

FAREHAM

BOROUGH COUNCIL

AGENDA

POLICY AND RESOURCES SCRUTINY PANEL

Date: Monday, 19 November 2018

Time: 6.00 pm

Venue: Collingwood Room - Civic Offices

Members:

Councillor M J Ford, JP (Chairman)

Councillor N J Walker (Vice-Chairman)

Councillors I Bastable
Mrs P M Bryant
S Cunningham
T Davies
Mrs C L A Hockley

Deputies: Mrs L E Clubley
J G Kelly



1. Apologies for Absence

2. Minutes (Pages 5 - 8)

The Panel is asked to confirm as a correct record, the minutes of the meeting of Scrutiny Board held on 28 June 2018, which was dissolved by the Council on 11 October 2018. Whilst the Policy and Resources Scrutiny Panel has not replaced the Scrutiny Board it has taken on many of its functions and therefore is the most appropriate Panel in which to present these minutes to.

3. Chairman's Announcements

4. Declarations of Interest and Disclosures of Advice or Direction

To receive any declarations of interest from members in accordance with Standing Orders and the Council's Code of Conduct and disclosures of advice or directions received from Group Leaders or Political Groups, in accordance with the Council's Constitution.

5. Deputations

To receive any deputations of which notice has been lodged.

6. Introduction to the Policy and Resources Scrutiny Panel (Pages 9 - 10)

To receive a presentation by the Head of Democratic Services which outlines the role and functions of the new Scrutiny Panel.

7. Executive Business (Pages 11 - 12)

To consider any items of business dealt with by the Executive since the last meeting of the Panel, that falls under the remit of the Policy and Resources Portfolio. This will include any decisions taken by individual members during the same time period.

(1) Fareham Civic Quarter Regeneration Proposals (Pages 13 - 14)

(2) General Fund and Housing Revenue Account Outturn 2017/18 (Pages 15 - 16)

(3) Capital and Treasury Management Outturn 2017/18 (Pages 17 - 18)

(4) Sale of Land to HCC at Daedalus for Stubbington Bypass (Pages 19 - 20)

(5) Business Rate Retention Pilots 2019-20 (Pages 21 - 22)

(6) Daedalus Gate Guardian (Pages 23 - 24)

(7) Review of Policy Development and Review Panels and Scrutiny Board Meetings (Pages 25 - 26)

(8) Acquisition of Commercial Property in Fareham (Pages 27 - 28)

(9) Annual Review of the Corporate Strategy 2017-2023 (Pages 29 - 30)

(10) Local Service Agreements (Pages 31 - 32)

(11) Treasury Management & Capital Monitoring Report 2018-19 (Pages 33 - 34)

(12) Finance Monitoring Report 2018-19 (Pages 35 - 36)

(13) Locks Heath Memorial Hall Asset Disposal (Pages 37 - 38)

8. Review of Local Service Agreement Performance (Pages 39 - 62)

To consider a report by the Director of Finance and Resources which gives a review of the Local Service Agreement Performance.

9. Annual Review of the Corporate Strategy (Pages 63 - 90)

To consider a report by the Director of Finance and Resources on an Annual Review of the Corporate Strategy.

10. Scrutiny Priorities

To provide an opportunity for Members to consider the scrutiny priorities for the Policy and Resources Panel.



P GRIMWOOD
Chief Executive Officer
Civic Offices
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09 November 2018

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FAREHAM

BOROUGH COUNCIL

Minutes of the Scrutiny Board

(to be confirmed at the next meeting)

Date: Thursday, 28 June 2018

Venue: Collingwood Room - Civic Offices

PRESENT:

Councillor G Fazackarley (Chairman)

(Vice-Chairman)

Councillors: Mrs P M Bryant, P J Davies, J M Englefield, Miss T G Harper,
Mrs C L A Hockley, J G Kelly, Mrs K Mandry and
Ms S Pankhurst (deputising for M J Ford, JP)

Also Present: Councillor S Cunningham (Item 7) and Councillor K D Evans,
Executive Member for Planning and Development (Item 7)



1. APOLOGIES FOR ABSENCE

An apology of absence was received from Councillor M J Ford, JP.

2. MINUTES

RESOLVED that the minutes of the Scrutiny Board meeting held on 17 May 2018 be confirmed and signed as a correct record.

3. CHAIRMAN'S ANNOUNCEMENTS

There were no Chairman's announcements.

4. DECLARATIONS OF INTEREST AND DISCLOSURES OF ADVICE OR DIRECTIONS

There were no declarations of interest made at this meeting.

5. DEPUTATIONS

There were no deputations made at this meeting.

6. PRESENTATION BY, AND QUESTIONING OF, HAMPSHIRE FIRE AND RESCUE SERVICE

The Board received a presentation from Assistant Chief Fire Officer Shantha Dickinson and Area Manager Rob Cole from Hampshire Fire and Rescue on an overview of the Service and how it has evolved over the years and the challenges the service faces. (a copy of the presentation is attached as Appendix A to these minutes)

Members were given the opportunity to ask questions they had regarding the work undertaken by Hampshire Fire and Rescue Service.

RESOLVED that the Assistant Chief Fire Officer Shantha Dickinson and Area Manager Rob Cole be thanked for their extremely informative presentation.

7. REVIEW OF POLICY DEVELOPMENT AND REVIEW PANELS AND SCRUTINY BOARD MEETINGS

(Councillor Mrs P M Bryant left the meeting at the start of this item and was not present for the remainder of the meeting)

The Board considered a report by the Head of Democratic Services which set out the details of a Vanguard review of the effectiveness of the current Policy Development and Review Panels and the Scrutiny Board meetings and proposed a new Committee structure as set out in Appendix B of the report.

At the invitation of the Chairman, Councillors S Cunningham and K D Evans, Executive Member for Planning and Development addressed the Board on this item.

RESOLVED that the Scrutiny Board supports the proposals contained within the report and endorses that the Executive recommends to Council that:-

- (a) the Policy Development and Review Panels be dissolved;
- (b) a Scrutiny Panel be created for each of the 6 Executive portfolios;
- (c) subject to (a) and (b) above, the current Scrutiny Board be dissolved;
- (d) each Scrutiny Panel be scheduled to meet 4 times per municipal year, with additional meetings created if necessary;
- (e) subject to (d) above, the revised schedule of meetings for the remainder of the municipal year 2018-19 be approved, as set out in Appendix A;
- (f) the Deputation scheme be amended to allow members of the public to apply to give a deputation on any subject to the relevant Scrutiny Panel;
- (g) subject to (a) (b) and (c) above, a revised allocation of seats be approved, as set out in Appendix C (with the nomination of councillors to seats being presented to Council in October);
- (h) subject to the agreement of the changes, an amendment to the current Members' Allowances Scheme be presented to Council for approval, as set out in paragraph 58 of the report; and
- (i) subject to the agreement of the changes, delegated authority be given to the Council's Monitoring Officer to review and amend the Constitution to:
 - i. create the new functions of the Scrutiny Panels;
 - ii. amend the Call-In procedures to reflect the changes to Portfolio Scrutiny Panels; and
 - iii. to review and amend the Constitution with regard to the Deputation Scheme.

8. REVIEW OF WORK PROGRAMME 2018/19

The Board considered a report by the Director of Finance and Resources which reviewed the Board's Work Programme for 2018/19.

RESOLVED that the Board agreed the work programme for 2018/19.

9. RECEIVE MINUTES OF MEETINGS OF POLICY DEVELOPMENT AND REVIEW PANELS

The Board was asked to receive the minutes of the Policy Development and Review Panels held since 1 May 2018.

(1) Minutes of meeting Tuesday, 15 May 2018 of Planning and Development Policy Development and Review Panel

The Chairman of the Planning and Development Policy Development and Review Panel, Councillor P J Davies was invited to present the minutes of the meeting held on 15 May 2018.

It was AGREED that the minutes be received.

(2) Minutes of meeting Thursday, 24 May 2018 of Housing Policy Development and Review Panel

The Chairman of the Housing Policy Development and Review Panel, Councillor Mrs K Mandry was invited to present the minutes of the meeting held on 24 May 2018.

It was AGREED the minutes be received.

(3) Minutes of meeting Tuesday, 29 May 2018 of Health and Public Protection Policy Development and Review Panel

The Vice-Chairman of the Health and Public Protection Policy Development and Review Panel, Councillor Ms S Pankhurst was invited to present the minutes of the meeting held on 29 May 2018.

It was AGREED that the minutes be received.

10. EXECUTIVE BUSINESS

The Chairman invited members to indicate if they wish to consider any other item of business dealt with by the Executive since the last meeting of the Board.

There were no other items of Executive Business considered.

(The meeting started at 6.00 pm
and ended at 7.25 pm).

FAREHAM

BOROUGH COUNCIL

Presentation to Policy and Resources Scrutiny Panel

Date: 19 November 2018

Subject: INTRODUCTION TO THE POLICY AND RESOURCES SCRUTINY
PANEL

SUMMARY

On the 11 October 2018 it was agreed by Council that the 5 Policy Development and Review Panels and the Scrutiny Board be dissolved and 6 new Scrutiny Panels be created in their place, with each Panel representing each of the 6 Executive Portfolios.

Members will receive a presentation from The Head of Democratic Services to outline the role and functions of the new Scrutiny Panel.

RECOMMENDATION

It is recommended that Members consider the presentation on the Introduction to the Policy and Resources Scrutiny Panel and make any comments or raise any questions for clarification.

FAREHAM

BOROUGH COUNCIL

Report to Policy and Resources Scrutiny Panel

Date **19 November 2018**

Report of: **Director of Finances and Resources**

Subject: **EXECUTIVE BUSINESS**

SUMMARY

One of the key functions of this Scrutiny Panel is to hold the Executive Portfolio Holder and Senior Officers to account in the delivery of the service and the Improvement Actions identified in the Council's Corporate Priorities and Corporate Vision.

Members are therefore invited to consider the items of business which fall under the remit of the Policy and Resources portfolio and have been dealt with by the Executive since the last meeting of the Panel. This also includes any decisions taken by individual Executive Members.

The relevant notices for decisions taken are attached for consideration.

RECOMMENDATION

It is recommended that Members consider the items of Business discharged by the Executive since the last meeting of the Panel and make any comments or raised any questions for clarification.

FAREHAM

BOROUGH COUNCIL

2018/19
Decision No.
2036

Record of Decision by Executive

Monday, 9 July 2018

Portfolio	Policy & Resources
Subject:	Fareham Civic Quarter Regeneration Proposals
Report of:	Director of Planning & Regulation
Corporate Priority:	Maintain and extend prosperity

Purpose:

The purpose of this report is to firstly provide an overview of the Council's progression on regeneration proposals within the Fareham Town Centre Civic Quarter and secondly to seek approval for a budget for the next stages of work to be undertaken.

This report provides background to the regeneration proposals within the Fareham Civic Quarter, and then provides an overview of their progression since publication of the Corporate Strategy and Fareham Town Centre Regeneration Vision. This report explains the proposed next steps to progress these regenerations proposals, and seeks approval for necessary resources and a budget to support this project,

Options Considered:

As recommendation.

Decision:

RESOLVED that the Executive approves a budget of £275,000 to facilitate procurement of a dedicated resource to masterplan and programme manage delivery of the phases comprising the Fareham Civic Quarter Regeneration project and to undertake surveys and

technical reviews for the progression of more detailed designs and programming for the Fareham Civic Quarter Regeneration project.

Reason:

The regeneration of the Fareham Civic Quarter is a key Council priority identified in both the Corporate Strategy 2017-2023 and the Fareham Town Centre Regeneration Vision (July 2017).

Confirmed as a true record:

Councillor SDT Woodward (Executive Leader)
Monday, 9 July 2018

FAREHAM

BOROUGH COUNCIL

2018/19
Decision No.
2037

Record of Decision by Executive

Monday, 9 July 2018

Portfolio	Policy & Resources
Subject:	General Fund and Housing Revenue Account Outturn 2017/18
Report of:	Director of Finance & Resources
Corporate Priority:	Dynamic, prudent and progressive Council

Purpose:

This report provides the Executive with details of the actual revenue expenditure for 2017/18 for the General Fund and Housing Revenue and Repairs Account and seeks approval for the completion, in 2018/19, of the 2017/18 expenditure programmes set out in the briefing paper contained in the report.

The General Fund actual revenue expenditure for 2017/18 totals £8,104,773 which represents an overall underspend of £511,927 when compared to the revised budget.

However, it has not been possible to complete a number of expenditure programmes in 2017/18 and approval is sought to complete these programmes totalling £335,900 during 2018/19. When the use of the saving in 2017/18 to complete these programmes is taken into account, along with financing adjustments of £286, the net reported underspend for the year is £176,313.

