licensing scheme as well as improving housing standards.	Havant Housing RPs
Havant Planning Team	Alignment to the Havant Borough Council Climate Change, and Environment Strategy as well as development of the Affordable Housing Supplementary Planning Document and the Local Plan.	HBC Planning HCC
Local community	The community in Havant Borough	Elected Members HBC Comms Team HBC Communities Team
The Police	The inclusion of designing out crime in our regeneration work.	HBC Regeneration/Housing/Planning
Hampshire fire & Rescue	Fire safety in the home – linked to Private Rental Sector Enforcement – wider expectations around cladding and combustible materials used on the construction or repair of homes.	HCC HBC Planning Team
Havant Health & Wellbeing Board & Integrated Care Board	Active and healthy communities. Housing design to include opportunities to exercise and access to medical facilities.	HCC HBC Communities Team HBC Regeneration Team HBC Planning Team
Portsmouth City Council	Interest in their housing stock in Havant and partnership working with Havant Borough Council.	HBC Housing HBC Planning Team HBC Regeneration Team
Hampshire County Council	Their strategic responsibilities and how Havant Borough Council engages with HCC.	HBC ELT
Havant Citizens Advice	Funded advice arm of Havant Borough Council and a strong partner in housing	HBC Housing HBC Communities Team

6 HOUSING STRATEGY CONSULTATION

The Council is aware of the importance of consultation and engagement when developing a housing strategy for the Borough.

With this in mind the Council conducted the consultation with the focus: 'To create a Local Housing Strategy the community can be proud of'.

6.1 Strategy Aims and Actions

Respondents were broadly supportive of the aims and actions identified within the draft Housing Strategy – all four aims received agreement from over three quarters of respondents as follows:

Aim 1 – Preventing homelessness – 76% of respondents agreed with this aim

Aim 2 – Increase supply of housing – 76% of respondents agreed with this aim

Aim 3 – Helping housing choices – 84% of respondents agreed with this aim

Aim 4 – Improving rented housing – 87% of respondents agreed with this aim

The associated actions for each of these aims received similarly high levels of agreement, indicating a solid consensus from respondents that the aims and actions contained within the Strategy were appropriate.

6.2 Demographic Comparisons

Respondents who are on or have previously been on the housing register were more likely to support these aims than those who have never been on the housing register, suggesting that those who are more likely to interact with housing support from the council are in agreement with the proposed aims.

Younger respondents (those aged 54 and younger for sample size purposes) were broadly in agreement with older respondents (those aged 55 and over), though younger respondents were slightly more supportive of the aims and actions to increase housing supply.

Respondents who rent their property (either with or without housing benefit) were more likely to agree with the proposed aims and actions than those respondents who own their property (either with a mortgage or loan, or outright), particularly around the aims and actions related to increasing housing supply.

6.3 Views from those who disagreed with the aims and actions

For those who disagreed with the proposed aims and actions, the key themes raised were concern over the impact of development on local infrastructure and concern that an increase in affordable housing is needed.

6.4 Ranking of aims

When asked to rank the aims, almost half of respondents (43%) indicated that 'Aim 1 - Preventing homelessness' was their top priority, with only 12% stating that this was their

lowest priority. The main reasons for this was a view that homelessness should be eradicated from a modern society and that this is the most pressing or urgent issue of those referenced in the strategy.

'Aim 2 - Increasing housing supply' was chosen as top priority by a third of respondents (34%), with comments stating that they felt the demand or need for new housing was high and issues around the affordability of local properties. It should be noted however that over a quarter of respondents selected this as their lowest priority, with views mirroring other comments around the impact of development on local infrastructure.

'Aim 4 - Improving rented housing' and 'Aim 3 - Helping with housing choices' were both chosen as top priority by 12% of respondents, though a larger numbers of responses ranked 'Aim 3' as their lowest priority (36%).

6.5 Ranking of aims – demographic comparisons.

Respondents who are on or have previously been on the housing register were more likely to rank 'Aim 1 – Increasing housing supply' as their top priority, while those who have never been on the housing register were more likely to indicate 'Aim 1 – Preventing homelessness' was their top priority.

Younger respondents were more likely to rank 'Aim 2 – Increasing housing supply' as their top priority than older respondents, who indicated that 'Aim1 - Preventing homelessness' was their top priority.

Over half of respondents who were renting their home chose 'Aim 2 – Increasing housing supply' as their top priority, compared to half of those who own their home choosing 'Aim 1 – Preventing homelessness' as their highest choice.

