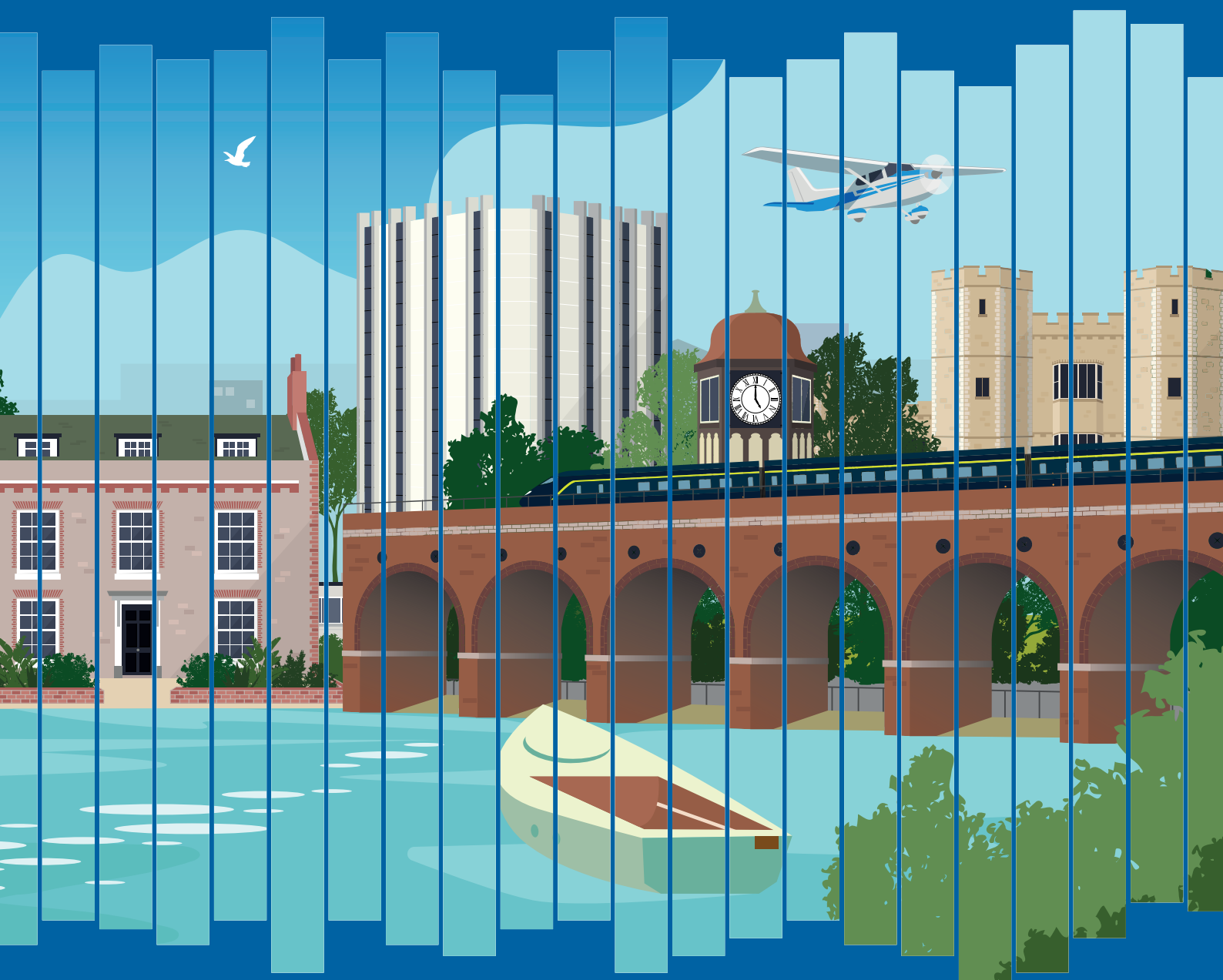


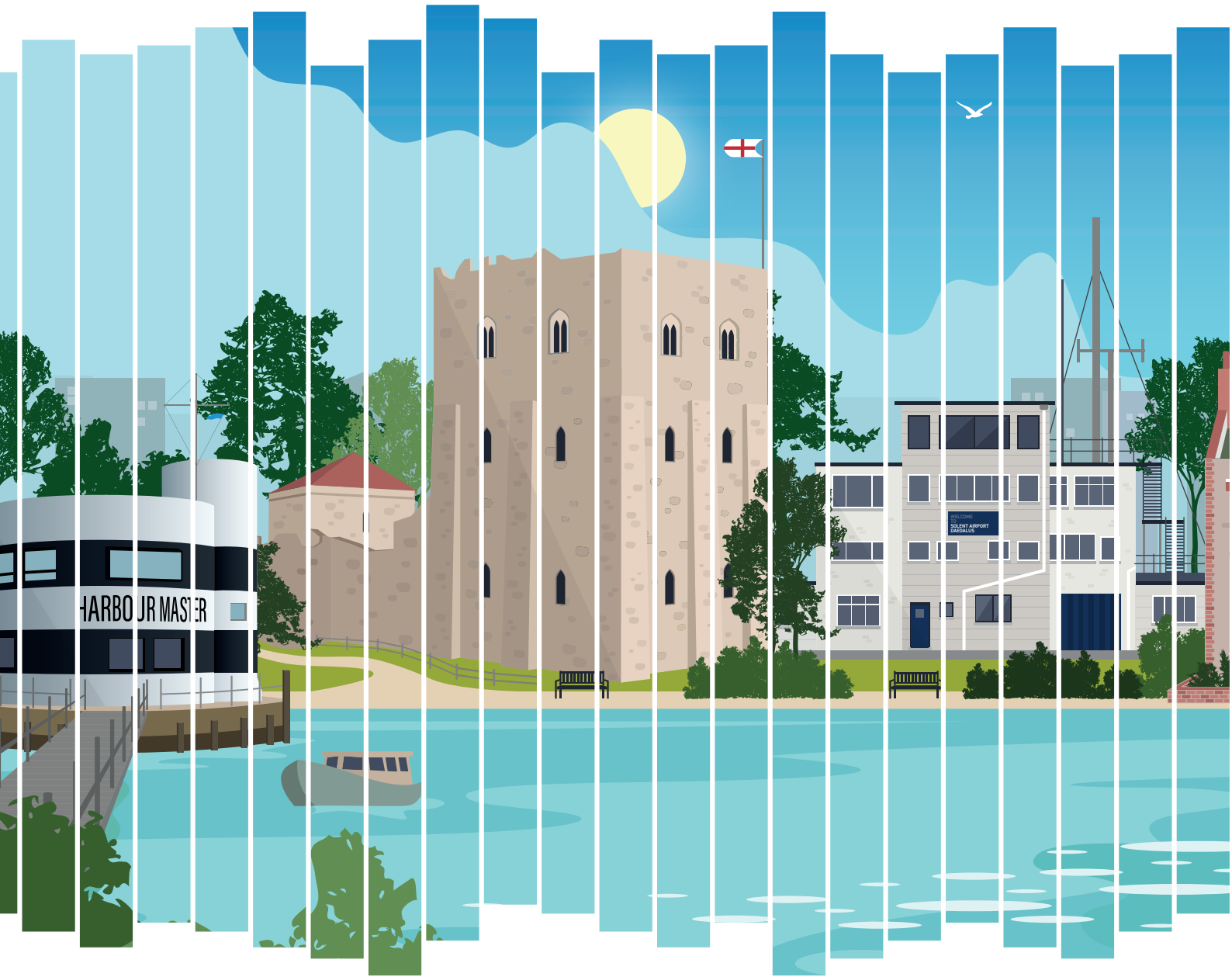
# FAREHAM

a great place to live and work

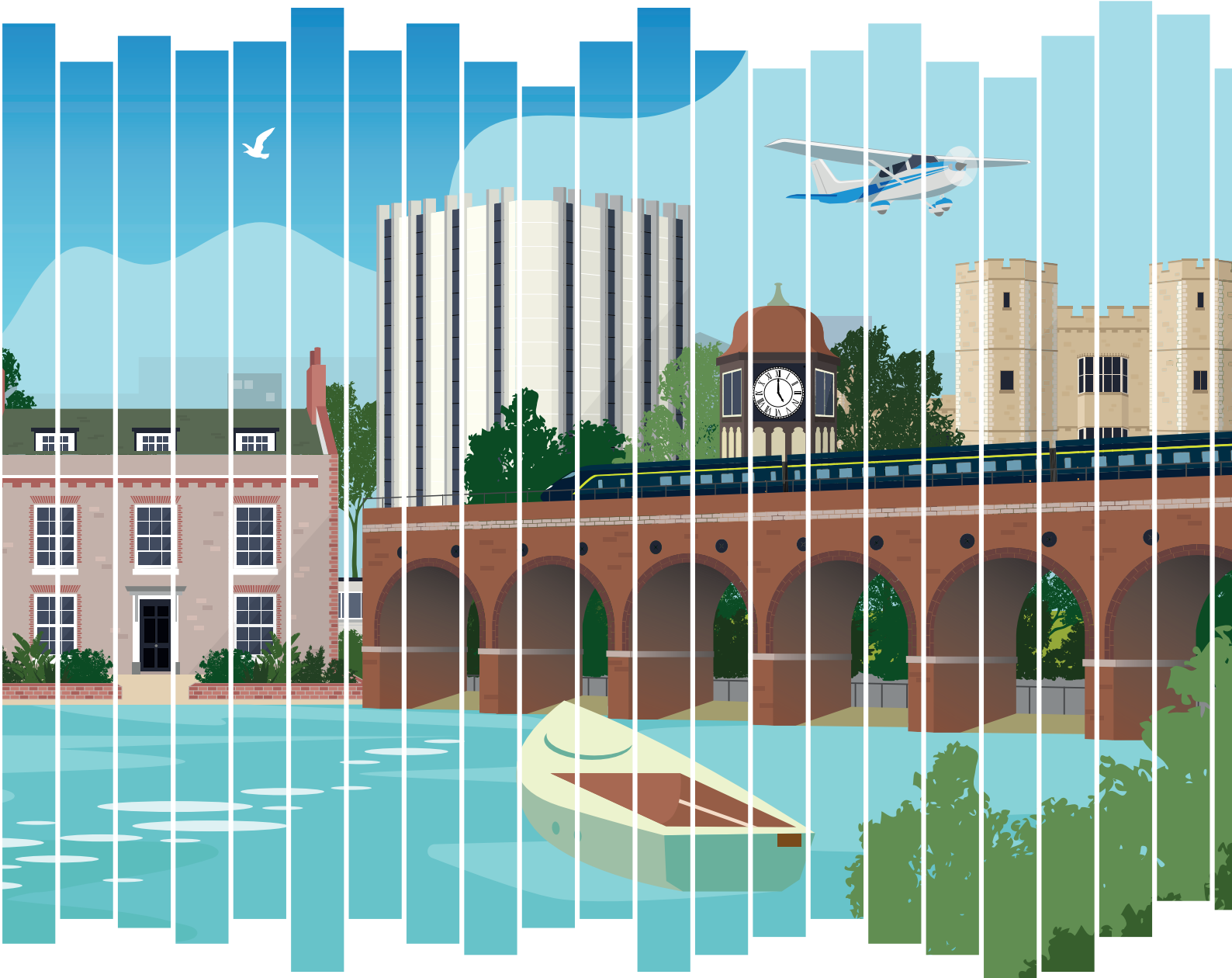
CORPORATE STRATEGY 2023-2029



FAREHAM  
BOROUGH COUNCIL



# Fareham is a great place to live and work



We will provide high quality, customer focused services that deliver value for money. Our work will help ensure Fareham remains a prosperous, attractive and safe place to be.