The final figures for the Housing Revenue and Repairs Account (HRA) in 2017/18 show that, overall, the value of the HRA revenue reserve has reduced by £546,000 against a revised budget surplus of £904,000. This is mainly due to a higher than anticipated depreciation charge. A new Debt Repayment Fund reserve has been set up in this financial year and overall HRA Reserves have increased by £3.185 million.

Options Considered:

As recommendation.

Decision:

RESOLVED that the Executive:

- (a) approves the carry forward of £335,900 to fund the completion of the General Fund expenditure programmes in 2017/18, as contained in the report;
- (b) approves that an overspend of £478,000 from the HRA Capital account is rolled forward to correct budget phasing to support the future programme in 2018/19; and
- (c) notes the contents of the report.

Reason:

To enable the completion of the General Fund expenditure programme for 2017/18 and to ensure that the balances on the Housing Revenue and Repairs Accounts at 31 March 2018 will be available in future years and that 2018/19 budgets are sufficient to meet the level of work programmed.

Confirmed as a true record:

Councillor SDT Woodward (Executive Leader)
Monday, 9 July 2018

FAREHAM

BOROUGH COUNCIL

2018/19
Decision No.
2038

Record of Decision by Executive

Monday, 9 July 2018

Portfolio	Policy & Resources
Subject:	Capital and Treasury Management Outturn 2017/18
Report of:	Director of Finance & Resources
Corporate Priority:	Dynamic, prudent and progressive Council

Purpose:

This report provides the Executive with details of the capital and treasury management outturn for 2017/18 to comply with the reporting requirements of the Code of Practice for Treasury Management. The report also seeks approval for the proposed methods of financing the General Fund capital programme.

Actual capital expenditure on General Fund schemes in 2017/18 was £23,295,118 compared with the revised capital programme of £24,405,900. The overall variance was £1,110,782 and a detailed analysis of the variations is given in Appendix A to this report.

Total savings of £79,516 were achieved, additional expenditure of £133,275 was incurred and a total of £1,164,541 will be carried forward into 2018/19. Details of the various methods used to finance this expenditure are set out in this report.

Full details of Treasury Management investment and borrowing activity in 2017/18 are also set out in this report. Treasury activity in 2017/18 is summarised below:

	31 March 2017 Actual £'000	2017/18 Movement £'000	31 March 2018 Actual £'000
Total borrowing	41,835	10,182	52,017
Total investments	(15,000)	3,000	(12,000)
Net borrowing	26,835	13,182	40,017

Net interest received in 2017/18 was £417,911 and net interest paid was £1,742,168.

During 2017/18, the Council complied with its legislative and regulatory requirements of the Prudential Code.

Options Considered:

As recommendation.

Decision:

RESOLVED that the Executive:

- (a) approves that the General Fund capital programme for 2017/18 be approved and financed as set out in this report;
- (b) agrees that the additional expenditure incurred, amounting to £133,275 be financed retrospectively from surplus capital resources; and
- (c) notes the treasury management activity for 2017/18.

Reason:

To provide the Executive with details of the capital and treasury management outturn in 2017/18 and to comply with the reporting requirements of the Code of Practice for Treasury Management.

Confirmed as a true record:

Councillor SDT Woodward (Executive Leader)
Monday, 9 July 2018

FAREHAM

BOROUGH COUNCIL

2018/19
Decision No.
2039

Record of Decision by Executive

Monday, 9 July 2018

Portfolio	Policy & Resources
Subject:	Sale of Land to HCC at Daedalus for Stubbington Bypass
Report of:	Director of Finance & Resources
Corporate Priority:	Dynamic, prudent and progressive Council

Purpose:

To obtain the Executive's approval to the terms agreed with Hampshire County Council (HCC) for the sale of land at Daedalus required for the Stubbington Bypass scheme.

The Council has been in negotiation with HCC regarding the terms for the sale of land at Daedalus required for the Stubbington Bypass scheme. The land required is shown on Appendix B attached to the report.

The confidential Appendix A sets out the terms agreed with HCC for the sale of the land for the approval of the Executive.

Options Considered:

As recommendation.

Decision:

RESOLVED that the Executive approves the terms agreed with Hampshire County Council as shown on the confidential Appendix A attached to the report.

Reason:

To obtain the Executive approval to the terms agreed for the sale of land at Daedalus required for the Stubbington Bypass scheme.

Confirmed as a true record:

Councillor SDT Woodward (Executive Leader)
Monday, 9 July 2018

FAREHAM

BOROUGH COUNCIL

2018/19
Decision No.
2049

Record of Decision by Executive

Monday, 3 September 2018

Portfolio	Policy & Resources
Subject:	Business Rate Retention Pilots 2019-20
Report of:	Director of Finance & Resources
Corporate Priority:	Dynamic, prudent and progressive Council

Purpose:

On 24th July, the Government published an invitation to Councils to apply to participate in a 75% business rate retention pilot scheme, with bids to be submitted to Government by 25th September. The scheme is designed to give local authorities greater control over money raised locally and increase the overall level of business rates retained by local government.

This report sets out the proposal for the Council to participate in the 75% business rates pilot collaboratively with other councils in Hampshire. The pilot is an opportunity for councils to retain a greater share of business rate growth in their area but they will also be exposed to a higher level of business rate risk in 2019/20

The pilot will help inform the Government on how different local arrangements, including governance and information systems, work in relation to 75% business rates retention, in order to introduce the reforms across local government in 2020/21

Discussions with other Hampshire councils have been positive to date and each council will consider if they wish to submit a joint bid to Government. It is likely that a joint county and all districts bid would be seen more positively from Government when assessing bids.

Options Considered:

As recommendation

Decision:

RESOLVED that the Executive:

- (a) agrees in principle to participate in the submission bid for Fareham to be part of a

Hampshire-wide 75% business rate retention pilot; and

(b) delegates the agreement of the final submission to the Leader and the Director of Finance and Resources.

Reason:

To participate in a Hampshire-wide 75% business rate retention pilot which would increase business rates retained by the Council. It has the potential to provide for additional one-off funds to the Council, other districts and the County Council, as well as a 'strategic share' across Hampshire.

Confirmed as a true record:

Councillor SDT Woodward (Executive Leader)
Monday, 3 September 2018

FAREHAM

BOROUGH COUNCIL

2018/19
Decision No.
2050

Record of Decision by Executive

Monday, 3 September 2018

Portfolio	Policy and Resources
Subject:	Daedalus Gate Guardian
Report of:	Head of Leisure and Corporate Services
Corporate Priority:	Leisure Opportunities for Health and Fun

Purpose:

The purpose of this report is to advise members of a proposal to erect a landmark piece of public art, known as a Gate Guardian, by the Peel Common roundabout at Daedalus. It will then seek approval for funding of the project through developer contributions.

Since the purchase of Daedalus from the Homes and Community Agency in 2015, the site has become the largest employment site in the area and is a hub for aviation, education, engineering and innovation. There has also been a growing community involvement at the site.

As part of IFA2 project National Grid agreed to fund a package of community facilities at Daedalus, such as a play area and a large area of open space, known as Daedalus Common. In addition to attracting businesses, this open space will provide many benefits for the local community to enjoy.

These developments are giving Daedalus a unique character, and public art is a proven way to provide a landmark that encapsulates the character of a site and promotes its brand. It can also help to attract businesses and enrich local communities.

A contribution of £100,000 has been secured through the Section 2016 Agreement with the National Grid for the provision of large pieces of public art, known as gate guardians.

There is now an opportunity to create and site a large gate guardian, on Daedalus Common, in a visible position, by the busy Peel Common roundabout.

The guardian would be on land that would accommodate public open space, so would be accessible to all. A proposed design, based on the Greek myth of Daedalus has been developed. The design complements the Daedalus brand, and would provide an inspiring landmark that would be associated with the site for generations to come.

Options Considered:

At the invitation of the Executive Leader, Councillor J S Forrest addressed the Executive on this item.

As recommendation.

Decision:

RESOLVED that the Executive agrees:

- (a) to erect a large and distinctive piece of public art known as a 'Gate Guardian' at Daedalus; and
- (b) a budget of £100,000, to be paid by developer contributions from National Grid.

Reason:

To create a distinctive landmark that would promote the unique Daedalus brand to visitors, businesses and residents.

Confirmed as a true record:

Councillor SDT Woodward (Executive Leader)
Monday, 3 September 2018

FAREHAM

BOROUGH COUNCIL

2018/19
Decision No.
2051

Record of Decision by Executive

Monday, 3 September 2018

Portfolio	Policy & Resources
Subject:	Review of Policy Development and Review Panels and Scrutiny Board Meetings
Report of:	Director of Finance & Resources
Corporate Priority:	Dynamic, prudent and progressive Council

Purpose:

The Council's constitution provides that the Executive and Scrutiny Board must be invited to comment on any changes to the provisions of the constitution before they are considered by the Council. The Executive is therefore invited to comment on proposed revisions which will affect the way in which the Scrutiny Board and the Policy Development and Review Panels operate.

This report provides the details of the Vanguard Intervention review of Committee Services, focussing on the work of the Policy Development and Review Panels and the Scrutiny Board.

The Scrutiny Board has been consulted on the proposals for changes to the Council's committee structure and has made on amendments to the proposals.

The Executive is now invited to provide comments on the proposals before being put to Council for decision at its meeting in October 2018.

Options Considered:

As recommendation.

Decision:

RESOLVED that the Executive recommends the proposals to Council for decision, which have been considered and endorsed by the Scrutiny Board, that:

- (i) the Policy Development and Review Panels be dissolved;

- (ii) a Scrutiny Panel be created for each of the 6 Executive portfolios;
- (iii) subject to (i) and (ii) above, the current Scrutiny Board be dissolved;
- (iv) each Scrutiny Panel be scheduled to meet 4 times per municipal year, with additional meetings created if necessary;
- (v) subject to (iv) above, the revised schedule of meetings for the remainder of the municipal year 2018-19 be approved, as set out in Appendix A;
- (vi) the Deputation scheme be amended to allow members of the public to apply to give a deputation on any subject to the relevant Scrutiny Panel, in addition to Council or any Committee;
- (vii) subject to (i), (ii) and (iii) above, a revised allocation of seats be approved, as set out in Appendix C (with the nomination of councillors to seats being presented to Council in October);
- (viii) subject to the agreement of the changes, an amendment to the current Members' Allowances Scheme be presented to Council for approval, as set out in paragraph 58 of the Executive briefing paper; and
- (ix) subject to the agreement of the changes, delegated authority be given to the Council's Monitoring Officer to review and amend the Constitution to;
 - 1) create the new functions of the Scrutiny Panels;
 - 2) amend the Call-In procedures to reflect the changes to Portfolio Scrutiny Panels;
 - 3) to review and amend the Constitution with regard to the Deputation Scheme; and
 - 4) to make any other minor or ancillary changes arising required to give effect to this report;

Reason:

The Council's constitution provides that any changes made to it should be considered by the Scrutiny Board and the Executive before being determined by Council.

Confirmed as a true record:

Councillor SDT Woodward (Executive Leader)

Monday, 3 September 2018

FAREHAM

BOROUGH COUNCIL

2018/19
Decision No.
2063

Record of Decision by Executive

Monday, 5 November 2018

Portfolio	Policy & Resources
Subject:	Acquisition of Commercial Property in Fareham
Report of:	Director of Finance & Resources
Corporate Priority:	Dynamic, prudent and progressive Council

Purpose:

To obtain the view of the Executive on whether the Council should proceed to purchase the investment opportunity at Broadcut Retail Park, Broadcut, Fareham PO16 8SU, on the terms set out in the confidential Appendix A.

This report advises that a commercial investment opportunity has become available at Broadcut Retail Park, Broadcut, Fareham.

The confidential Appendix A sets out an analysis of the investment, financial information, and lease details to enable the Executive to decide if the investment should be purchased.

Options Considered:

At the invitation of the Executive Leader, Councillor Mrs K K Trott addresses the Executive on this item.

As recommendation.

Decision:

RESOLVED that, having considered the purchase of Broadcut Retail Park, Broadcut, Fareham as a commercial investment on the basis of the information set out in the confidential Appendix to the report, the Executive agreed to proceed with the purchase.

Reason:

To obtain the view of the Executive on whether the Council should proceed to purchase the commercial investment at Broadcut Retail park, Broadcut, Fareham.

