

AGENDA FOR THE EXECUTIVE

Date: Monday, 1 November 2021

Time: 6.00 pm

Venue: Collingwood Room - Civic Offices

Executive Members:

Councillor S D T Woodward, Policy and Resources (Executive Leader)

Councillor T M Cartwright, MBE, Health and Public Protection (Deputy Executive Leader)

Councillor I Bastable, Streetscene

Councillor F Birkett, Housing

Councillor S D Martin, Planning and Development

Councillor Mrs S M Walker, Leisure and Community

1. Apologies for Absence

2. Minutes (Pages 5 - 12)

To confirm as a correct record the minutes of the meeting of the Executive held on 11 October 2021.

3. Executive Leader's Announcements

4. Declarations of Interest

To receive any declarations of interest from members in accordance with Standing Orders and the Council's Code of Conduct.

5. Petitions

6. Deputations

To receive any deputations, of which notice has been lodged.

7. References from Other Committees

To receive any references from the committees or panels held.

Matters for Decision in Public

Note: Where an urgent item of business is raised in accordance with Part 3 of the Constitution, it will be considered with the relevant service decisions as appropriate.

8. Housing

Key Decision

(1) Shared Ownership Policy (Pages 13 - 32)

A report by the Deputy Chief Executive Officer.

9. Leisure and Community

Key Decision

(1) Review of Community Buildings (Pages 33 - 54)

A report by the Director of Leisure and Community.

10. Streetscene

Non-Key Decision

(1) Project Integra - Joint Municipal Waste Management Strategy (Pages 55 - 86)

A report by the Head of Streetscene.

11. Policy and Resources

Non-Key Decision

- (1) **Annual Review of the Corporate Strategy 2017-2023 and Local Service Agreements 2020-2021** (Pages 87 - 140)

A report by the Deputy Chief Executive Officer.

- (2) **Medium Term Finance Strategy** (Pages 141 - 150)

A report by the Deputy Chief Executive Officer



P GRIMWOOD
Chief Executive Officer
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21 October 2021

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FAREHAM

BOROUGH COUNCIL

Minutes of the Executive

(to be confirmed at the next meeting)

Date: Monday, 11 October 2021

Venue: Collingwood Room - Civic Offices

Present:

S D T Woodward, Policy and Resources (Executive Leader)
T M Cartwright, MBE, Health and Public Protection (Deputy
Executive Leader)
F Birkett, Housing
S D Martin, Planning and Development
Mrs S M Walker, Leisure and Community

Also in attendance:

Mrs K K Trott, for item 8(2)
Mrs C L A Hockley, for item item 9(1)
R H Price, JP, for items 9(1), 10(2) & 10(3)
J S Forrest, for item 10(2)



1. APOLOGIES FOR ABSENCE

An apology for absence was received from Councillor I J Bastable.

2. MINUTES

RESOLVED that the minutes of the meeting held on Thursday 30 September 2021 be confirmed and signed as a correct record.

3. EXECUTIVE LEADER'S ANNOUNCEMENTS

The Executive Leader noted that this was the first meeting of the Executive held in the Collingwood Room marking a return to the arrangements for formal meetings before the Covid pandemic, without live streaming or broadcasting of the meeting. The Executive Leader confirmed that whilst the legal requirement for formal meetings to be at least audio broadcast had ended, he has asked the Head of Democratic Services to look into the possibility of live streaming meetings from the Collingwood Room in the future. This may be limited to audio only if set up costs and resource costs are high but the Executive Leader highlighted the ability of members of the public to attend meetings without needing to travel to the Civic Offices.

4. DECLARATIONS OF INTEREST

There were no declarations of interest made at this meeting.

5. PETITIONS

There were no petitions submitted at this meeting.

6. DEPUTATIONS

There were no deputations made at this meeting.

7. REFERENCES FROM OTHER COMMITTEES**Housing Scrutiny Panel – 16 September 2021****Minute 7 - Draft Homelessness and Rough Sleeping Strategy**

The Panel considered a report by the Head of Housing and Benefits which presented the draft Homelessness and Rough Sleeping Strategy for Members' consideration and comment.

Following discussion and review of the draft policy, members commented that it had been a very good idea to commission the independent review of homelessness services provided by the Council and commended the Housing officers for the excellent service provided to residents.

The Panel was fully supportive of the draft Strategy and had no suggested amendments to make.

Members requested that, as this will be a long term, rolling strategy, an annual review of progress be added to the scrutiny priorities for the Panel.

RESOLVED that the Housing Scrutiny Panel agrees that:

- (a) the draft Homelessness and Rough Sleeping Strategy be recommended to the Executive for approval to commence a period of public consultation; and
- (b) once approved, an annual review of the Strategy be added to the scrutiny priorities for the Panel.