# WELCOME TO OUR CORPORATE STRATEGY



## What is a Corporate Strategy?

Our Strategy sets out how we will work over the next six years to ensure that Fareham remains a prosperous, safe and attractive place to live and work.



Our Strategy comprises three distinct yet interlinking elements



**Our Vision**  
sets out our overall goal for the Borough



**Our Values**  
describe the Council's approach to service delivery



**Our Priorities**  
show where we will focus our resources over the next six years, including a list of projects that enable our residents to keep track of our progress

## How do we decide our Corporate Strategy?

When writing our Strategy we consult our residents, staff, councillors, and partners.



We must also take into account external economic, social and environmental factors that will influence life in Fareham over the next six years.

## Our Strategy guides the work of the Council

Our Corporate Strategy is part of our Strategic Framework. This Framework is made up of multiple documents that set out the Council's finances, planning strategy and day-to-day services. On page 26 we have included a Glossary to explain some key terms mentioned throughout the Strategy.

**“We must also take into account external economic, social and environmental factors...”**



Wallington Village

The documents that make up our Strategic Framework alongside our Corporate Strategy include:

**Our Local Plan which guides future development in Fareham, allocating space for housing, employment, and community facilities**

**Our Medium-Term Financial Strategy structures and manages the Council's financial resources in line with our objectives**

**Our Annual Budget ensures the Council can respond to year-on-year changes and short-term service delivery issues**

**Local Service Agreements provide an annual overview of how Council services are performing**



# SINCE OUR LAST CORPORATE STRATEGY



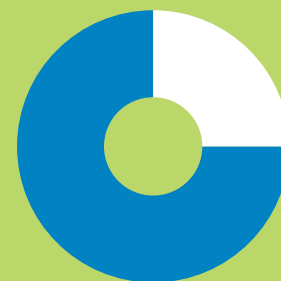
Our Corporate Strategy is written with our residents at the heart of what we do and considers local issues as well as the changing world around us.



## Who lives in Fareham?

Since our last Strategy was published Fareham's population has increased by 3%.

The 2021 Census estimates that there are 114,500 people living in Fareham across 48,600 households. Our population is not increasing as much as was initially anticipated, however, the number of older people living in the Borough has continued to grow. In Fareham 25% of the population are aged 65 and above, which is higher than the national average of 19%.



**25%**  
of Fareham's  
population are  
aged 65 and above

## Finances

The Council takes pride in its careful financial planning.



However, since 2012 the funding the Council receives from central government through grants and business rates has significantly decreased. In response to this, the Council has continually reviewed its practices and strived for constant improvement and increased efficiency. Like most other councils, Fareham has had to increase the proportion of its budget funded through Council Tax. We will also explore additional savings and income generation opportunities over the next six years to ensure our services continue to be delivered to a high standard.

---

**£2m+**  
implemented in savings  
and income opportunities  
over the last three years

---

While our key focus is on continuing to provide excellent day-to-day services, we still have exciting projects planned over the next six years.



## Our Environment

Climate change is being discussed nationally and internationally like never before.

We know that climate change and wider environmental issues are a growing concern among Fareham residents, so ensuring that the Borough can respond and adapt to the local challenges that a changing climate will bring is a priority for the Council.

---

**“We know that  
climate change and  
wider environmental  
issues are a  
growing concern...”**

---

---

**114,500**  
estimated number of  
people living in Fareham

---

# CORPORATE STRATEGY OVERVIEW



## Our Vision for the Council

We will provide high quality, customer focused services that deliver value for money. Our work will help ensure Fareham remains a prosperous, attractive, and safe place to be.



## Our Values

Everything we do is guided by a set of values which are shared by all councillors and employees.

### OPENNESS

Listening to our customers, while being open and transparent in our decision making

### COMMITMENT

Striving to meet the needs of our customers

### LEADERSHIP

Embracing our leadership role within the Borough

### COLLABORATION

Working as a team within the Council and using our influence to maintain productive relationships with our partners

### CONSTANT IMPROVEMENT

Striving for continual improvement and value for money



# MAKING A DIFFERENCE DAY-TO-DAY



**Customers are at the heart of everything we do.**

We know that it is the day-to-day services that are often the most important to you and our staff work hard to ensure that these services are high quality, efficient and provide value for money.



# OUR PRIORITIES

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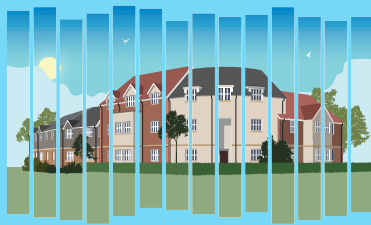


**Our Priorities will guide how we direct our resources over the next six years. Working towards our Priorities while upholding our Values will ultimately help us achieve our Vision.**

The following pages will guide you through the changes, local and national that have influenced our Priorities and the projects we will undertake to achieve them.