Confirmed as a true record:

Councillor SDT Woodward (Executive Leader)
Monday, 5 November 2018

FAREHAM

BOROUGH COUNCIL

2018/19
Decision No.
2064

Record of Decision by Executive

Monday, 5 November 2018

Portfolio	Policy & Resources
Subject:	Annual Review of the Corporate Strategy 2017-2023
Report of:	Director of Finance & Resources
Corporate Priority:	(All Corporate Priorities)

Purpose:

The Council's performance management framework requires the Executive to undertake an annual review of the corporate vision and priorities. The purpose is to confirm future priorities and to update the wording where necessary. The outcome of the review will influence budgets and local service agreements for the next financial year.

The Corporate Strategy provides a clear focus on the most important issues that need to be addressed for 2017-2023. This annual review is an opportunity to consider progress made in delivering corporate priorities and to assess the impact of any other influences on the Council's services and initiatives.

Options Considered:

As recommendation.

Decision:

RESOLVED that the Executive recommends to the Council the amendments to the strategy document, as set out in paragraph 14 of this report, subject to the inclusion of the YCAT meetings on Page 9 of the strategy document.

Reason:

To meet the requirements of the Council's performance management framework.

Confirmed as a true record:

Councillor SDT Woodward (Executive Leader)
Monday, 5 November 2018

FAREHAM

BOROUGH COUNCIL

2018/19
Decision No.
2065

Record of Decision by Executive

Monday, 5 November 2018

Portfolio	Policy & Resources
Subject:	Local Service Agreements
Report of:	Director of Finance & Resources
Corporate Priority:	(All Corporate Priorities)

Purpose:

To provide an overview of the Council's performance for the 2017/18 financial year.

The Council's strategic framework includes Local Service Agreements to provide details of actions delivered by individual services. The Local Service Agreements provide an overview of how the Council is performing alongside the Corporate Strategy. This annual review is an opportunity to consider how well the Council, as a whole, is performing as well as in key service areas.

Options Considered:

As recommendation.

Decision:

RESOLVED that the Executive notes the Council's performance for the 2017/18 financial year.

Reason:

To provide details of Fareham Borough Council's performance for the 2017/18 financial year.

Confirmed as a true record:

Councillor SDT Woodward (Executive Leader)
Monday, 5 November 2018

FAREHAM

BOROUGH COUNCIL

2018/19
Decision No.
2066

Record of Decision by Executive

Monday, 5 November 2018

Portfolio	Policy & Resources
Subject:	Treasury Management and Capital Monitoring Report 2018-19
Report of:	Director of Finance & Resources
Corporate Priority:	Dynamic, prudent and progressive Council

Purpose:

This report summarises the Council’s investment activity and capital expenditure up to 30 September 2018 and provides details of the Council’s money market transactions. It also provides information on the performance against the Treasury and Prudential indicators.

During the first half of the year the Council operated within Treasury and Prudential Indicators.

The overall investment position is set out in the following table:-

	31 March 2018 Actual £'000	Movement £'000	31 Sept 2018 Actual £'000
Total borrowing	52,017	(9,507)	42,510
Total investments	(12,000)	(750)	(12,750)
Net borrowing	40,017	(10,257)	29,760

A summary of the capital programme expenditure against budgets in the current year is set out in the following table:-

Capital Programme	Budget 2018/19 £'000	Budget to 30 Sep 18 £'000	Actual to 30 Sep 18 £'000	Variation £'000

General Fund	14,760	2,442	2,100	-342
HRA	5,021	2,349	1,180	-1,169
Total	19,781	4,791	3,280	-1,511

Options Considered:

As recommendation.

Decision:

RESOLVED that the Executive notes the Treasury Management and Capital Monitoring Report for 2018/19.

Reason:

To inform the Executive of the Council's investment, borrowing and repayment and capital programme activity up to 30 September 2018.

Confirmed as a true record:

Councillor SDT Woodward (Executive Leader)
Monday, 5 November 2018

FAREHAM

BOROUGH COUNCIL

2018/19
Decision No.
2067

Record of Decision by Executive

Monday, 5 November 2018

Portfolio	Policy & Resources
Subject:	Finance Monitoring Report 2018-19
Report of:	Director of Finance & Resources
Corporate Priority:	Dynamic, prudent and progressive Council

Purpose:

This report provides comparative information on the Council's revenue expenditure for the period ended 30 September 2018. Members are invited to consider the financial performance and any corrective action that may be deemed appropriate.

This report provides summary information on the overall spending position against the revenue budgets in the current year, as set out in the following tables:-

General Fund	Budget 2018/19	Budget to 30 Sep 18	Actual to 30 Sep 18	Variation
	£000s	£000s	£000s	£000s
Service Budgets	10,769	1,957	1,833	-124
Non-Service Budgets	-2,329	-536	-534	2
Net Budgets	8,440	1,421	1,299	-122

Housing Revenue Account	Budget 2018/19	Budget to 30 Sep 18	Actual to 30 Sep 18	Variation
	£000s	£000s	£000s	£000s
Income Budgets	-12,497	-6,265	-6,297	-32
Expenditure Budgets	11,222	3,627	3,238	-389
Other Budgets	1,140	0	0	0
Net Budgets	-135	-2,638	-3,059	-421

Revenue spending plans are showing an under spend for the period up to 30 September 2018.

While there are no areas of immediate concern, it is appropriate to monitor financial

performance over the second half of the financial year to ensure that any slippage does not adversely affect the services provided to residents and customers. Commentary on the most significant variations is set out in the briefing paper accompanying the report

Options Considered:

As recommendation.

Decision:

RESOLVED that the Executive notes the Revenue Monitoring Report.

Reason:

To provide members of the Executive with a summary of the Council's budgetary performance to 30 September 2018.

Confirmed as a true record:

Councillor SDT Woodward (Executive Leader)

Monday, 5 November 2018

FAREHAM

BOROUGH COUNCIL

2018/19
Decision No.
2058

Record of Officer Delegated Decision

Monday, 29 October 2018

Portfolio	Policy and Resources
Subject:	Locks Heath Memorial Hall Asset Disposal
Report of:	Head of Leisure and Corporate Services
Corporate Priority:	A Dynamic, prudent and progressive Council

Purpose:

This report considers the bids received for the sale of the Locks Heath Memorial Hall site.

At the September 2017 Executive meeting, members considered a report regarding the future of Locks Heath Memorial Hall.

The report outlined the history of the Hall, stating that in January 2016, the Council were made aware that the Locks Heath Community Association only had one remaining trustee who, at the time, wanted to stand down from the position which meant that the Association would be in default of the lease and there would be no one to operate and manage the building.

Following extensive but successful efforts to find new trustees, arrangements were made to relocate the remaining user groups. When the relocation of the groups was successfully completed, the Executive agreed that the Hall was surplus to the Council's requirements and was to be placed on the open market for sale.

A further progress report was then taken to the September 2018 Executive, where St John's Church made a deputation, stating its interest in acquiring the Hall, and requesting that a management arrangement be made with the Church, rather than selling the site on the open market.

The Executive agreed that the decision to sell the site on the open market should not be reconsidered but that the Church be invited to submit its best and final offer to purchase the site for their purposes.

This report provides the Director of Finance and Resources with information regarding the bids received for the sale of the Locks Heath Memorial Hall site.

All bids are detailed in the confidential table marked Appendix A.

Options Considered:

That the sale of the site is awarded to bidder number 1 as listed in Appendix A.

Decision:

RESOLVED that the sale of the site is awarded to bidder number 1 as listed in Appendix A.

Reason:

To consider the bids received for the purchase of the Locks Heath Memorial Hall site and approve the sale to a selected bidder.

Confirmed as a true record:

Monday, 29 October 2018

FAREHAM

BOROUGH COUNCIL

Report to Policy and Resources Scrutiny Panel

Date **19 November 2018**

Report of: **Director of Finance and Resources**

Subject: **REVIEW OF LCOAL SERVICE AGREEMENT PERFORMANCE**

SUMMARY

The Council's strategic framework includes Local Service Agreements (LSAs) to provide details of actions delivered by individual services. The Local Service Agreements provide an overview of how the Council is performing alongside the Corporate Strategy.

LSAs are reviewed annually allowing the consideration of how well the Council as a whole is performing as well as in key service areas. The review for 2017/18 was considered at the Executive on 5 November 2018.

The review showed that the Council's performance across most Local Service Agreements was broadly comparable or better than in previous years. The results of the 10/10 surveys also indicated a high level of customer satisfaction with the customer facing services that have undertaken a systems thinking intervention.

RECOMMENDATION

It is recommended that the Policy and Resources Scrutiny Panel:

- a) Consider and comment on both the Local Service Agreement report and the Local Service Agreement 2017/18 document.

INTRODUCTION

1. The Council's strategic framework includes Local Service Agreements to provide details of the actions delivered by individual services. The Local Service Agreements provide an overview of how the Council is performing alongside the Corporate Strategy. This report is the sixth update since the Local Service Agreements were implemented in 2012.
2. Overall, performance across the indicators is comparable to previous years. There have been some significant changes in several areas as outlined below:
 - a. Recorded crime within Fareham increased 13.3% from the previous year.
 - b. An additional 364,225 visitors were recorded as visiting a Leisure Centre. This increase follows the opening of Holly Hill Leisure Centre, which saw 508,453 visitors in 2017.
 - c. Expenditure on community funding has increased by approximately £68,000 since 2016/17. There were also 3 more grants awarded in 2017/18 than 2016/17. The increase can be attributed to two large grants of £20,000 to the Warsash Wasps for a new path and £40,000 to Victory Hall for building repairs.
 - d. 83% of abandoned vehicles were removed within 5 working days, which is a 21.5% increase on the previous year.
3. Appendix A is a copy of the Local Service Agreement document updated with the details for the 2017/18 financial year. The design has been updated to look and feel more engaging with simplified text and infographics.

10/10 SURVEYS

4. It was agreed at a meeting of the Executive on 7 December 2015, that the 10/10 surveys would replace the then biennial Residents' Survey as the major way for measuring resident satisfaction.
5. The quarterly 10/10 customer satisfaction surveys enable individual service areas to collect high quality feedback in a timely and less resource intensive way. The 10/10 surveys have so far focused on customer facing service areas that have worked through a systems thinking intervention.
6. The 10/10 survey approach involves Heads of Service/Intervention Leads telephoning customers and asking three questions:
 - a. **Question 1:** What does good service look like to you?
 - b. **Question 2:** Please rate the service you received from 1 to 10, with 1 being very bad and 10 very good.
 - c. **Question 3:** If we didn't get 10, what can we do next time to make sure we do?
7. These open-ended questions allow us to track satisfaction levels and analyse comments on specific areas that could be improved further. Service leads can then action these where necessary.

8. The following services conduct quarterly 10/10 surveys:
 - a. Housing
 - b. Building Services – responsive repairs
 - c. Benefits
 - d. Development Management
 - e. Environmental Health
9. Some areas that have undertaken an intervention, such as Parking Enforcement, are less likely to provide useful customer satisfaction data. This is because people are not likely to be satisfied about anything to do with being issued with a Penalty Charge Notice. More customer facing service areas will undertake 10/10 surveys as they proceed through their own Vanguard interventions.

Housing

10. The Housing intervention focused on the housing allocation process. Using the 10/10 surveys, the following areas were shown to be the most important to customers accessing the service:
 - a. Getting information
 - b. The right property
11. During 2017/18, the average overall score given by customers was 9.8. The lowest score received was 9 out of 10. Looking at the comments given, a majority focused on the quality of service provided by the officers, for example 'absolutely fantastic'.
12. Whilst the results are good, it is helpful to look at the comments given by those people that did not give a maximum score of ten:
 - a. Length of time waiting
 - b. Wanting a flat in a different location
13. Employees within the service have reflected on the feedback given and will use it to further improve the service.

Building Services – responsive repairs

14. The Building Services Team maintain the Council's properties and respond to customer requests for repairs. The service is primarily delivered by Council operatives supported by contractors when needed.
15. Using the 10/10 surveys, the following areas were shown to be the most important to customers accessing the service:

- a. Finishing quickly
- b. Repairing the problem

16. During 2017/18 the average overall score given by customers was 9.7, with the lowest score being 7 out of 10. Several respondents praised the swiftness of our response and the politeness of the operatives. The comments from those that did not give a maximum score included:

- a. Not sorting the problem the first time
- b. Repairing what should have been replaced

17. Sometimes a repair does not stay fixed.

Benefits

18. The Benefits intervention team reviewed the process for handling new claims and changes of circumstances for Housing Benefit and Council Tax Support. Benefit Assessment Officers are now assigned responsibility for each claim, which they process to completion

19. When 'changes of circumstances' customers were asked, what was important, the following themes emerged:

- a. Update information
- b. Explanation of benefits

20. Using the 10/10 surveys, customers informing us of a change of circumstances gave the service an average score of 9.8 during 2017/18. Looking at the responses from customers who informed us of a change of circumstances, comments included, 'very helpful' and 'quick easy and efficient'.