This item was considered at 8(2) on the agenda

Streetscene Scrutiny Panel – 15 July 2021

Minute 9 – Floral Displays and in Bloom Arrangements

At the invitation of the Chairman, Councillor Mrs C L A Hockley addressed the Panel on this item.

At the invitation of the Chairman, Councillor I J Bastable, the Executive Member for Streetscene, addressed the Panel on this item.

The Panel considered a report by the Head of Streetscene and a presentation by the Public Spaces Operations Manager which outlined the proposals for the future provision of the Council's floral displays and In Bloom Arrangements.

The Panel was very supportive of the development of more sustainable planting that has taken place across the Borough and complimented Officers on making the Borough look so attractive.

Members requested that floral towers be provided in Portchester and Stubbington district centres as well as in the Town Centre in order to increase the attractiveness of using district centres as shopping destinations. It was suggested that with help from community volunteers in maintaining the towers, only a capital cost would be needed.

Whilst the Panel was very supportive of the future provision of sustainable floral displays, there was considerable concern for the potential loss of valuable community involvement that may result from the proposed changes to Fareham in Bloom Arrangements. Reassurance was given by Officers that community volunteering and involvement will be retained and will continue to be part of any plans going forward.

The Head of Streetscene and the Public Spaces Operations Manager were thanked for providing an interesting report and presentation.

RESOLVED that the Streetscene Scrutiny Panel notes the content of the report.

This item was considered at item 9(1) on the agenda

Policy and Resources Scrutiny Panel – 6th October 2021

Minute 8 – The Council’s Approach to the Pandemic – A Review

The Panel considered a report by the Chief Executive Officer on a review of the Council’s approach to the Pandemic.

The Chief Executive Officer referred members to page 76 of the agenda pack and to recommendation C which is to be amended to read, “The proposal that future deputations can also be made in writing, or by a video or audio clip, be approved, subject to the separate deputation scheme for the Planning Committee being kept under review.”

The Panel requested that their praise for the entire workforce for their continued commitment to work throughout the Pandemic over past 18 months, which has put significant pressure on all Council services, be passed on to all staff. The Panel recognises that the Council’s success in continuing all services throughout the Pandemic was due to all employees rising to the challenges that were brought about as a result of the Pandemic.

The Chief Executive Officer confirmed that he would pass on the Panel’s comments to the workforce and agreed with the Panel’s comments. He also explained that part of the success for the Council to be able to adapt so quickly to the Pandemic was due to having a majority directly employed workforce, which allowed the Council to easily redeploy staff to other services areas where needed to deal with pressure demands on those more significantly impacted service areas.

RESOLVED that the Panel recommends to the Executive at its meeting on 11 October 2021:

- (i) That the proposed amendment to recommendation (c) of the report be approved; and
- (ii) The Panel’s comments above are noted.

This item was considered at 10(3) on the agenda

Minute 9 – Proposal for a new way of working

The Panel considered a report by the Deputy Chief Executive Officer on a proposal for a new way of working.

The Chairman asked why recruitment was becoming more difficult, and whether this was specific to the Council, or whether other authorities were also experiencing the same issues. The Deputy Chief Executive Officer confirmed that this was an issue for Local Authorities in general and difficulties were being experienced across a broader range of roles, partly due to ongoing competition from the private sector. This is one of the reasons why the Council was taking steps to ensure it was an attractive employer.

Councillor Walker expressed concern that employing staff from outside of the local area could lead to staff making decisions with limited knowledge of the Council and needs of the community. The Deputy Chief Executive Officer confirmed this would be unlikely, especially for posts where knowledge of the

borough was a necessity to carry out a role effectively, as well as recognising the Council's expectation that all staff will continue to attend the civic offices for work regularly.

A question was asked of the Chief Executive Officer if this would require a change of contract for all current staff. He confirmed that this would not be necessary as it is a voluntary offer to staff, and they recognise that not all staff will want to adopt this new way of working. He also explained to the Panel that this would not apply to the entire workforce as there is a large proportion of staff whose job could not be undertaken from home, for example grounds maintenance staff and waste and recycling collection staff.

Councillor Bull enquired as to whether this is any thought to adopting a more flexible working hours to better suit the public needs with more staff being available at different times whilst working from home. The Deputy Chief Executive Officer confirmed this is something that there is an opportunity for, and that engagement with the public to understand their preferred way of dealing with the Council would need to be undertaken first.

Councillor Daniells expressed his support for the proposals and noted that many places of work are currently looking into the feasibility of being able to offer this to employees. He acknowledged that the Council has taken the welfare of its employee into consideration when working at home but commented that employees can also feel isolated when working in an empty office and that this needs to be considered as well. He also stressed the importance of maintaining a team focus and suggested that team days could be arranged to ensure that staff maintain the team ethos.