Welborne Garden Village



## PROVIDE HOUSING CHOICES

- Diverse housing market
- Development of new homes
- High quality affordable housing
- Helping homeless people
- Welborne Garden Village

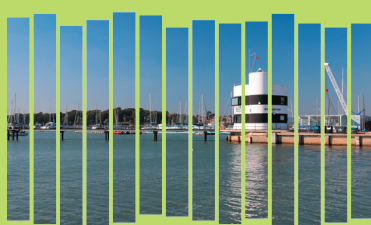
# 1



## PROMOTE ECONOMIC DEVELOPMENT

- Economic vitality
- Fareham town centre regeneration
- Increase employment space
- Daedalus

# 4



## RESPOND TO CLIMATE CHANGE AND PROTECT THE ENVIRONMENT

- Reducing carbon emissions
- Keep the Borough clean and attractive
- Support biodiversity and enhance green spaces
- Increase recycling
- Coastal management

# 2



## LEISURE OPPORTUNITIES FOR WELLBEING AND FUN

- Communities come together
- Exercise
- High quality facilities
- Fareham Live

# 5



## STRONG, SAFE AND HEALTHY COMMUNITIES

- Everyone feels safe
- Enabling communities to thrive
- Health and safety
- Emergency planning

# 3

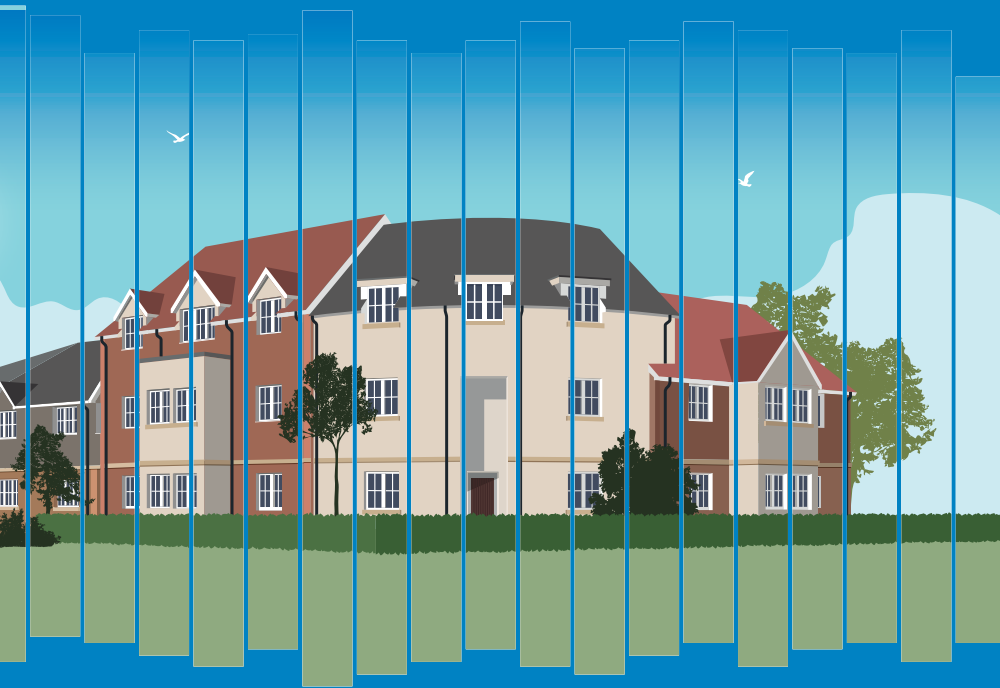


## RESPONSIVE, INCLUSIVE AND INNOVATIVE COUNCIL

- Hard work
- Value for money
- Low Council Tax
- Customer engagement

# 6

# PRIORITY ONE PROVIDE HOUSING CHOICES



# 1

← Sir Randal Cremer House, Portchester

## Fareham is a popular place to live, and we must provide homes for our growing population.

We must also ensure the kind of houses being built serve the needs of the Borough. We have an ageing population and the number of people who live in the Borough and are under the age of 20 is declining. Nationally and locally the number of people who live alone is also increasing. The number of households in Fareham occupied by people living alone is 27%; this will influence the number of smaller homes required.

The majority of Fareham residents are well-housed. More than 80% of homes are now owner-occupied which is much higher than the national average of 69%.

While house prices have risen dramatically over the last 10 years, house prices in Fareham remain slightly lower than the regional average. However, first time buyers may struggle to get onto the property market as the ratio between average house prices and earnings is slightly higher than the national average.

Over the next Strategy period an increasingly high proportion of the Borough's new housing will be delivered at Welborne Garden Village. This development will provide homes and high-quality community facilities for existing and future Fareham residents.

---

# 27%

of households in  
Fareham occupied  
by people living alone

---

**“We must ensure the  
kind of houses being  
built serve the needs of  
the Borough.”**

# PRIORITY ONE WHAT WE WILL DO



As the local planning authority, we will work with key partners to support a diverse housing market. We will use our new Local Plan to enable the development of new homes alongside the necessary infrastructure and environmental protection. We will continue to provide high quality affordable housing that offers a choice of tenures, while providing meaningful help and advice to those who are currently, or at risk of, becoming homeless.