21. When asked, customers making a new claim, said the following were important to them:

- a. Help with rent
- b. Help with council tax
- c. Understanding entitlement
- d. Understanding how to claim

22. Using the 10/10 surveys, customers making a new claim gave the service an average score of 10 during 2017/18. The supporting comments were very positive. For example, 'very helpful and very clear', and 'whole service from the start has been exceptional'.

Development Management

23. The intervention within Development Management focussed on the planning application decision process. The new method has increased communication with officers, giving good advice to applicants and their agents throughout the application process. Officers look to make decisions as soon as practically possible, rather than rigidly focusing on targets.

24. Responses to the 10/10 surveys highlighted the following issues as important to customers:

- a. Getting a quick decision
- b. Access to planning officer
- c. Being regularly updated

25. The average score given by customers was 8.6 out of 10 during 2017/18. Several respondents praised the fast decision, and good contact with case officer.

26. The lowest score given, by a respondent, was 7. For this score, the customer said that to get a score of 10, they would need more 'clarity over what changes the planner would like'.

Environmental Health

27. The Environmental Health team deal with different service areas such as pollution, infectious diseases, pest control, health and safety and dog control. The initial intervention focused on the Pollution Team and noise complaints.

28. As part of the intervention the team moved to a more informal, personal style, with officers meeting face-to-face with customers and neighbours. The new approach is significantly faster and generally takes 2-3 weeks to complete.

29. Customers raised the following themes, as important to them, during the 10/10 surveys:

- a. Noise to stop
- b. Mess cleared up

30. The average score given was 8.2, with 1 being the lowest given by anybody. The customer giving the lowest score felt that their noise complaint was not dealt with adequately. However, comments were generally very positive, such as 'all sorted, brilliant' and 'quick response'.

31. When asked what we could do to get a 10, one customer said that the noise was not stopped, while another customer said they wanted a 'quicker outcome'.

FINANCIAL IMPLICATIONS

32. There are no anticipated financial implications associated with this report.

CONCLUSION

33. The Council's performance across most Local Service Agreements is broadly comparable or better than in previous years.

34. The 10/10 surveys indicate a high level of customer satisfaction with the customer facing services that have undertaken a systems thinking intervention. Officers have taken on board any possible areas for improvement identified in the feedback.

Enquiries:

For further information on this report please contact Roy Brown, Customer Engagement Manager (ext. 4409).

Appendix A: Local Service Agreements April 2017 to March 2018

Background papers: None

Reference papers: Corporate Strategy 2017-2023

Local Service Agreements How are we doing?

Performance from April 2017 to March 2018



Introduction

This document gives an overview of how the Council is performing and provides more detail about the Council's Vision and Priorities as set out in the Corporate Strategy 2017-23.

What are the priorities?

- To Provide Housing Choices 
- To Protect and Enhance the Environment 
- To build Strong, Safe, Inclusive and Healthy Communities 
- To Maintain and Extend Prosperity 
- To provide a range of Leisure Opportunities for Health and Fun 
- To be a Dynamic, Prudent and Progressive Council 

What are Local Service Agreements?

Each priority has a number of measurements that allow the Council to monitor how well it is performing from year-to-year. These are known as Local Service Agreements and they allow the Council to be open and transparent, by making its performance available to the residents of the Borough.

The Council also carries out 10/10 surveys in a number of service areas. Every quarter, randomly selected customers are asked to score the service they received out of ten. They are also asked how we could improve the service. The overall scores for the year are included in this document.



Providing Housing Choices



What is this priority about?

We will work with our partners to enable and support a diverse housing market so that residents have access to good quality housing that is affordable and offers a choice of tenures. We will take positive steps to prevent homelessness and assist individuals and families in finding good quality accommodation.

What do we aim to achieve?

The improvement actions that we aim to achieve by 2023 are to:

- Enable the delivery of Welborne Garden village, providing thousands of new homes, new jobs, new schools and new leisure facilities;
- Prepare a new Local Plan, which will plan for the provision of new homes, and employment space across the Borough up to 2036;
- Prepare and implement a new Housing Strategy to include affordable options



What else are we doing?

Supporting and enabling an affordable housing market

- Enabling access to rented homes for people on low incomes and people who are homeless or vulnerable.
- Ensuring that there is enough land for housing development across the Borough.
- Ensuring that all sectors of the community are able to be housed appropriately.
- Working with landlords to maintain housing standards.
- Offering advice and grants to help reduce energy costs.
- Providing home safety and security checks.
- Providing grants to adapt homes to enable people with disabilities to live independently.

Preventing homelessness

- Providing advice and assistance to prevent homelessness.
- Ensuring that good temporary accommodation is available for homeless people in priority need.

Providing access to affordable housing

- Providing affordable homes for people in housing need.
- Providing a support and advice service to the Council's tenants.
- Repairing and improving the Council's housing.
- Consulting and involving the Council's tenants in the way the service is delivered.



Maintaining the Borough's rented housing stock

- Assessing local housing conditions.
- Providing advice on the legal standards for rented housing.
- Improving standards of Houses in Multiple Occupation (HMOs).
- Reducing the level of hazards under the Housing Health and Safety Rating System.
- Improving home energy ratings under the Standard Assessment Procedure (SAP).
- Bringing empty properties back into use.
- Reducing the number of vulnerable households living in sub-standard homes.
- Working closely with private sector landlords to improve housing conditions and standards of management and maintenance.



How did we do in 2017/18?



Providing Housing Choices

9.9 

Based on our *10/10 surveys the **Housing allocations service** received a score of 9.9 out of 10

£10m 

in Government funding secured for vital road improvements at Welborne Garden Village

8.6 

Based on our 10/10 surveys the **planning service** received a score of 8.6 out of 10

£4.8m 

sheltered housing scheme, Sylvan Court opened

8 Days 

on average to complete a housing repair. This is a decrease of 2.1 days from 2016/17. The council also attended **90% of appointments on time**, which is an improvement of 1.1% on the previous year.

54 
affordable homes have been provided in the Borough

 **9.7**

Based on our 10/10 surveys the **housing repair service** received a score of 9.7 out of 10

£725,000 

in funding secured to support the work to bring forward Welborne

*10/10 surveys are one of the main ways that the Council gauges the level of resident satisfaction with our services.

Protect and Enhance the Environment



What is this priority about?

We will make sure that our heritage and natural environment are conserved and enhanced for future generations. We will also minimise the impact on the environment by reducing our use of natural resources; maximising the collection of recyclable materials.

What do we aim to achieve?

The improvement actions that we aim to achieve by 2023 are to:

- Transform fields and woodland across the borough to create exciting new areas of public open space;
- Deliver major coastal defence schemes at Portchester and Hill Head;
- Reduce the quantity of household waste and maximise the amount that is reused or recycled.



What else are we doing?

Planning the future shape of the Borough

- Preparing plans that guide the future use and development of land within the Borough.

Ensuring high quality development

- Providing planning advice to applicants seeking to undertake development in the Borough.
- Ensuring planning applications meet the Council's policies.

Conserving and improving public spaces

- Protecting historic buildings and areas, trees and wildlife areas.
- Undertaking environmental improvements in public spaces.

Managing the coast and responding to climate change

- Keeping the beaches clean.
- Looking after coastal and flood defences.
- Preparing for and adapting to a changing climate.
- Helping residents to improve home energy efficiency.

Enabling easy access to well managed public and open spaces

- Providing and maintaining parks, open spaces, woodlands and allotments for your enjoyment.
- Mowing the grass.

Improving local air quality and ensuring land is free from contamination

- Improving air quality through the local air quality action plan.
- Continuously monitoring air quality.
- Investigating land for contamination.
- Ensuring local businesses do not pollute the environment.

Keeping streets and open spaces clean and tidy

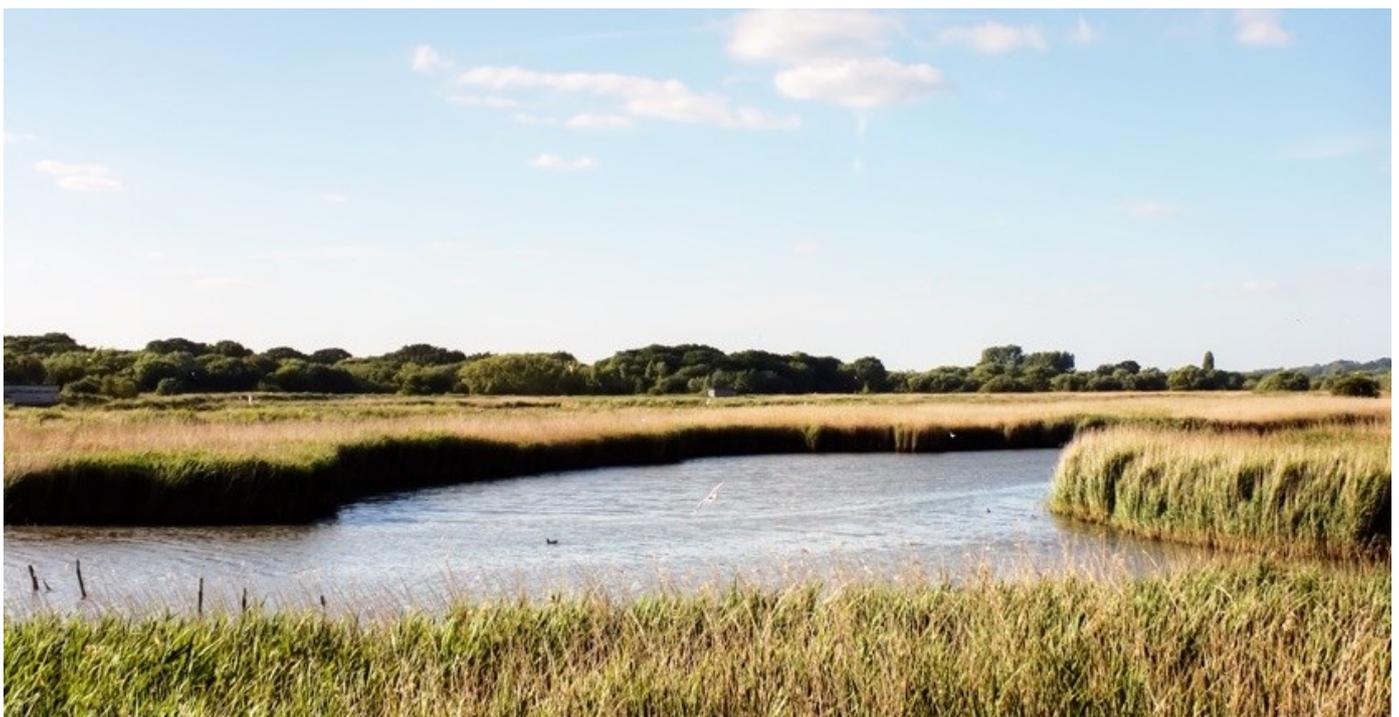
- Cleaning the streets.
- Providing litter bins.
- Removing abandoned vehicles.
- Fining people for littering, dog fouling and fly tipping.
- Providing clean toilets for public use.
- Removing graffiti.

Providing a sympathetic and caring burial service

- Maintaining cemeteries.
- Arranging burials and working in partnership to run Portchester Crematorium.

Collecting waste

- Collecting household, garden, health care waste and recyclable materials.
- Providing assisted collections for households in need.
- Providing chargeable collections for bulky household waste, trade waste and commercial recycling.



How did we do in 2017/18?



Protect and Enhance the Environment

100%



of offensive graffiti was removed within 5 working days. An increase of 5.6% on the previous year

83%



of abandoned vehicles were removed within 5 working days. An increase of 21.5% on the previous year

£500,000



Government funding secured to help improve air quality

100%



of fly-tipped waste was removed within 5 working days

33%



of household waste was sent for refuse, recycling and composting. A decrease of 0.6% on the previous year



Completion of new **£1m sea wall** at Hill Head

Strong, Safe, Inclusive and Healthy Communities



What is this priority about?

We will work with others to continue to provide an environment where people of all ages feel safe. We will give people greater influence and power over the decisions that affect their lives and build more inclusive communities by providing easy access to information and services provided by the Council. We will also ensure that measures are in place to protect the health and safety of people who live, work or visit the Borough.

What do we aim to achieve?

The improvement actions that we aim to achieve by 2023 are to:

- Promote and support the delivery of a Garden Village at Welborne, as part of a planned sustainable new community to come forward over the next 20 years;
- Build 400 new graves as an extension to Holly Hill cemetery to increase the number of burial plots available to those living in the west of the Borough;
- Review our approach to Community Safety, including analysis of CCTV, street lighting and landscaping to ensure that we make the Borough as safe as possible;
- Explore the best approaches to improving air quality in areas where the levels of NO2 exceed national guidelines.