Councillor Kelly acknowledged that life is dynamic and ever evolving and that the Council is not immune to that. He enquired as to whether the Council Offices were still fit for purpose. The Deputy Chief Executive confirmed that the viability of the offices has been considered and it was determined that for now the building will remain the central hub for the Council's operations. He explained that this was reflected in the feedback from the staff consultation exercise. He also stressed that it is important to retain a centre point for local democracy and recognised the role the Council has to play as a large employer in the town centre, for the local economy.

RESOLVED that the Panel recommends to the Executive at its meeting on 11 October 2021: -

- (i) That it notes the Panel's comments above; and
- (ii) Approves the recommendations as set out in the report.

This item was considered at 10(2) on the agenda

8. HOUSING

- (1) Local Authority Delivery Phase 2 (LAD2) Funding scheme for energy efficiency measures to Council homes

RESOLVED that the Executive agrees:

- (a) that entering into a contract for the works which facilitate the use of LAD2 funding be delegated to the Deputy Chief Executive Officer; and
- (b) the funding mechanisms to meet the Council's contribution towards the costs of the works.

(2) Draft Homelessness and Rough Sleeping Strategy - Consultation

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

The comments of the Housing Scrutiny Panel were taken into account in considering this item.

RESOLVED that the Executive agrees that:

- (a) the draft Homelessness and Rough Sleeping Strategy, as provided in Appendix A to the report, and accompanying Delivery Plan, as provided in Appendix B to the report, are published for an eight-week period of public consultation; and
- (b) the Deputy Chief Executive Officer, following consultation with the Executive Member for Housing is authorised to make any necessary minor amendments to the draft Homelessness and Rough Sleeping Strategy and accompanying Delivery Plan, prior to publication, provided these do not change the overall direction or emphasis.

9. STREETSCENE

(1) Sustainable In-Bloom and Floral Displays

At the invitation of the Executive Leader, Councillors Mrs C L A Hockley and R H Price, JP addressed the Executive on this item.

The comments of the Streetscene Scrutiny Panel were taken into account in considering this item.

RESOLVED that the Executive agrees the proposals set out in paragraphs 45 to 53 in the report, to help deliver the Council's Climate Change objectives and increase biodiversity in the Borough, subject to an action plan being developed to provide further details on each proposal, to be reviewed by the relevant Scrutiny Panel.

10. POLICY AND RESOURCES

(1) Agency Staff Recruitment

RESOLVED that the Executive agrees to award the contract for the Council's Preferred Supplier List for agency services on our agreed terms to the Agency Worker Suppliers set out in the confidential Appendix A to the report as the Agency Worker Suppliers are deemed to be the most suitable to cover the breadth of skills and role requirements within the Council.

(2) Proposal for a new way of working

At the invitation of the Executive Leader, Councillors J S Forrest and R H Price, JP addressed the Executive on this item.

The comments of the Policy and Resources Scrutiny Panel were taken into account in considering this item.

RESOLVED that the Executive agrees the vision for the new way of working.

(3) The Council's Approach to the Pandemic - A Review

The Executive Leader brought this item forward on the agenda to be considered before item 10(2).

At the invitation of the Executive Leader, Councillor R H Price, JP addressed the Executive on this item.

The comments of the Policy and Resources Scrutiny Panel were taken into account in considering this item.

RESOLVED that the Executive agrees that:

(a) the following reviews are undertaken and presented to the Executive for decision:

- future ICT provision for elected Members;
- establishing clear protocols on virtual briefing meetings;
- new ways of working for office-based employees including more flexible home working arrangements and the future requirements of office accommodation and ICT;
- the future of the cash office
- the Council's approach to seasonal planting in the light of the lessons learned from the pandemic period
- future parking need in Fareham Town Centre; and
- service level agreements with One Community and Fareham CAB to reflect the lessons learnt from responding to the pandemic.

(b) an Economic Development Strategy for the Borough be produced;

(c) the proposal that future deputations can also be made in writing, or by a video or audio clip, be approved, subject to the separate deputation scheme for the Planning Committee being kept under review; and

(d) thanks be given for exemplary work and support shown for Fareham residents by all officers during the pandemic.

(The meeting started at 6.00 pm
and ended at 7.57 pm).

FAREHAM

BOROUGH COUNCIL

Report to the Executive for Decision 01 November 2021

Portfolio:	Housing
Subject:	Fareham Borough Council Shared Ownership Policy
Report of:	The Deputy Chief Executive Officer
Corporate Priorities:	Providing Housing Choices

Purpose:
To seek approval of the draft Fareham Borough Council Shared Ownership Policy

Executive summary:

Providing Housing Choices is one of the six corporate priorities for Fareham Borough Council. By working with key partners the Council seeks to support a diverse housing market and help households find good quality, affordable homes.