# 1

Our key projects for the next six years are to:

Enable the delivery of a new Garden Village at Welborne

Support the delivery of the strategic housing sites allocated in the Local Plan 2037

Prepare a Vision and Masterplan for Fareham town centre regeneration that will provide increased opportunities for residential development

Implement a Fareham Housing Regeneration Strategy to ensure our housing stock remains of high quality

Prepare a new Affordable Housing Supplementary Planning Document

Deliver a new sheltered housing scheme at Assheton Court

Deliver new affordable Council homes, including Ophelia Court, land at Queens Road, and the redevelopment of Menin House

Prepare a new Self-Build and Custom-Build Supplementary Planning Document



Welborne Garden Village

**80%+**  
of homes in  
Fareham are  
owner-occupied

# PRIORITY TWO RESPOND TO CLIMATE CHANGE AND PROTECT THE ENVIRONMENT



# 2



← Fareham Creek

## We share our residents' concerns about climate change and its effects on life in Fareham.

We are committed to reducing our impact on the environment, responding and adapting to climate change and supporting our residents to do the same.

In September 2019 we announced our ambition to become carbon neutral across our buildings and services by 2030. Delivery of our constantly evolving Climate Change Action Plan is now progressing with huge efforts being made across the whole of the Council to work towards this formidable goal.

We want to ensure residents and visitors can enjoy the wonderful natural environment Fareham has to offer. We recently opened new public open spaces at Abbey Meadows and the Queen Elizabeth II Platinum Jubilee Park at Daedalus.

Fareham Borough Council are also members of Coastal Partners which operates across five local authorities. This partnership plays a crucial role in managing coastlines, improving community resilience to flooding and erosion as well as enhancing the natural environment.

We know our residents want to do their bit to reduce their impact on the environment. Changes to legislation over the next six years will enable us to provide significant improvements to our waste and recycling services.

**Delivery of our constantly evolving Climate Change Action Plan is now progressing...**

**“We want to ensure residents and visitors can enjoy the wonderful natural environment Fareham has to offer.”**

# PRIORITY TWO WHAT WE WILL DO



## 2

**We will lower our operational carbon emissions, encourage reductions across the Borough and help make sure that Fareham is resilient to the changes a warming climate brings.**

The Borough will remain a clean and attractive place to live and work and we will continue to deliver green space improvements in line with a new Biodiversity Strategy.

The Borough's extensive coastline will continue to be managed to protect our communities as sea levels rise. We will be ambitious in our efforts to minimise the generation of waste and maximise the collection of recyclable material.

**Our key projects for the next six years are:**

**Redevelop our waste and recycling collections in line with the Government's new Environment Bill to increase recycling rates and reduce household waste**

**Work towards our 2030 carbon neutral target by delivering our Climate Change Action Plan**

**Explore opportunities for renewable energy generation as part of capital projects delivered by the Council and across our wider landholdings**

**Develop a rewilding plan as part of a new Biodiversity Strategy for the Council as set out in our new Local Plan and identify suitable sites for wildlife enhancement**

**Ensure that energy efficiency measures and low carbon technologies enable new homes in the Borough to be net-zero ready by 2025**

**Support the Welborne Master Developer to use new environmental technologies to reduce the energy needs of the new community**

**Review our vehicle fleet and prepare a programme of replacements to reduce the carbon emissions produced by our fleet**

**Progress coastal management protection and adaptation schemes through planning and funding processes to delivery**



Hill Head beach

**“The Borough's extensive coastline will continue to be managed to protect our communities as sea levels rise.”**

# PRIORITY THREE STRONG, SAFE AND HEALTHY COMMUNITIES



# 3



**Fareham is a safe place to live, and our residents are generally healthier than most other areas in the country.**

Overall crime levels are low when compared to similar Boroughs in Hampshire and life expectancy is higher than the national average. Deprivation levels across the Borough are generally very low, but we are aware that there are some small pockets of deprivation.

Community leadership is a role the Council takes seriously. Officers regularly take part in emergency planning training to ensure we are prepared for difficult situations, should they arise. Never was this role more important than during the Covid-19 pandemic. Throughout these difficult times it was amazing to see the strength of Fareham's community spirit.

We know it is important to local people that we celebrate existing and new communities within the Borough. In this Strategy we have included projects that will see new community facilities installed across the Borough to help communities stay healthy and develop a sense of connectedness.

**“Overall crime levels are low when compared to similar Boroughs in Hampshire and life expectancy is higher than the national average.”**



# PRIORITY THREE WHAT WE WILL DO



# 3

By working with others, we will ensure Fareham is a place where everyone feels safe. We recognise the distinct communities that exist within Fareham and will provide them with facilities to enable them to thrive. We will continue to protect the health, safety and wellbeing of people who live, work, and visit the Borough.

Our key projects for the next six years are:

Support the development of new communities south of Longfield Avenue and Downend alongside the appropriate community infrastructure

Develop a community-led regeneration plan for improved community facilities and affordable housing in the Henry Cort Drive area

Support the developer and providers to enable delivery of the district and village centres, schools and health and well-being facilities at Welborne

Monitor and review local air quality across the Borough to ensure the health of our residents

Undertake a review of the Community Infrastructure Levy and Planning Obligations Supplementary Planning Document to secure developer contributions going forward

“We know it is important to local people that we celebrate existing and new communities within the Borough.”



← Fareham Market

# PRIORITY FOUR PROMOTE ECONOMIC DEVELOPMENT



# 4



← Faraday Business Park

**Fareham’s desirable location, combined with its award winning business parks, makes it an attractive destination for businesses.**

This Strategy period will see increased investment in our town centre guided by the preparation of a Fareham town centre Regeneration Vision and Masterplan. The development of Fareham Live, a new arts and entertainment venue, with new parking provided alongside, will help meet the changing habits of visitors and breathe new life into the town centre.