What else are we doing?

Reducing crime and disorder

- Providing CCTV coverage across the Borough in partnership with Gosport Borough Council.
- Providing community lighting for the safety of pedestrians on the public highway, parks and open spaces.

Protecting the health and safety of people

- Controlling pests and preventing the spread of infectious diseases.
- Collecting stray dogs and encouraging responsible dog ownership.
- Controlling the pollution of air, land and water.
- Ensuring businesses comply with food safety and health and safety legislation.
- Licensing and checking of premises, vehicles and people to ensure activities are undertaken and provided safely.
- Using powers to ensure residents live in satisfactory housing conditions.
- Ensuring public safety and protecting the community against the consequences of major incidents.
- Providing an emergency out-of-hours service.
- Protecting public health and preventing nuisance.

Managing highways, traffic and parking

- Assisting Hampshire County Council to manage traffic and keep the highways safe.
- Managing car parks and residents' parking schemes, applying traffic regulations, and taking action against parking offences.

Promoting good health

- Working with Fareham and Gosport Clinical Commissioning Group to improve access to health facilities.

Ensuring new and existing buildings are safe

- Ensuring building works comply with building regulations and safety standards.
- Providing residents with pre-application advice on construction related projects.
- Providing a 24 hour emergency response service for unsafe buildings.
- Ensuring the safe demolition of buildings.



- **Building stronger communities**

- Providing opportunities for local people to get involved in their neighbourhoods.
- Ensuring customers can make their views known to the Council.

Building inclusive communities

- Making sure all customers can access the Council's services.

Enabling people to play an active part in society

- Helping vulnerable or disadvantaged people to become involved in community activities and use community facilities.
- Planning and providing community and leisure facilities.
- Providing grants to voluntary organisations.
- Ensuring that people who are eligible to vote are registered to vote.

Paying housing and Council Tax Support

- Providing a housing benefit and council tax benefits service.
- Investigating all allegations of benefit fraud.



How did we do in 2017/18?



Strong, Safe, Inclusive and Healthy Communities

9.9



Based on our 10/10 surveys, the average score of **benefits service** was 9.9. Every customer gave a score of 10, except one who gave a score of 9.

20



grants worth **£103,123** were paid out in community funding.

6 Days



it took on average to deal with **new benefit claims**.

250



Vehicles were licensed

339



Environmental Health Inspections

2 Days



it took on average to deal with **changes of circumstance claims**



Supported the completion of Newgate Lane, Peel Common roundabout, St Margarets roundabout and the station roundabout to Gudge Heath lane.

Maintain and Extend Prosperity



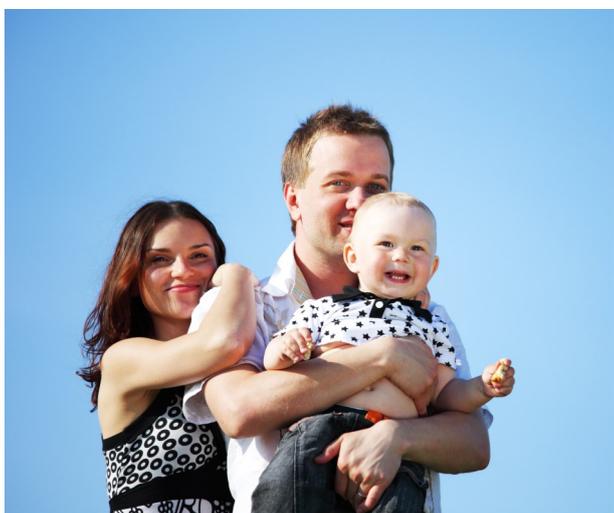
What is this priority about?

We will work with others to continue to support and promote the economic vitality of the Borough. Developing and improving vibrant town and district centres offering a range of shopping, leisure and employment opportunities, together with the delivery of an employment-led vision for Daedalus will be vital to achieving this.

What do we aim to achieve?

The improvement actions that we aim to achieve by 2023 are to:

- Create attractive, vibrant town and district centres, providing new homes, and improvements to retail, leisure, entertainment and parking facilities;
- Continue to implement our vision for Daedalus by supporting the development of the airport and encouraging employers to relocate and grow their businesses on the site;
- Support the construction of major new highway schemes across the Borough.



What else are we doing?

Enabling employment opportunities

- Securing an adequate supply of land for business development in easy to get to locations.
- Encouraging new businesses and attracting well-paid jobs to the borough.
- Working with partners to enable residents to improve their workplace skills.
- Managing the Council's commercial land and properties.

Meeting transport and mobility needs

- Providing travel choices that are accessible and environment friendly.
- Supporting the provision of public and community transport.

Improving town and district centres

- Planning a district centre for Welborne and for maintaining the prosperity of Fareham town centre.
- Identifying new sites for business development.
- Carrying out environmental improvements.
- Working in partnership with the Fareham Town Centre Management initiative.
- Supporting the provision of markets.
- Providing a range of off-street parking choices.

How did we do in 2017/18?



Maintain and Extend Prosperity

0.8%



of working age residents in Fareham were claiming Jobseeker's Allowance.

The average for the South East for this period was 1.3%

£7m



Extension to Fareham Innovation Centre complete

600 new jobs

created at Daedalus since Council took control in 2015



88.9%



of shops were occupied, which represents a decrease of 2.6% from the previous year

Leisure Opportunities for Health and Fun



What is this priority about?

We will provide opportunities for residents and visitors of all ages to socialise with other members of our communities; participate in arts and entertainment activities; and improve their fitness and health.

What do we aim to achieve?

The improvement actions that we aim to achieve by 2023 are to:

- Transform Westbury Manor Museum into a vibrant “culture stop” in Fareham Town Centre;
- Develop long term plans aimed at bringing the Ashcroft Arts Centre and Ferneham Hall together into a new and exciting single arts and entertainment venue;
- Provide new sports pitches and children’s play area at Coldeast;
- Provide a new allotment site in the Stubbington area;
- Improve the facilities at Cams Alders Recreation Ground to meet the needs of the sports clubs and encourage greater participation by the community.



What else are we doing?

Providing leisure and cultural opportunities

- Providing a balanced programme of arts and entertainments activities at Ferneham Hall.
- Providing play equipment to meet the needs of the local community.
- Providing swimming, indoor sport and fitness facilities at Fareham Leisure Centre.
- Providing opportunities for residents and visitors to the Borough to explore the local history



How did we do in 2017/18?



Leisure Opportunities for Health and Fun



69,965

people watched performances at Ferneham Hall. This is an increase of around 4,100 people on the previous year.

16,388



visited Westbury Manor Museum, an increase of 2,800 visitors on the previous year.

65%



of adults aged 16+ in Fareham, were considered to be active. Active is defined as doing at least 150 minutes of physical activity each week. This is higher than the national average of 60.6%.

1,146,160



visited either Fareham or Holly Hill Leisure Centre, an increase of 364,000 people on the previous year.

£264,000



Holly Hill play area opened

A Dynamic, Prudent and Progressive Council



What is this priority about?

We will make clear decisions that can be understood by all. Action will be taken to improve our openness in decision-making. Above all our priority is to offer good value for money by providing high quality services and maintaining high levels of customer satisfaction, whilst keeping council tax levels low when compared to other district councils.

What do we aim to achieve?

The improvement actions that we aim to achieve by 2023 are to:

- Continue to work within a balanced and sustainable budget, recognising the reduction in Government funding;
- Continue to implement the Vanguard Methodology across all Council services to ensure a customer focussed approach and the quick resolution of problems;
- Develop the Civic Offices to be an attractive working environment for existing and prospective tenants;
- Undertake a major review of all Council owned land and buildings to ensure that we are making the best use of our assets;
- Be alive to new opportunities for further investment in commercial properties to boost income and help meet corporate priorities;
- Continue to explore opportunities for shared services, partnerships and joint working with neighbouring Councils.

What else are we doing?

Managing the Council's resources

- Publishing a statement of the Council's accounts.
- Maintaining effective financial control and internal audit.
- Maximising the rate of Council Tax collection.
- Preventing, detecting and investigating fraud and corruption.
- Putting plans in place to keep our services going in an emergency.

Ensuring transparent decision making

- Supporting elected members to carry out their role.
- Providing timely access to meeting papers and maximising decisions made in public.
- Setting rules and procedures to be followed by the Council and Committees when carrying out their business.

Encouraging local democracy

- Registering residents who are eligible to vote in elections.
- Organising elections.
- Reviewing boundaries and election arrangements.

Ensuring suitable measures are in place to bring about steadily improving services

- Demonstrating continuous improvement and achievement of value for money.
- Maximising partnership arrangements with other organisations to benefit the Borough.
- Reviewing services and achieving better value for money.

How did we do in 2017/18?



A Dynamic, Prudent and Progressive Council

£1,599.38



is the **Council Tax for a band D property in Fareham for a year.** From this Fareham Borough Council only takes a sum of £155.22 to help fund your services. The majority is passed on to the County Council, the Police and the Fire Authority

99.3%



of business rates due were collected. This is an increase of 0.5% on the previous year

3.5



of the floors in the Civic Offices are taken up by tenants, generating income.

37%



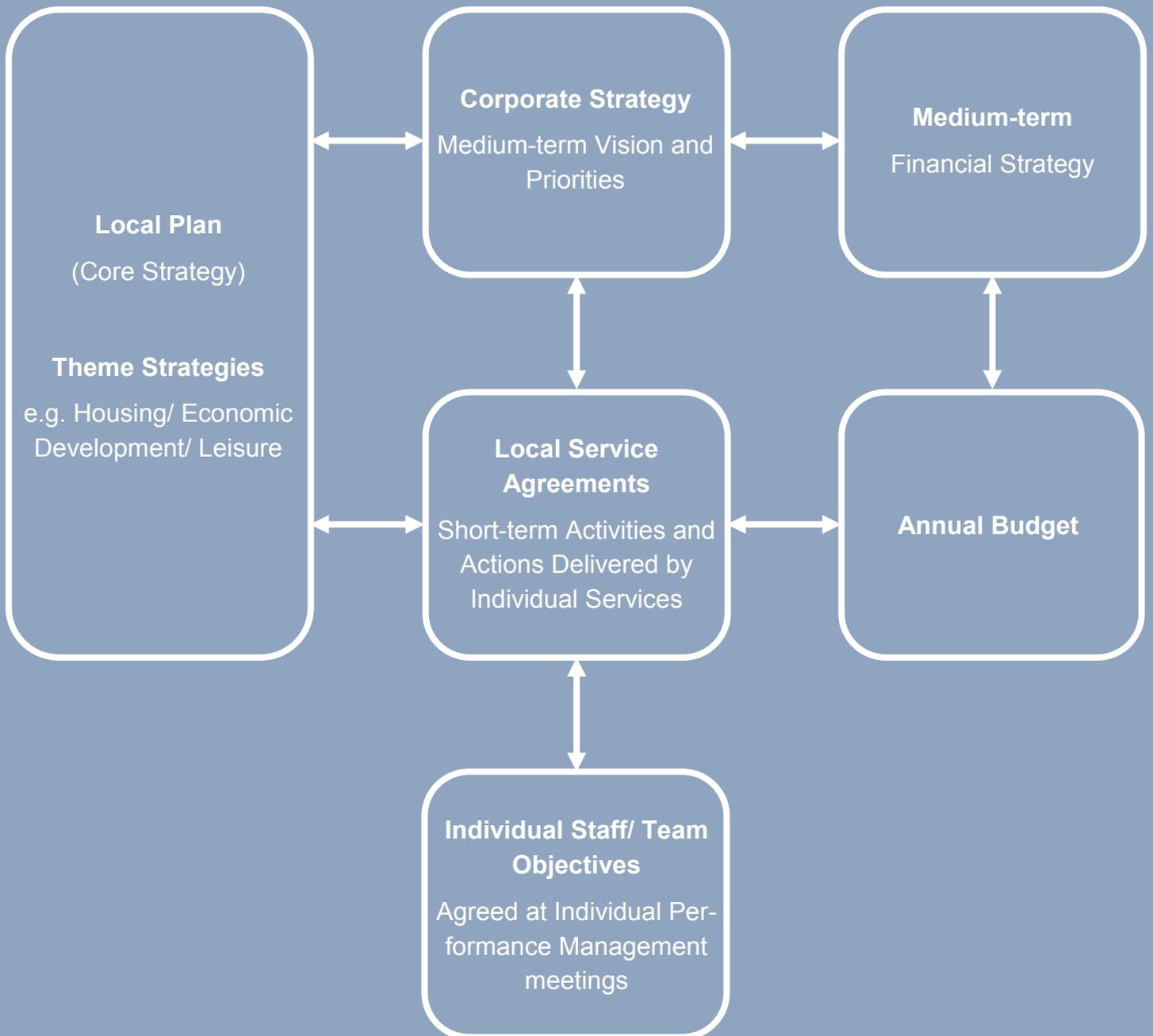
of the registered electors turned out to vote at the last **Fareham Borough Council election** (May 2018). This was 0.4% higher than the average turnout for the previous year.