The Shared Ownership Policy sets out the Council's approach to its shared ownership properties. This includes the criteria around household eligibility, and the marketing, selling, and management of this type of accommodation.

The Policy would not apply to Shared Ownership homes provided by other Registered/Affordable Housing providers.

An Equalities Impact Assessment has been undertaken and has not identified any impacts for the protected characteristics.

Recommendation/Recommended Option:

It is recommended that the Executive:

- (a) approves the Fareham Borough Council Affordable Housing Policy, as provided in Appendix A to this report, for publication; and
- (b) approves payment in accordance with the Council's Housing Transfer Incentive Scheme for any existing tenants agreeing to downsize. This would only apply to Fareham Borough Council tenants who are moving into Fareham Borough Council shared ownership stock.

Reason:

To detail the Council's approach to its shared ownership properties.

Cost of proposals:

The cost of publication is covered in the existing Fareham Housing operational budget.

Appendices:

A: Fareham Borough Council Affordable Housing Policy

B: Equalities Impact Assessment

Background papers:**Reference papers:**

Fareham Borough Council Social Housing Rents Policy

FAREHAM

BOROUGH COUNCIL

Executive Briefing Paper

Date:	01 November 2021
Subject:	Fareham Borough Council Shared Ownership Policy
Briefing by:	The Deputy Chief Executive Officer
Portfolio:	Housing

INTRODUCTION

1. Shared ownership is an affordable housing product. It is designed to help those who wish to get on the property ladder but are unable to afford a home on the open market. The applicant purchases a percentage of the accommodation and pays rent on the remaining share.
2. The Council has 54 shared ownership properties but has not built any new homes of this type for over 25 years. At its meeting of 30 April 2020 the Executive Member for Housing¹ approved the funding mechanism for the delivery of 11No. new shared ownership properties at Stubbington Lane, Hill Head. On 2 November 2020 the Executive approved the funding mechanisms for 9No. new shared ownership properties at the Coldeast Scout Hut Site.
3. The reinvigoration of shared ownership delivery through the Housing Strategy team has identified the need for a shared ownership policy for Council owned stock. The Fareham Borough Council Shared Ownership Policy (hereafter referred to as 'the Policy') sets out the Council's approach to its shared ownership properties. This includes the criteria around household eligibility, and the marketing, selling, and management of this type of accommodation.

THE FAREHAM BOROUGH COUNCIL SHARED OWNERSHIP POLICY

4. The Council has aligned its shared ownership scheme to the 'Homes England Capital Funding Guide for Shared Ownership'. This is because the funding mechanisms to deliver shared ownership come through Homes England. By aligning with the funding guide the processes ensure adherence to funding guidelines, having been widely tested in other areas.
5. The Homes England Guide enables the Council's objective of providing housing choices. Through the funding available the Council can help those in housing need who would otherwise be unable to afford a property on the open market. In order to ensure

¹ Delegated by the Executive due to Coronavirus restrictions.

that this need will be met by those who require it the most, the following eligibility requirements must be met by applicants:

Criteria	Description
Age	Over 18 years of age and resident of the UK.
Income	Gross household income of less than £80,000 Applicants must be able to afford their purchase and sustain housing costs. Applicants are able to demonstrate that they have a sufficient deposit. Applicants must be able to demonstrate that they are unable to purchase the home they need on the open market.
Existing homeowners	The existing property must have already been sold or will be sold at the same time as buying through shared ownership. The other general eligibility criteria for the scheme must also have been met.
Arrears	If applicable, applicants must be able to demonstrate that they are not in rent arrears or in breach of their tenancy agreement at the time of application.

Table 1

6. The Council is keen to ensure that need for affordable housing products continues to be understood. Therefore an Affordable Home Ownership Register has been created for the purposes of affordable home ownership marketing and for the Council to have a better understanding of the extent and type of affordable housing need in the Borough. It is not a requirement for accessing shared ownership, but a means of understanding need and keeping applicants up to date with property information.
7. The register can be accessed through the Council's website or by contacting the Strategic Housing team.

APPLICATIONS AND PURCHASE

8. Applications for shared ownership properties are to be made through Help to Buy South. Help to Buy is a government scheme which provides a range of options designed to make it more affordable to buy a home. Help to Buy South is one of three agents appointed by the government to assist in providing affordable housing schemes across England. The funding guidance states that all applicants must go through Help to Buy in order to check eligibility and access shared ownership.
9. In most cases applicants will have the opportunity to purchase a share between 10% - 75% of a property. All applicants will also have the opportunity to 'staircase' by buying additional shares up to 100% of the property.
10. The owner will be required to pay rent to the Council on the remaining share of the property. The rent is set out in the Council's Social Housing Rents Policy and can be calculated based on the when the property was purchased. The difference is primarily

whether the property is the older, existing stock, or are the newly developed homes. The Homes England Guidance only applies to more recent accommodation.