Daedalus is proudly owned by the Council and forms part of the Solent Enterprise Zone. The site features two business park opportunities, Faraday and Swordfish, as well as the highly successful Fareham Innovation Centre, CEMAST and CTEC facilities. Over the next Strategy period, Daedalus will see further investment, principally at Faraday, so we can deliver on our Daedalus Vision and unlock further employment opportunities.

Solent Airport at Daedalus will see a further multi-million pound investment to improve the commercial offer and facilities provided and help attract more aviation businesses to the site.

The delivery of an all moves junction 10 on the M27 will also enable Welborne to provide further extensive employment space and jobs over the coming years.

**We will produce a Town Centre Regeneration Vision and Masterplan**

**“This Strategy period will see increased investment in our town centre...”**

# PRIORITY FOUR WHAT WE WILL DO



Work with others and use our influence to support and promote the economic vitality of the Borough.

We will enable the regeneration of Fareham town centre. Economic growth and employment will be encouraged through the increased level of employment space allocated in our Local Plan 2037 and continued employment-led investment in Daedalus.

# 4

Our key projects for the next six years are:

Produce a Fareham Town Centre Regeneration Vision and Masterplan to attract investment, guide new development and public spaces, and ensure that the town centre meets changing needs

Transform the aging Osborn Road car park into a modern surface level car park with electric vehicle charging and the potential for solar energy infrastructure

Produce an Economic Development Strategy to outline our economic objectives, including business support and skills development across the Borough

Deliver a wide range of new employment floorspace at the Daedalus business parks to provide for new commercial tenants and job growth

Deliver a £5.5 million investment plan at Solent Airport at Daedalus to expand its commercial opportunities

Support developers to deliver the junction 10 M27 scheme and open up Welborne for delivery of employment



Fareham town centre

**“We will enable the regeneration of Fareham town centre.”**

# PRIORITY FIVE LEISURE OPPORTUNITIES FOR WELLBEING AND FUN



# 5



← Fareham Live – artist's impression

**Fareham is an attractive place to live and visit. It is well-equipped with a whole host of leisure activities.**

We have invested significantly in leisure facilities across the Borough, such as the multi-million-pound Holly Hill Leisure Centre and £7 million of improvements at Fareham Leisure Centre.

In 2024 we will also see the exciting development of Fareham Live, our new community, arts and entertainment venue, that will kickstart wider investment in our town centre.

As well as investing in our large, central leisure venues we continue to recognise the importance of accessible, local leisure facilities such as community centres, sports pavilions and play areas that enable communities to come together.

Our community events such as our Christmas Light Switch-on are extremely popular with an ever increasing turnout. We will continue to provide events that enable Fareham residents to celebrate and have fun together.

# £17m

**investment in  
improvements for  
Fareham Live**

**“Over the next few years we will also see the exciting development of Fareham Live...”**

# PRIORITY FIVE WHAT WE WILL DO



Ensure that everyone across the Borough can come together to exercise, socialise and participate in arts and entertainment activities. We will ensure that everyone can enjoy the high-quality facilities Fareham has to offer.

# 5



Illustration of inclusive splash pad at Fareham Leisure Centre

**“...introduce a schedule of improvements for play areas focusing on accessible equipment provision.”**

**Our key projects for the next six years are to:**

**Launch our new community arts and entertainment venue: Fareham Live**

**Deliver a programme of improvements to our community centres, sports pavilions and public toilets**

**Introduce a schedule of improvements for play areas focusing on accessible equipment provision**

**Provide a new community hub, including sports pitches, open space, conservation areas and allotment provision, on the land south of Longfield Avenue**

**Develop new and improved community leisure facilities at Henry Cort Drive**

**Support developers to deliver new recreation, greenspace and leisure facilities at Welborne Garden Village and establish future management arrangements**



Abbey Meadows play area

# PRIORITY SIX

## A RESPONSIVE, INCLUSIVE AND INNOVATIVE COUNCIL



# 6



**We pride ourselves on putting residents, our customers, at the heart of everything we do.**

We design our services through their eyes and have updated processes accordingly. Officers take ownership for customers' enquiries, to ensure they are not passed from department to department.

We are constantly seeking ways to reduce our spending and make your money work harder, so that we can continue to deliver vital services. We will continue to adopt a prudent approach, while investing in key projects, and utilise our influencing powers to shape lives for the better in the Borough.

Council staff will continue to work hard and are committed to serving the Borough and its residents. We will engage with residents regarding the work we do and the decisions we make by keeping them informed and enabling them to have their say on decisions that shape their lives.



**“Council staff will continue to work hard and are committed to serving the Borough and its residents.”**

# PRIORITY SIX WHAT WE WILL DO



# 6

By making customers the focus of everything we do, our staff will continue to work hard and flexibly to deliver quality services that provide both high levels of customer satisfaction and value for money.

Our key projects for the next six years are to:

Ensure effective property asset management across the Council's extensive property holdings

Produce a New Way of Working Strategy to ensure the Council works in a modern and flexible way and is complemented by major investment in the Council buildings

Redevelop our Local Service Agreements document so residents are more clearly informed about how Council services are performing

Launch a new Communications and Engagement Strategy

Transition Council systems to cloud based servers to enable the Council to work more flexibly and improve data security

Explore commercial opportunities available to the Council to support the Council's financial position

Update our Opportunities Plan to enable the Council to continue to generate additional revenue whilst reducing costs



Fareham Council offices



Fareham Creek

**“We are constantly seeking ways to reduce our spending and make your money work harder...”**

# KEEPING UP WITH THE CORPORATE STRATEGY



Thank you for reading our Corporate Strategy and engaging with the work of the Council.