99.1%



of Council Tax due was collected. This is the same as the previous year.

Strategic Framework



FAREHAM

BOROUGH COUNCIL

Report to Policy and Resources Scrutiny Panel

Date **19 November 2018**

Report of: **Director of Finance and Resources**

Subject: **ANNUAL REVIEW OF THE CORPORATE STRATEGY**

SUMMARY

The Council's Corporate Strategy 2017 to 2023 sets out our vision and priorities for the Borough. The Council's performance management framework requires an annual review of the strategy, to confirm future priorities and update the wording where necessary.

The Executive considered the outcome of the review at the 5 November meeting and agreed a number of recommended updates and changes to the Strategy. In addition to the proposed changes in the report it was agreed that a reference to YCATs (Youth Community Action Teams) be included on page 9 of the Strategy Document. The updated Corporate Strategy is due to go for adoption at the 13 December Council meeting.

RECOMMENDATION

It is recommended that the Policy and Resources Scrutiny Panel:

- a) Consider and comment on both the Annual Review of the Corporate Strategy report and the updated Corporate Strategy 2017-23 document.

INTRODUCTION

1. The Council's performance management framework requires the Executive to undertake an annual review of the corporate vision and priorities. The purpose is to confirm future priorities and update the wording where necessary. The outcome of the review will influence the budgets and local service agreements for the next financial year.
2. This is the first review of the Corporate Strategy 2017-23, which was adopted by the Council on 14 December 2017. A copy is attached as Appendix A.
3. Any changes proposed to the wording will need to be approved by the Council, because the Corporate Strategy comes within the Council's policy framework under the Constitution.

Progress made in delivering Corporate Priorities

4. The Strategy contains a number of Corporate Priorities for improvement. Progress on each priority is listed below.

Providing Housing Choices

- Good progress is being made in the delivery of Welborne Garden Village. A major milestone was reached in September 2017 when land assembly was achieved.
- The Welborne Delivery Group was established with Buckland Development Ltd to plan collaboratively for the Garden Village.
- The Council in partnership with Hampshire County Council secured £10M from the Housing Infrastructure Fund towards upgrading J10 of the M27 into an 'all-moves' junction. The funding is effectively the last piece of the jigsaw in terms of finance needed to carry out the work for this critical part of Welborne's infrastructure.
- A further £725,000 in Government funding was secured to support the technical work to bring forward Welborne.
- The draft Local Plan was consulted on with the public during October and December 2017 with over 4,500 comments received.
- The £4.8m sheltered housing scheme, Sylvan Court was officially opened in August 2017.
- A new department of the Council was created, Fareham Housing. The purpose of Fareham Housing is to provide affordable and sustainable housing solutions for borough residents, prioritising those in greatest need.
- An Affordable Housing Strategy is being prepared and will be consulted on in the near future. Once adopted it will place the Council in a good position to maximise the delivery of new affordable homes, particularly for those whom the current system does not provide.

- More than 70 representatives from partners, support agencies, local churches, voluntary groups and public-sector organisations attended a rough sleeping conference in July 2018. Fareham Street Aid was launched at the conference, creating a single forum for those working with rough sleepers with the aim of providing consistent messages to the public.

Protect and Enhance the Environment

- Early works started on the fields and verges on the northern part of Daedalus, known as Daedalus Common. This area will be transformed into an exciting new area of public open space for the local community.
- The Council obtained the land to create a new park at Titchfield. The name of which, Abbey Meadows was chosen by residents. The park is due to be formally opened in 2019.
- Coldeast open space has been transformed. Six interpretation panels have also been positioned around the open space.
- The £1m Hill Head seawall replacement works were completed in December 2017.
- The Council received various accolades at the South and South East in Bloom Awards 2017, including a 14th consecutive winning entry in the Small City category receiving a Gold Award and declared Category Winner.
- Holly Hill Woodland Park and the Sensory Garden in Fareham retained their prestigious Green Flag Awards. Both were nominated as one of the nation's favourite parks in the People's Choice Awards.
- The Council agreed to implement the Definitive Solent Recreation Mitigation Strategy (SRMS). This aims to reduce the impact on birds' habitat from new housing developments.
- Over 72 events were attended and 1,500 people spoken to about reducing food waste, as part of the Great Food Rescue campaign run in partnership with Sainsbury's.
- A policy was agreed in September, with the aim of phasing out Single Use Plastics (SUPs) in Council buildings by 2020. A public communications campaign was also launched at the end of September 2018.

Strong, Safe, Inclusive and Healthy Communities

- £150,000 in Joint Air Quality Unit (JAQU) funding was secured towards a taxi replacement scheme. The scheme offers financial incentives to taxi drivers to replace their older diesel vehicles with Ultra Low Emission vehicles (ULEVS) or hybrid vehicles.
- A further £500,000 in JAQU funding was secured to support the work of the Council's Air Quality Working Group.
- The Council consulted on a series of measures designed to help improve the Borough's air quality during September and early October 2018. A final business case for funding of the measures will be submitted to JAQU by the end of the year.

Maintain and Extend Prosperity

- Approval was given in July 2018 to start detailed work on the Fareham Civic Quarter Regeneration project.
- Eleven new hangars for general aviation use and businesses in the aviation, aerospace and marine sectors were opened at Daedalus.
- The £7m extension to the Fareham Innovation Centre at Daedalus was officially opened in July 2018.
- Facilities in the control tower at the Solent Airport at Daedalus have been improved for the public, pilots and the wider aviation community.
- The Council won 'Development of the Year' and 'Business Park Innovation of the Year' at the prestigious South Coast Property Awards for its work with Daedalus in July 2018.
- The Council supported the construction of the improved southern section of Newgate Lane that was completed in April 2018.

Leisure Opportunities for Health and Fun

- Westbury Manor reopened in July 2017 following a remodelling that transformed the museum into a vibrant “culture stop”.
- A vision to transform Ferneham Hall into a new arts and entertainment venue with a community focus was agreed in June 2018. Feedback on the plans from residents, hirers and the entertainment industry has been positive.
- New sports pitches and Holly Hill play area were opened at Coldeast in July 2018.

Dynamic, Prudent and Progressive Council

- The average score for the quarterly 10/10 customer satisfaction surveys conducted by customer facing services that have gone through a systems thinking intervention was 9.1 out of 10. Highlighting the benefits of embedding a systems thinking approach to service design.
- A systems thinking intervention into procurement was concluded in 2018. It was agreed that a new Procurement and Contract Procedure Rules policy be introduced. This encourages officers to focus on supporting customer satisfaction and achieving the best value for money as opposed to their focus being solely on cost when procuring.
- The Intervention review of Committee Services focused on the Policy Development and Review Panels as well as the Scrutiny Board. Recommended changes will be presented at the October Council meeting.
- The Council's investment in commercial properties boosted income by £1.7m during 2017/18.
- The Civic Offices now has 3.5 floors dedicated to external organisations bringing in

income and enabling better partnership working with these organisations.

- The Southampton and Fareham Legal Services Partnership was named Project Team of the Year at the Local Government Legal Awards 2017.
- Council Tax Collection rate remains excellent at 99.05%. This compares very well to the national average collection rate of 97.2% and as such we remain one of the best performing authorities in Hampshire, and nationally.

External impacts

5. The revised National Planning Policy Framework (NPPF) and Planning Practice Guidance (PPG) were both published by the Government in July. The revised requirements set out in the NPPF and PPG change how Local Planning Authorities must calculate their housing need figure. This has increased annual housing need from 420 dwellings to 544 dwellings; a 30% increase in the Borough's annual housing requirement and a considerable impact on the Council's five-year housing land supply.
6. The draft Local Plan is now being updated to reflect the NPPF with new sites being identified and assessed. There will be further consultation on the updated draft Local Plan.
7. In November 2018, a Housing Delivery Test will be introduced. It will determine whether councils have met the new housing requirements over the previous three years. If that test shows below 95%, the Council must prepare a Housing Delivery Action Plan to show how delivery can be increased. If the results are below 85%, councils will be required to plan not just for the new housing numbers, but an extra 20% on top for the next five years.
8. The General Data Protection Regulations (GDPR) came into effect in May 2018. These resulted in changes to working practices being implemented to ensure compliance.

Any matters arising from reviews and/or inspections

9. The most recent figure available, estimating the population of Fareham was published by the Office for National Statistics in 2018. The population of the Borough is currently estimated to be 117,100.
10. The Council was inspected by the Investigatory Powers Commissioner's Office (IPCO) in February 2018 who reviewed our Regulation of Investigatory Powers Act (RIPA) management arrangements and systems. The inspection report was very complementary and highlighted that the Council has a good understanding and healthy approach to the use of covert surveillance powers.
11. The Annual Review Letter from the Local Government and Social Care Ombudsman set out the number of complaints received and decided during the financial year 2017/18. During 2017/18 the Local Government Ombudsman received and made decisions on seven complaints. No complaints were upheld against Fareham Borough Council in 2017/18. This meant that there were no remedies that the Council needed to implement.

Annual Audit

12. The Council's external auditors, Ernst & Young provide an annual audit letter and annual governance report that gives an overall assessment of the Council. Both documents cover the Council's accounts for the year ended 31 March 2018.
13. The Council was overall found to have put in place proper arrangements to securing the economy, efficiency and effectiveness in the use of resources.

Proposed changes

14. Overall, the Corporate Strategy remains on track and it is proposed that the Executive recommends that the Council approves the following minor changes to the Corporate Strategy document, attached as Appendix A, which incorporates these changes.
 - Add 'A £7m extension was opened in 2018' to paragraph two, to reflect the new extensions at the Innovation Centre (High Flying Plans, page 5).
 - Amend the third paragraph to reflect the Vision for a new entertainment venue:
 - 'The Council also continues to support a wide range of cultural and entertainment activities including Westbury Manor Museum. We have also produced a vision to remodel Ferneham Hall into a new arts and entertainment venue' (Safe and Healthy, page 6).
 - Update paragraph two with the latest figures for property price increases in the Borough, 'Despite an increase of 38% in property prices between 2013 and 2018' (Home is Where the Heart is... page 7).
 - Include a reference to Abbey Meadows in paragraph three, 'A new open space, Abbey Meadows is set to open in 2019' (The Great Outdoors, page 8).
 - Update the number of consecutive years that Fareham in Bloom has received a Gold Award from 13 to 14 on paragraph four (The Great Outdoors, page 8).
 - Include a reference to Youth Community Action Teams (YCATS) in paragraph two, 'There are also regular YCAT meetings where young people can ask questions and have their say'
 - Amend 'Housing Strategy' to 'Affordable Housing Strategy' on bullet point three (Priority one, page 14).
 - Amend bullet point two to reflect the name chosen by residents for the new park at Titchfield:
 - 'Create Abbey Meadows, a new Park at Titchfield, providing easy access to the countryside for local people (Priority one, page 14).
 - Amend bullet point four to reflect the work to tackle potential future exceedance of

NO2 levels in small areas of the Borough:

- 'Explore the best approaches to improving air quality in areas where the levels of NO2 exceed, or are likely to exceed national guidelines' (Priority three, page 16).
- Add (Complete March 2018) to bullet point two to reflect the opening of the Innovation Centre (Priority four, page 17).
- Add (Newgate Lane complete April 2018) to bullet point six (Priority four, page 17).
- Add (Complete July 2017) to bullet point one to reflect the successful remodelling of Westbury Manor (Priority five, page 18).
- Amend bullet point two to better reflect the plans to remodel Ferneham Hall:
- 'Transform Ferneham Hall into a new arts and entertainment venue with a community focus (Priority five, page 18).
- Add (Complete July 2018) to bullet point three to reflect the opening of Holly Hill play area and sports pitches at Coldeast.
- Amend bullet point two to include a reference to and explanation of systems thinking:
- 'Continue to implement systems thinking* across all Council services to ensure a customer focussed approach and the quick resolution of problems.
- *Systems thinking helps to design Council services so that the needs of the customer are met in the simplest and most efficient way' (Priority six, page 19).

15. This report is a key stage in the Council's performance management framework. The Executive is invited to report the Corporate Strategy 2017 – 2023 so that the Council's priorities can be reflected in the budgets and local service agreements for the next financial year. overwrite with your text ...