11. New shared ownership properties purchased after 1 April 2021 or those who are staircasing will have the rent calculation based on the unsold equity. This calculation will be as follows:

$$\frac{\text{Rent per month} = (\text{Unsold equity amount} \times 2.75\%)}{12}$$

12. For shared ownership properties purchased before 1 April 2021 the rent is calculated based on equivalent properties within the Council's portfolio. The charge is worked out by removing a percentage based on typical repairs costs from what the monthly rent would be as a social housing property. This amount is set out in the property lease.

EQUALITY IMPACT ASSESSMENT

13. An Equality Impact Assessment (EIA) has been undertaken of the Shared Ownership Policy. This is included as Appendix B to this report. The EIA has not identified any detrimental equality impacts as a result of the proposed policy.

RISK ASSESSMENT

14. There are no significant risk considerations in relation to this report

CONCLUSION

15. The Policy explains the Council's approach to its shared ownership properties. By clearly setting out the early stages such as the criteria around eligibility through to the processes when the tenant is in situ, the Council hopes to encourage more people in housing need to achieve affordable home ownership.
16. The Executive is invited to comment and approve the document.

Enquiries:

For further information on this report please contact Fleur Allaway. (Ext 4304)

Fareham Borough Council Shared Ownership Policy and Processes

1. Introduction

Providing Housing Choices is one of the six corporate priorities for Fareham Borough Council. By working with key partners the Council seeks to support a diverse housing market and help households find good quality, affordable homes.

This policy sets out the Council's approach to the shared ownership properties provided by Fareham Borough Council. Other developers and shared ownership providers will have their own policies and procedures separate to this document.

Detailed below are the criteria and procedures around household eligibility. Also outlined are the processes for marketing, selling, and management of the Council's shared ownership homes.

2. Definition

Shared ownership is an affordable housing product. It is designed to help those who wish to get on the property ladder but are unable to afford a home on the open market. The applicant purchases a percentage of the accommodation and pays rent on the remaining share.

3. The Legal Context

This policy pays regard to the Council's Housing Allocations Policy 2019 and the relevant statutory requirements, which include the following legislation:

- Leasehold Reform Act 1967
- Housing and Regeneration Act 2008
- The Housing (Shared Ownership Leases) (Exclusion from Leasehold Reform Act 1967) (England) Regulations 2009
- The Housing (Right to Enfranchise) (Designated Protected Areas) England Order 2009
- Housing Act 1985
- Equality Act 2021
- Human Rights Act 1998
- Localism Act 2011

The Council has also aligned its shared ownership scheme to the Homes England Capital Funding Guide for Shared Ownership and the Fareham Borough Council Social Housing Rents Policy.

4. Eligibility

Shared ownership is designed to help those who are in housing need and who would otherwise be unable to afford a property on the open market.

In order to be eligible, applicants need to meet the following criteria:

Criteria	Description
Age	Over 18 years of age and resident of the UK.
Income	Gross household income of less than £80,000

Criteria	Description
Income (continued)	<p>Applicants must be able to afford their purchase and sustain housing costs.</p> <p>Applicants are able to demonstrate that they have a sufficient deposit.</p> <p>Applicants must be able to demonstrate that they are unable to purchase a home on the open market.</p>
Existing homeowners	<p>The existing property must have already been sold or will be sold at the same time as buying through shared ownership.</p> <p>The other general eligibility criteria for the scheme has been met. In particular the annual household income is no more than £80,000 and the household are otherwise unable to afford to purchase a suitable home to meet their needs without assistance.</p>
Arrears	<p>If applicable, applicants must be able to demonstrate that they are not in rent arrears or in breach of their tenancy agreement at the time of application.</p>

5. The Application Process

Registering an interest in Shared Ownership

Households can first state an interest in accessing shared ownership property through the Council's Affordable Home Ownership Register. This is not an essential requirement to access shared properties. It does however assist the Council in understanding the housing need and will enable applicants to be kept up to date with properties in their preferred area. This form can be completed on the Council's website or by contacting the Housing Department. The Register will be managed by the Housing Delivery Team and will be used for the purposes of shared ownership marketing and for the Council to have a better understanding of the extent and type of affordable housing need in the Borough.