While the Corporate Strategy is updated every year to take into account any new and completed projects, there are other ways you can keep in touch.

## LOCAL SERVICE AGREEMENTS

These enable residents to see how Council services are performing

**E-PANEL AND FAREHAM TODAY**  
Sign up for regular updates directly to your inbox

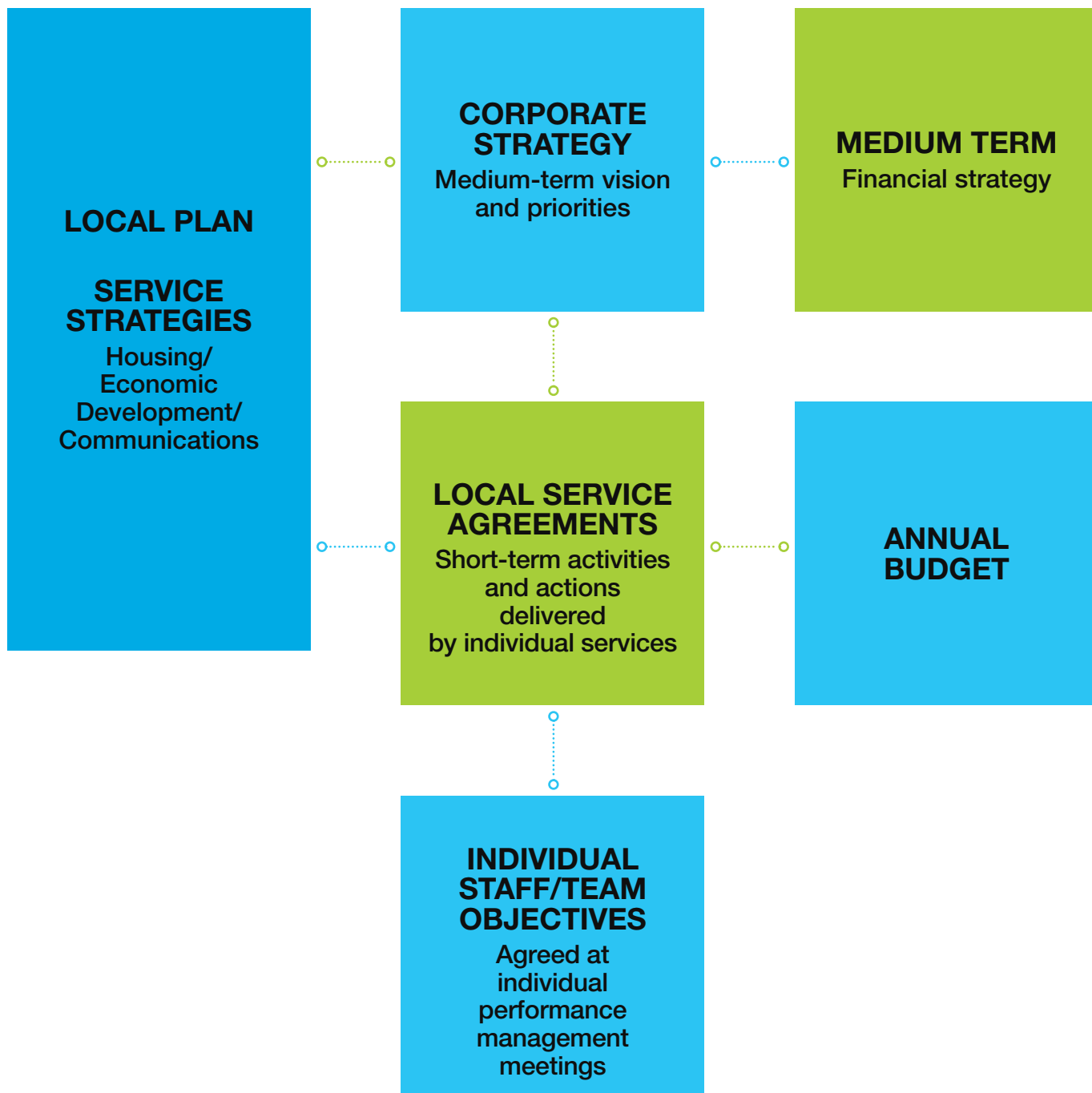
## SOCIAL MEDIA CHANNELS

We post regular updates on Facebook, X and Instagram





# STRATEGIC FRAMEWORK



# GLOSSARY OF TERMS



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## **Affordable Housing Supplementary Planning Document**

This document expands on the affordable housing policy in the Local Plan to provide additional guidance on the provision of affordable housing as part of development. It is considered when making planning decisions regarding affordable housing provision but is not part of the Local Plan.

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## **All moves Junction 10**

M27 Junction 10 currently has restricted access. The proposed improvements include the provision of an underpass underneath the M27; the provision of two new slip roads and a replacement for the existing west-bound off-slip to create an all moves junction.

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## **CEMAST**

Fareham College's Centre of Excellence in Engineering, Manufacturing and Advanced Skills Training.

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## **Climate Change Action Plan**

The Plan sets out the projects the Council plans to complete to help us on our journey to become carbon neutral, as well as supporting the wider Borough where we can.

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## **Cloud Based Servers**

Servers are computers that provide applications and data to other computers on a network. A cloud-based server is not physically stored on site and computers can connect to it via the internet.

---

## **Community Infrastructure Levy (CIL)**

CIL is a charge that Local Planning Authorities can levy on a new development to help deliver the infrastructure that is needed to support development in the area. For example, leisure, community and recreational facilities.

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## **Council Housing Regeneration Strategy**

This lays out how we will maintain and improve our existing social housing stock and what will be considered when making decisions related to our existing housing stock.