Appendices: Appendix A: Corporate Strategy 2017 – 2023

Background Papers: None

Reference Papers: None

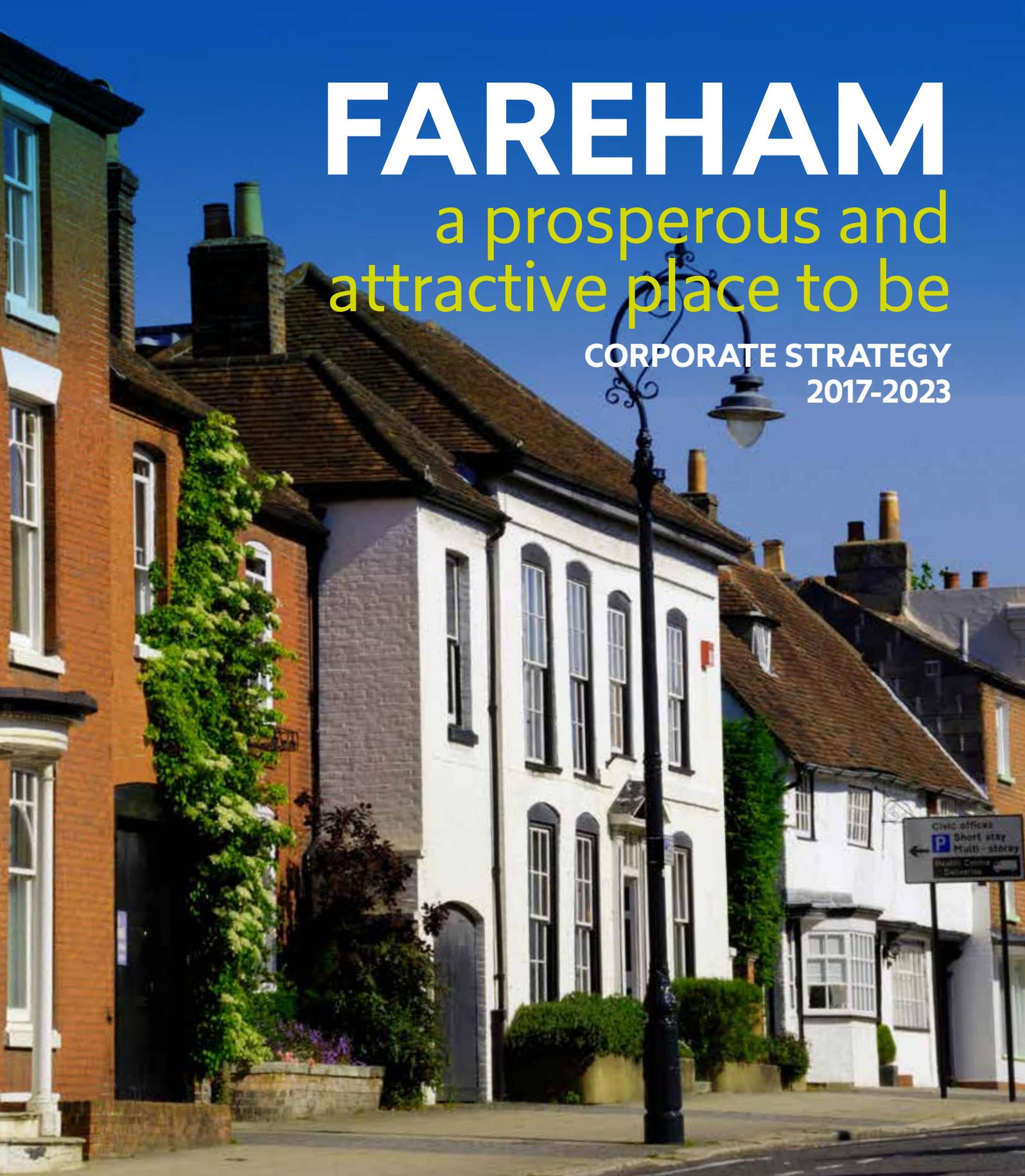
Enquiries:

For further information on this report please contact Roy Brown. (Ext 4409)

FAREHAM

a prosperous and
attractive place to be

CORPORATE STRATEGY
2017-2023



FAREHAM
BOROUGH COUNCIL

PLANNING FOR FAREHAM'S FUTURE



Prosperous, safe, attractive...

Our corporate strategy for Fareham Borough Council sets out our priorities for the next few years, from 2017 to 2023, and shows how we have planned to ensure that Fareham remains a prosperous, safe and attractive place to live and work.

Our approach has been led by a number of factors. First and foremost, our residents, customers, partners and others have told us what is important to them. Our research has also highlighted a range of external influences we need to consider such as economic and social factors and indeed changes to the way our residents live and work.

One factor that cannot be ignored is the continuing reduction in government funding awarded to Fareham Borough Council.

Yet despite this reduction, as you will read, we have exciting plans for the next few years that will provide benefits to many people working and living within the Borough of Fareham.

By focusing on these we believe we can help make sure that Fareham continues to be a great place to live and work.

**“...FAREHAM
CONTINUES
TO BE A GREAT
PLACE TO LIVE
AND WORK.”**

A GREAT PLACE

TO LIVE...

FAREHAM'S POPULATION

2001: 107,977

2015: 114,799

2017: 117,000

2022: 120,000

2037: 130,000

Located in an area of some 30 square miles along the south coast of Hampshire between Portsmouth and Southampton, Fareham is a popular and attractive place to live. It is well connected to the M27 motorway and has good rail links to London and the wider rail network. There is also easy access to ferry ports and Southampton airport.

Fareham is growing. Our population has steadily increased over the last 30 years and that trend is expected to continue. People are living longer and we have an increasingly ageing population.

For example, Fareham has experienced the largest rise in the number of residents aged

85+ in Hampshire during the last 20 years. By contrast the number of people of working age living in the Borough has reduced; particularly those aged between 25 and 39.

Consistent with the rest of the country the make-up of Fareham's households is changing. Around a quarter of people now choose to live alone so that adds to the number of smaller homes that we need. Additionally an increase in divorce and break ups also means that there are now more 'blended families' living together than ever before. Minority ethnic groups make up a small, but slowly growing, proportion of the population.

Fareham has five distinct communities: **Fareham town; Portchester; Titchfield; Western Wards** and **Hill Head and Stubbington**. The development of **Welborne**, made up of of around 6,000 homes, will create a new distinct community whilst, at the same time, help to meet our future housing needs.

“...THE MAKE-UP OF FAREHAM'S HOUSEHOLDS IS CHANGING.”

OPEN FOR BUSINESS

With a well-educated workforce and low levels of unemployment, Fareham is a thriving place for business.



A well-educated workforce makes Fareham an attractive proposition for local businesses. The local talent pool is rich with potential employees equipped with all the skills they need to meet their needs and, whilst Fareham salaries tend to be higher than the national average, they remain well below London-weighted salaries.

The proportion of Fareham residents educated to college level and above is higher than both the south east region and the country as a whole. This is a boost to businesses both in Fareham and its neighbouring cities.

Fareham is a hard-working Borough with the percentage of local people in work higher than both regional and national averages. By contrast the number of residents claiming out of work benefits is low.



“...FAREHAM IS A THRIVING PLACE FOR BUSINESS.”

HIGH FLYING PLANS...

Solent Airport at Daedalus is owned by Fareham Borough Council. Forming part of the Solent Enterprise Zone, the site features two new business parks: Faraday and Swordfish.

“...AN UNFLINCHING COMMITMENT TO SUPPORTING AND ENCOURAGING BUSINESS GROWTH...”

Underpinned by an unflinching commitment to supporting and encouraging business growth, Fareham Borough Council’s vision for Solent Airport at Daedalus has already begun to take shape.

The Council’s Fareham Innovation Centre opened in 2015 as an incubation hub to provide support and guidance to small and start-up businesses. It reached 100% occupancy within a year of opening. A £7m extension was opened in 2018.

With much of the site benefiting from being part of the Solent Enterprise Zone, businesses

that meet the criteria can enjoy access to a range of benefits. This has included a

number of businesses receiving five years of business rate relief.

Over the coming years, the new development at Welborne, which lies to the north of Fareham, will also play a significant role in creating jobs for the Borough.



SAFE AND HEALTHY

Fareham is a safe and healthy place to live and work. Overall crime levels are low when compared to similar Boroughs in the area.

Life expectancy is higher than the national average for both men and women and our residents are generally healthier than most other areas in the country. Deprivation levels across the Borough are generally very low, but there are some small pockets of deprivation within Fareham town.

Fareham is a great place to be healthy and has a variety of sports and leisure facilities for residents to enjoy. We have invested significantly in facilities such as the multi-million pound Holly Hill Leisure Centre which opened in 2016. Within the Borough, residents benefit from two leisure centres, 18 community

centres, 24 football pitches, nine cricket squares and two rugby pitches. There are also 17 outdoor recreation sites and 43 children's play areas. The Council also continues to support a wide range of cultural and entertainment activities including Westbury Manor Museum. We have also produced a vision to remodel Ferneham Hall into a new arts and entertainment venue.

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**PITCH BOOKINGS
BETWEEN
SEPTEMBER 2015
AND APRIL 2016**



HOME is where the HEART is...

Fareham residents are, on the whole, well housed. Around 80% of homes are now owner occupied, which is much higher than the national average. By contrast the proportion of social and private rented housing is very low.

Despite an increase of 38% in property prices between 2013 and 2018 for an average home in Fareham, house prices remain slightly lower than the Hampshire average although they are higher than some neighbouring authorities. First-time buyers in Fareham struggle to get onto the property market as the ratio between average house prices and earnings is higher than the level for most other areas in south Hampshire.

**“FIRST-TIME
BUYERS IN
FAREHAM
STRUGGLE TO
GET ONTO THE
PROPERTY
MARKET...”**

THE GREAT OUTDOORS...



With many acres of space safeguarded for wildlife and miles of natural coastline there are ample opportunities for getting out and about with or without the family.

The Council manages 331 acres of land for nature conservation across 25 different sites that include two nature reserves (Holly Hill Woodland Park and Warsash Common), and a Site of Special Scientific Interest (Portchester Common).

Cultivated spaces are important too and add quality to our everyday lives. Two open spaces, the Sensory Garden in Fareham Town Centre and Holly Hill Woodland Park, have consistently been awarded the prestigious Green Flag Award. A new open space, Abbey Meadows is set to open in 2019.

Additionally, for 14 consecutive years 'Fareham In Bloom' work has been recognised with a Gold Award in the South and South East in Bloom awards, brightening up our communities.

The great outdoors includes our streets and buildings too and important historic buildings are protected for future generations.



In fact there are 13 conservation areas and nearly 600 listed buildings within the Borough, each offering a little piece of history and helping to weave a picture of Fareham across the ages.

THERE ARE 13 CONSERVATION AREAS:

- CAMS HALL
- CATISFIELD
- FAREHAM HIGH STREET
- HOOK
- OSBORN ROAD
- PORTCHESTER, CASTLE STREET
- SARISBURY GREEN
- SWANWICK SHORE
- TITCHFIELD
- TITCHFIELD ABBEY
- TOWN QUAY
- WALLINGTON
- WARSASH



Tell us what **WORKS** and what **DOESN'T**

Listening to residents' views is essential to the way the Council works and helps us deliver better services.

Community Action Team (CAT) meetings take place where there is a local 'hot topic' of interest to residents. There are also regular YCAT meetings where young people can ask questions and have their say.

Residents can have their say using an online Customer Engagement Panel (the E-Panel) to help customers better understand how we work, have their say and increase openness and transparency. They can also take part in various consultations that take place throughout the year.

Social media is important too. Residents can contact the Council directly on Facebook and Twitter, both of which are used to keep customers up-to-date with useful information including details of any new consultations taking place, public meetings or local events.

Our website contains all the Council's latest news and copies of the Council's Online magazine 'Fareham Today' whilst Council



Connect, in Fareham shopping centre, is also a good place to check for information.

Sign up for the Council's e-panel at:
www.fareham.gov.uk/epanel

Check out any current consultations at:
www.fareham.gov.uk/consultations

**SIGN UP TO OUR
ONLINE CUSTOMER
ENGAGEMENT PANEL
(THE E-PANEL) AND JOIN
IN THE CONVERSATION**



OUR VISION

Fareham is a prosperous, safe and attractive place to live and work. This has occurred through careful management and development, as well as constant attention to our environment and the needs of our communities. Our vision for Fareham's future is based upon the assumption that residents want to preserve all that is good about Fareham, whilst increasing prosperity, providing new homes for our growing communities and making it an even more inclusive and attractive place to live and work.