The Affordable Home Ownership Register will also be for applicants to register an interest for First Homes. This is separate to Shared Ownership and is only for the purposes of understanding need for First Homes. Full details will be outlined in the emerging First Homes Policy.

Applying for a Shared ownership Property

To apply for a shared ownership property, applicants must register with Help to Buy South¹. Help to Buy is a government scheme which provides a range of options designed to make it more affordable to buy a home. Help to Buy South is one of three agents appointed by the government to assist in providing affordable housing schemes across England. The Council will advertise and accept applications only through Help to Buy South.

¹ <https://www.helptobuyagent3.org.uk/>

By applying to Help to Buy South applicants will be able to confirm their initial eligibility for a shared ownership property and details of the property they wish to purchase. Once the application has been received the Council will review it and confirm in writing:

- Whether the application meets the Council's eligibility requirements
- Whether any further information or supporting evidence is required

The Council will appoint an independent financial assessor to undertake an affordability check of applicants prior to any sale. The applicant will need to consent for a copy of the assessment to be referred to the Council for review. Subject to the eligibility and affordability checks the Council will confirm that the purchase can proceed.

Applicants will be expected to proceed with the contract exchange within 3 months from the date of agreement to purchase.

Reservation Fee

Applicants will be required to pay a reservation fee of £500 to secure their interest. The fee will be payable once the Council has formally confirmed the acceptance of the application.

The fee will be held by the Council and will be deducted from the final balance of payment on the completion of the sale. Any interest accrued at the time will also be included.

Where an application is formally withdrawn, from either party, the reservation fee will be refunded in full.

5. Withdrawing an Application

The Council accepts that there may be circumstances where an application will need to be withdrawn by either party. In this instance the following applies:

Applicant Withdrawal

Where an applicant wished to withdraw their application this must be submitted to the Council in writing. It is expected that the reasons for the withdrawal are included.

Council Withdrawal

The Council reserves the right to withdraw from the sale where the applicant fails to complete the purchase of the property within the agreed timescale. The Council will however, contact the applicant to advise of the intent to withdraw. Notice will be given to the applicant allowing them a final opportunity to complete the sale within the agreed timeframe.

6. Prioritisation

It is expected that there will be instances where more than one application will be received for a shared ownership property. Where this is the case the Council will operate on a first-come, first-served basis, with the exception of Armed Forces

Personnel, as per Government shared ownership funding requirements². Properties will be sold to the first eligible applicant who is able to proceed with the purchase.

7. Marketing and Viewings

The Help to Buy South Register and the Council's Affordable Home Ownership Register will be the primary means of marketing new shared ownership properties. The Council may also market to local communities where shared ownership is being developed, through local papers and through digital platforms.

Opportunities for Council shared ownership properties might also be highlighted to Council housing tenants who reside in Council rented properties.

The adverts will contain detailed property information. This will include:

- High quality photographs
- The size and type of property
- The value of the property
- The cost of the minimum share
- Expected rents
- Service charges

For schemes of five or more shared ownership homes a show home may be provided. This will be subject to local sales conditions and on a site by site basis.

Viewings

A representative of the Council will attend all property viewings. Viewings will be carried out at a mutually convenient time for both the Council and the applicant. This will normally be expected to be in standard office hours.

8. Valuations and Sales

Purchase Price

An independent RIC valuation surveyor will prepare the shared ownership sales price. This is in line with Homes England's shared ownership regulations. Valuations will be held for a period of three months after which the valuation will be updated if a sale is not completed.

Percentage Sales

In most cases applicants will have the opportunity to purchase an initial share no less than 10% and no more than 75% of the shared ownership property. However, on some occasions the minimum share might be set at 25%.

Should the shared owner wish to sell, they will be required to sell the specific share of the property that they have purchased or staircased up to.

Staircasing

Owners of shared ownership properties will have the opportunity to purchase additional shares in the years following the initial sale. This is known as staircasing. Shares will

² As per paragraph 3.2 of <https://www.gov.uk/guidance/capital-funding-guide/1-help-to-buy-shared-ownership>

normally be available to purchase for up to 100% of the property for general accommodation or up to 80% for older persons' accommodation.

Discounts

No purchase discounts will apply, including ones for existing Council tenants. However, an incentive payment may be considered in line with the Council's Housing Transfer Incentive Scheme

9. The Lease

In most cases the Council will use the Homes England standard model leases for shared ownership properties. Existing leaseholders will use their existing lease until such a time a new lease applies.

Length of Lease

The initial lease term will be for at least 125 years at first sale. Should a shorter time period be proposed, the initial scheme appraisal will be reviewed. This will include whether there are any impacts on the property value and if this change would be acceptable to mortgage lenders.

Re-sales

The shared owner is required to inform the Council of their intention to sell the property. The lease will include full details on the procedure.