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## **CETC**

Fareham College's Civil Engineering Training Centre.

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## **Fareham Housing Regeneration Strategy**

This sets what decisions we will make in relation to significant projects to maintain and improve the Council's own housing stock.

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## **Net-zero ready**

A building that has the potential to produce more energy than it uses, typically they are more energy efficient and have the capacity for energy generation technologies such as solar panels.

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## **Operational Carbon Emissions**

Carbon emissions associated with the day-to-day running of Council services. For example vehicle fuel, electricity and gas.

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## **Planning Obligations**

Helps reduce the impact of development on the local area, making it acceptable in planning terms.

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## **The Planning Obligations Supplementary Planning Document**

This document expands on the policies associated with infrastructure in the Local Plan to provide additional guidance on the use of planning obligations to secure the provision or improvement of infrastructure, including open space, education and transport and the approach to calculating financial requirements. It is considered when making planning decisions but is not part of the Local Plan.

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## **Rewilding**

The process of restoring an area of land to its natural uncultivated state.

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## **Sheltered Housing Scheme**

Housing specifically designed for older people to allow them to live independently.

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## **Solent Enterprise Zone**

The Zone at Daedalus is one of 46 enterprise zones set up nationally to support local economic growth with a focus on advanced engineering and manufacturing, particularly in the marine, aerospace and aviation sectors.

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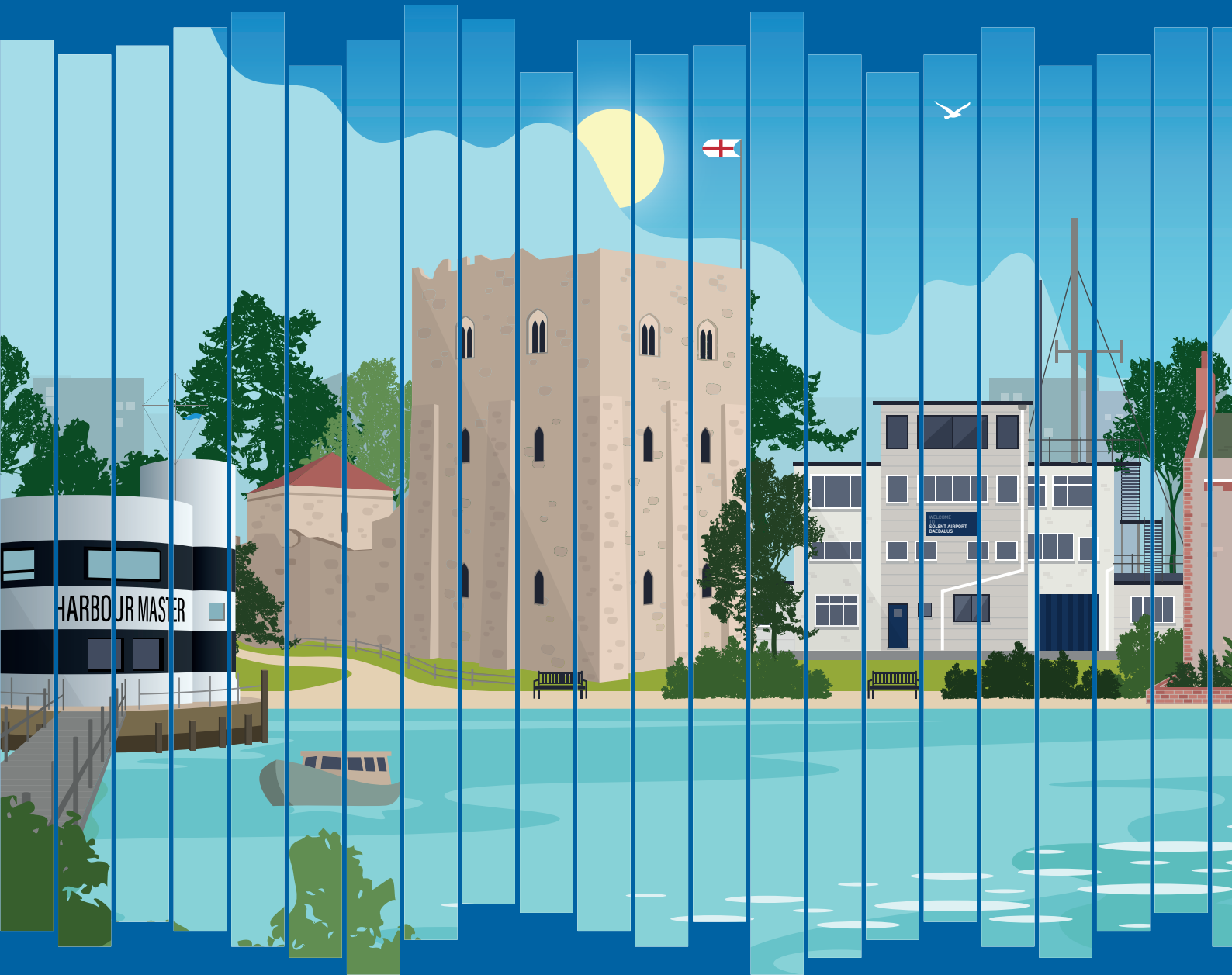
## **Strategic Housing Sites**

Large scale residential development allocations set out in the Local Plan which help address the strategic priorities of the Council such as providing sufficient housing with a mix of tenure, size and type to meet the Borough's needs.



Solent Airport at Daedalus

[www.fareham.gov.uk](http://www.fareham.gov.uk)



**FAREHAM**  
BOROUGH COUNCIL