6.6 Further comments

When asked for further comments about the Strategy, respondents highlighted concern over the impact of development on local infrastructure, support for the proposed strategy and a view that any future development should be focused on brownfield and urban sites. Further views highlighted the importance of climate change and how this is taken into account when housing is being developed and when housing standards are being improved.

6.7 Other stakeholder responses

Responses from other stakeholders differed slightly from the overall results, with the following ranking of aims coming through from these respondents:

Rank 1 – Increasing housing supply

Rank 2 – Preventing homelessness

Rank 3 – Improving rented housing

Rank 4 – Helping with housing choices

When explaining why they ranked these aims in their preferred order, feedback from housing associations / providers and developers / landowners / lettings or sales agents

highlighted the need for an increase in housing supply (or sites made available to build housing supply) to provide adequate housing to meet the challenges they experience.

Responses from the charity / voluntary / community organisation sector were more likely to identify 'preventing homelessness' as their top aim, with many highlighting experience of service users and residents being made homeless due to issues such as domestic violence and affordability concerns.

A general point across the feedback received from other stakeholders is the need for partnership working when seeking to improve these issues, as there are multiple impacts from users of the housing service on other groups such as health providers, private landlords and charity representatives.

The Council will work with partners, stakeholders, and residents to deliver this strategy building on the themes raised by the consultation. As part of this the Council will strengthen its arrangements for partnership working.

7 RESOURCES AND LEVERAGE

7.1 Housing:

Options and Advice: The Housing Options & Advice Service provides information, assistance and advice to help people to resolve their housing situation by keeping them in their home or by helping them to find alternative accommodation. The emphasis is on the early intervention and prevention of homelessness.

Housing Supply: The team works with developers and registered providers to increase the supply of affordable housing in the borough. The team also manages applications and bids for property under the Hampshire Home Choice scheme as well as maintain the housing register.

7.2 Planning:

The purpose of the planning system is to contribute to the achievement of sustainable development. Sustainable development is about growth, making economic, environmental, and social progress for this and future generations. To do this the team assess planning applications and provide permissions for construction or change of use. This involves the application of planning law and any local conditions that may apply.

7.3 Regeneration:

The overarching vision of the service is to support the regeneration and economic growth of all residents, communities, and businesses in the borough. The council will take a leading role within a partnership model to deliver the regeneration ambition, facilitating, influencing and, where appropriate, directly intervening to address the range of new challenges and opportunities.

The service aims to achieve this vision by managing the progressive development and implementation of a pipeline of regeneration projects and programmes. And by facilitating the delivery of significant regeneration projects and programmes.

7.4 Private Sector Housing:

Empty properties: Providing advice and sign posting assistance to owners to help them bring their empty property back into use.

Housing standards: Inspecting and regulating housing to ensure a decent standard of housing provision for all in the borough.

Homes in multiple occupation: Licencing of HMOs in the borough.

Disabled Facilities Grant: Managing and allocating DFGs in the borough for those you are or live with someone who is disabled and would benefit from adaptations to their home to enable the disabled person to continue living there.

Whilst there are a range of partners, the immediate focus is on the partners listed in our action plan at section 3. For example, working with Hampshire County Council on housing solutions for supported housing or the Integrated Care Board for step down housing solutions to enable discharge from hospital.

Whilst Government funding to deliver on this agenda remains constrained, the Council will continue to make the most effective use of its own resources and seek to attract external funding where possible. It will also seek to influence the funding and investment decisions of others to realise the objectives of the strategy.

8 GOVERNANCE AND MONITORING DELIVERY OF STRATEGY

This strategy will be approved and adopted through the Havant Borough Council democratic processes. This will include:

- Scrutiny by the council's Executive Leadership Team (ELT)
- Pre-scrutiny by the council's committee
- Cabinet Briefing
- Consultation
- Approval by Cabinet
- Approval by full council

It is proposed that progress on the adopted strategy will be reported to Cabinet twice a year and full council will be updated twice a year.

Once approved the delivery of the strategy will be managed through the council's management processes which includes any partnership processes.

Regular quarterly reports on progress with the strategy will be presented to the Executive Leadership Team and to Cabinet Briefing. The action plans for the strategy will be refreshed every year.

9 IMPLEMENTATION

The Council will continue to make the most effective use of its own resources and seek to attract external funding where possible. It will also seek to influence the funding and investment decisions of others to realise the objectives of this strategy.

10 NEXT STEPS

The Council will work with partners, stakeholders and residents to deliver this Strategy building on the themes raised by the consultation. As part of this the Council will strengthen its arrangements for partnership working. As referenced in section 8, progress on the Strategy will be monitored through a twice yearly report to Cabinet and twice yearly updates to Full Council.