Additional Borrowing

The lease will include details on the circumstances allowing additional borrowing against the share of the property. The Council's written approval will be required before any further borrowing is secured.

Subletting

Subletting will not be permitted within the property. However, the shared owner will be entitled to have a lodger.

10. Rents

Properties Purchased after 1 April 2021

In accordance with the Council's Social Housing Rents Policy any new shared ownership properties or those who are staircasing will have the rent calculation based on the unsold equity. This calculation will be as follows:

$$\text{Rent per month} = \frac{(\text{Unsold equity amount} \times 2.75\%)}{12}$$

The annual increase in rent will be CPI plus 1 percentage point.

Properties Purchased before 1 April 2021

For shared ownership properties purchased before 1 April 2021 the rent is calculated based on based on equivalent properties within the Council's portfolio. The charge is worked out by removing a percentage based on typical repairs costs from what the monthly rent would be as a social housing property. No changes will be made to the

rent for these properties for existing shared owners, with the exception of the annual increase or where additional shares are purchased.

A rent amount using the same calculation as those properties purchased after 1 April 2021 rent will be introduced if/when a new lease applies.

The annual increase in rents is set out in the lease.

Rents Review

A review on rents will take place annually, this will usually be on the 1st April. The date will also be set out in the lease, for reference.

11. Maintenance and Charges

Flat Maintenance

The Council will repair and maintain all common arrears of blocks of flats and retain overall responsibility of the building.

New Build

For Shared Ownership homes being delivered through Homes England's AHP 2021 to 2026³ the Council will align with the Government's new model lease for shared ownership properties. This grants an initial 10-year period during which shared owners cannot be required to contribute, via service charges, for repairs to the external or structure of the building. In addition, shared owners can also apply for a £500 contribution towards internal repairs during this period.

In line with this, the Council will therefore undertake repairs for any faulty installations which are not covered within a warranty or guarantee pertaining to the particular components within the first 10 years of ownership. This will not include repairs or replacements through wear and tear or avoidable damage such as not servicing boilers with the appropriate registered body. The scope for general repairs will generally apply to:

- Installations for making use of the supply of water, gas and electricity and for sanitation (including basins, sinks, baths and sanitary conveniences, but not other fixtures, fittings and appliances for making use of the supply of water, gas or electricity), pipes and drainage.
- Installations in the flat or house for space heating and heating water.

The £500 contribution can be rolled over only to the following year, if there are any unused repairs for that year. Any costs over and above £500 will be the responsibility of the shared owner.

The Council is not responsible for general works or for carrying out any refurbishment works inside the home such as replacing kitchens and bathrooms. The Council is also not responsible for undertaking any health and safety requirements within the home, for example, boiler servicing or electrical testing.

³ Generally this applies to the Council's shared homes built prior to 2021 and the Capella Close development.

The Council will be responsible for assessing whether repairs are essential and genuine and may inspect the property, if deemed appropriate.

Alternatively the tenant has the right to appoint a Trustmark Approved contractor to complete the repairs

Should a shared owner staircase within the 10 years to 100% ownership, they will take on full responsibility for all repairs.

Cyclical Repairs

Cyclical Repairs are a contribution to the costs of recurring works which are usually planned for. They generally only apply to flats and apartments and can include works such as external decoration, re-roofing, replacement of external pipe work or sewer works. Leaseholders are asked to pay a proportion each year into a cyclical repair fund in order to contribute to the works when they are carried out.

Where applicable, cyclical repairs and service charges will be clearly identified within the shared ownership lease and reviewed on an annual basis.

12. Responsibilities

The shared ownership lease will detail the responsibilities of the Council. For the purpose of this document, this can be summarised as follows:

Service	Responsibility
Leasehold Management and Land Charges Officer	<ul style="list-style-type: none"> • Management of the leasehold, including rent, service charges and cyclical fund collection • Staircasing and re-sales
Housing Delivery Team in conjunction with the Leasehold Management and Land Charges Officer	<ul style="list-style-type: none"> • Marketing and initial sales • Management of the Affordable Housing Register
Housing Maintenance Team	<ul style="list-style-type: none"> • Maintenance and repairs of communal areas and elements of the building where the Council has responsibility

13. Discretion

The Council reserves the right to exercise its discretion in relation to any aspect of this policy where it is deemed necessary and appropriate and in particular to ensure compliance with its statutory duties, including under the Equality Act 2010. The exercise of discretion is reserved to the Head of Housing Delivery.

14. Data Protection

In accordance with the Council’s statutory obligations under the Data Protection Act 2018 and the UK General Data Protection Regulations, all applicants will be made aware of how their personal information will be processed and shared. Information recorded on the Council’s system and on the applicant’s file will be shared with partner

landlords and other agencies as necessary. Consent from the Applicant for information sharing will be sought in all cases. For a copy of the Council's Privacy Notice please visit: <http://www.fareham.gov.uk/privacy.aspx>.