**“FAREHAM IS
A PROSPEROUS,
SAFE AND
ATTRACTIVE
PLACE TO LIVE
AND WORK.”**

OUR VALUES

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

OUR CORPORATE VALUES

Listening and being responsive to our customers

Recognising and protecting the identity of existing communities

Enhancing prosperity and conserving all that is good

Being efficient, effective and providing value for money

Leading our communities and achieving change for the better

“LEISURE OPPORTUNITIES AVAILABLE FOR RESIDENTS AND VISITORS ALIKE...”

OUR PRIORITIES

We will achieve our vision by focusing our efforts and resources on six corporate priorities:



1 PROVIDING HOUSING CHOICES

by working with our key partners to enable and support a diverse housing market so that residents have access to good quality housing that is affordable and offers a choice of tenures. We will take positive steps to prevent homelessness and assist individuals and families in finding good quality accommodation.



2 PROTECT AND ENHANCE THE ENVIRONMENT

by ensuring that Fareham remains a clean and attractive place to live and work. We will make sure that our heritage and natural environment are conserved and enhanced for future generations. We will also minimise the impact on the environment by reducing our use of natural resources; minimising the generation of waste and maximising the collection of recyclable materials.



3 STRONG, SAFE, INCLUSIVE AND HEALTHY COMMUNITIES

by working with others to provide an environment where people of all ages feel safe. We will give people greater influence over the decisions that affect their lives and build more inclusive communities by providing easy access to information and services provided by the Council. We will also ensure that measures are in place to protect the health and safety of people who live, work or visit the Borough.



4 MAINTAIN AND EXTEND PROSPERITY

by working with others to continue to support and promote the economic vitality of the Borough. Developing and improving vibrant town and district centres offering a range of shopping, leisure and employment opportunities, together with the delivery of an employment-led vision for Daedalus will be vital to achieving this.



5 LEISURE OPPORTUNITIES FOR HEALTH AND FUN

so that residents and visitors of all ages can socialise with other members of our communities; participate in arts and entertainment activities; and improve their fitness and health.



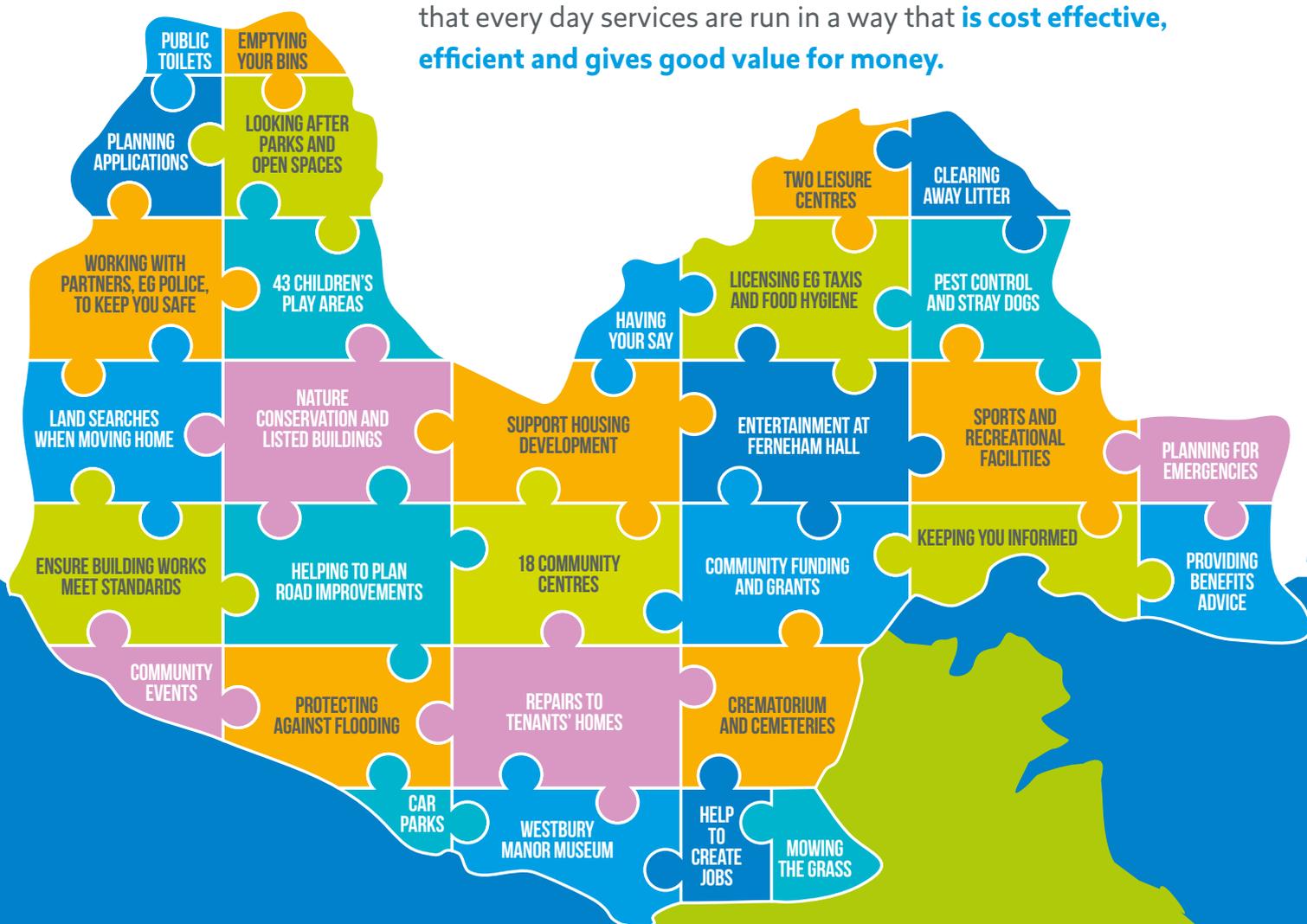
6 DYNAMIC, PRUDENT AND PROGRESSIVE COUNCIL

by making sure that the decisions we make are transparent and that arrangements are in place to secure on-going improvement. Our overall priority is to ensure that we offer good value for money by providing high quality services and maintaining high levels of customer satisfaction, whilst keeping council tax levels low when compared to other district councils.

“WE WILL GIVE PEOPLE GREATER INFLUENCE OVER THE DECISIONS THAT AFFECT THEIR LIVES...”

It's the **LITTLE THINGS** **THAT MATTER**

Although it is the big projects that get the headlines, it is the day to day work we carry out that takes up most of our time and energy. It is also what the Fareham element of your council tax pays for. We know how important it is to you that we get the basics right and we work really hard to ensure that every day services are run in a way that **is cost effective, efficient and gives good value for money.**



PRIORITY one

Between now and 2023 we have big plans for improvements all of which are driven by our corporate priorities. You will be able to keep an eye on how we are doing as key milestones will be included in our annual review.

PROVIDING HOUSING CHOICES

Ensuring everyone has somewhere to live is a vital role for Council.

Working against the backdrop of a national shortfall in housing and accommodation, we have worked hard to develop key strategies that will enable us to ensure there are housing choices for people in Fareham. We will...

- Enable the delivery of a new Garden Village at Welborne, providing thousands of new homes, new jobs, new schools and new leisure facilities.
- Prepare a new Local Plan, which will plan for the provision of new homes, and employment space, across the Borough up to 2036.
- Prepare and implement a new Affordable Housing Strategy, which will determine the Council's future role in the provision of housing.



“ENSURING EVERYONE HAS SOMEWHERE TO LIVE IS A VITAL ROLE FOR COUNCIL.”

PRIORITY TWO

PROTECT AND ENHANCE THE ENVIRONMENT

The environment in which we live helps to shape our experiences and the way we live our lives. We want to make sure that the things we enjoy today will still be around for future generations.

As well as protecting our assets, the next few years will see some exciting developments across the Borough. We will...

- Transform the fields and verges on the boundary of Daedalus into an exciting new area of public open space for the local community.
- Create Abbey Meadows, a new park in Titchfield, providing easy access to the countryside for local people.
- Transform woodland areas at Coldeast to create new public open spaces.
- Deliver major coastal defence schemes at Portchester and Hill Head.
- Increase our recycling rates and reduce the amount of household waste.

“WE WANT TO MAKE SURE THAT THE THINGS WE ENJOY TODAY WILL STILL BE AROUND FOR FUTURE GENERATIONS.”



PRIORITY three

STRONG, SAFE INCLUSIVE AND HEALTHY COMMUNITIES



“PROMOTE AND
SUPPORT THE
DELIVERY OF
WELBORNE...”

Feeling safe and secure in our homes and everyday activities is vital for our wellbeing and peace of mind.

We also know it is important to local people that we recognise and protect the identity of existing and new communities. This includes the provision of local facilities. We will...

- Promote and support the delivery of a Garden Village at Welborne, as part of a planned sustainable new community to come forward over the next 20 years.
- Build 400 new graves as an extension to Holly Hill cemetery to increase the number of burial plots available to those living in the west of the Borough.
- Review our approach to Community Safety, including analysis of CCTV, street lighting and landscaping to ensure that we make the Borough as safe as possible.
- Explore the best approaches to improving air quality in areas where the levels of NO² exceed, or are likely to exceed national guidelines.

PRIORITY four

MAINTAIN AND EXTEND PROSPERITY

We recognise that business growth is essential to the local economy, providing good quality jobs for local people and creating attractive, vibrant town and district centres.

As well as supporting and protecting existing businesses we want to attract new employers to our Borough providing opportunities for future generations. We will...

- Commence the regeneration of Fareham Town Centre, which will include the provision of new homes, improvements to retail, leisure and entertainment facilities and changes to parking provision.
- Construct a second phase extension to our highly successful Innovation Centre at Daedalus, offering office and working space to new businesses and creating new jobs within the Borough. (Complete March 2018).
- Enable the redevelopment of Portchester District Centre, which will include improvements to the shopping precinct, the provision of new homes and improvements to car parking facilities.
- Continue to implement our vision for Daedalus. We will build the necessary roads and services to unlock new employment opportunities at Swordfish Business Park, building new hangars and facilities to support the development of the airport and encourage employers to relocate and grow their businesses on the site.
- Support the construction of major highway schemes across the Borough to include the Stubbington Bypass, improvements to the southern section of Newgate Lane and a redesigned “all moves” Junction 10 on the M27. (Newgate Lane complete April 2018).
- Encourage the provision of more A Level courses within the Borough.



“A VIBRANT
SHOPPING
CENTRE IS AN
ASSET TO ANY
COMMUNITY...”

PRIORITY five

LEISURE OPPORTUNITIES FOR HEALTH AND FUN

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

As a Council we are constantly seeking to improve leisure facilities for residents and over the coming years we will see some exciting developments. We will...

- Transform Westbury Manor into a vibrant “culture stop” in Fareham Town Centre. (Complete July 2017).
- Transform Ferneham Hall into a new arts and entertainment venue with a community focus.
- Provide new sports pitches and children’s play area at Coldeast. (Complete July 2018).
- Provide a new allotment site in the Stubbington area.
- Improve the facilities at Cams Alders Recreation Ground to meet the needs of the sports clubs and encourage greater participation by the community.



“TRANSFORM WESTBURY MANOR MUSEUM INTO A ‘CULTURE STOP’...”

PRIORITY six

A DYNAMIC, PRUDENT AND PROGRESSIVE COUNCIL

We are constantly seeking ways to reduce our spending and make your money work harder so that we can continue to deliver good services.



We will...

- Continue to work within a balanced and sustainable budget, recognising the reduction in Government funding.
- Continue to implement systems thinking* across all Council services to ensure a customer focused approach and the quick resolution of problems.
- Develop the Civic Offices to be an attractive working environment for existing and prospective tenants.
- Undertake a major review of all Council owned land and buildings to ensure that we are making the best use of our assets.
- Be alive to new opportunities for further investment in commercial properties to boost income and help meet corporate priorities.
- Continue to explore opportunities for shared services, partnerships and joint working with neighbouring Councils.

*Systems thinking helps to design Council services so that the needs of the customer are met in the simplest and most efficient way.



Holly Hill



Strategic FRAMEWORK

Our strategic framework is made up of key financial and planning documents that help shape the work of the Council.

CORPORATE STRATEGY sets out our vision and priorities for the medium-term (i.e. five years). It also includes a set of improvement actions that describe the key projects and initiatives that we will focus on over this period.

LOCAL PLAN sets out the policies that will determine future land use to meet the needs of the corporate strategy.

MEDIUM TERM FINANCIAL STRATEGY AND ANNUAL BUDGET addresses the financial implications of all the Council's strategies and plans.

The corporate strategy and other strategies and plans are supported by local service agreements, which include a range of measures that demonstrate the general performance and degree of success of the Council.

Email your comments to corporatepolicy@fareham.gov.uk