15. Review

This policy is intended as a working document and will be reviewed as and when new legislation is introduced.

DRAFT

Equality Impact Assessment

Appendix B

This document is intended to act as a guide and point of reference, rather than be a template. There is no requirement to use this document as part of the policy development or decision making process; although it may help.

When using this form, please feel free to enter as much or as little information as you feel is appropriate.

Name	Alex Jolley	Date	25/08/2021
Job title	Policy, Research and Engagement Officer		
What are you thinking of changing or implementing?			
<p>A Shared Ownership Policy has been produced, which will be implemented in Autumn 2021.</p> <p>Shared ownership is an affordable housing product. It is designed to help those who wish to get on the property ladder but are unable to afford a home on the open market. The applicant purchases a percentage of the accommodation and pays rent on the remaining share.</p>			
What is the expected or anticipated impact of this change?			
<p>The expected impact of the policy is that more people will be able to get on the property ladder. This is because consumers will need a smaller lump sum to buy the property than they would need if they were buying a property on the open market.</p>			
Protected characteristic: Age (including children and young people)			
Points to consider:			
<ul style="list-style-type: none">• How have you considered the potential impact on people with this protected characteristic?• What, if any, is the expected impact on people with this protected characteristic?• What steps or action is planned to mitigate any negative impact?			
<p>The introduction of the Shared Ownership Policy will have no negative impact on people with this protected characteristic. However, the policy will have a positive impact on this protected characteristic because it will help enable more people to be able to get on the property ladder.</p> <p>The policy will have a significant positive impact on specifically younger generations. The average age of first time buyers in 2017 was 33. The aim of the Shared Ownership Policy is to allow people who cannot afford a large lump sum required for a house deposit to still be able to buy a house but at a lower cost. This will help in particular younger generations</p>			

who are more likely to be struggling financially and therefore, are not as able to get on the property ladder when compared to older generations.

Protected characteristic: Disability (including physical and those with mental health conditions)

Points to consider:

- How have you considered the potential impact on people with this protected characteristic?
- What, if any, is the expected impact on people with this protected characteristic?
- What steps or action is planned to mitigate any negative impact?

The introduction of the Shared Ownership Policy will have no negative impact on people with this protected characteristic. However, the policy will have a positive impact on this protected characteristic because it will help enable more people to be able to get on the property ladder.

Protected characteristic: Gender reassignment

Points to consider:

- How have you considered the potential impact on people with this protected characteristic?
- What, if any, is the expected impact on people with this protected characteristic?
- What steps or action is planned to mitigate any negative impact?

The introduction of the Shared Ownership Policy will have no negative impact on people with this protected characteristic. However, the policy will have a positive impact on this protected characteristic because it will help enable more people to be able to get on the property ladder.

Protected characteristic: Marriage and civil partnership

Points to consider:

- How have you considered the potential impact on people with this protected characteristic?
- What, if any, is the expected impact on people with this protected characteristic?
- What steps or action is planned to mitigate any negative impact?

The introduction of the Shared Ownership Policy will have no negative impact on people with this protected characteristic. However, the policy will have a positive impact on this protected characteristic because it will help enable more people to be able to get on the property ladder.

Protected characteristic: Pregnancy and maternity

Points to consider:

- How have you considered the potential impact on people with this protected characteristic?
- What, if any, is the expected impact on people with this protected characteristic?
- What steps or action is planned to mitigate any negative impact?

The introduction of the Shared Ownership Policy will have no negative impact on people with this protected characteristic. However, the policy will have a positive impact on this protected characteristic because it will help enable more people to be able to get on the property ladder.

Protected characteristic: Race

Points to consider:

- How have you considered the potential impact on people with this protected characteristic?
- What, if any, is the expected impact on people with this protected characteristic?
- What steps or action is planned to mitigate any negative impact?

The introduction of the Shared Ownership Policy will have no negative impact on people with this protected characteristic. However, the policy will have a positive impact on this protected characteristic because it will help enable more people to be able to get on the property ladder.

Protected characteristic: Religion or belief

Points to consider:

- How have you considered the potential impact on people with this protected characteristic?
- What, if any, is the expected impact on people with this protected characteristic?
- What steps or action is planned to mitigate any negative impact?

The introduction of the Shared Ownership Policy will have no negative impact on people with this protected characteristic. However, the policy will have a positive impact on this protected characteristic because it will help enable more people to be able to get on the property ladder.

Protected characteristic: Sex

Points to consider:

- How have you considered the potential impact on people with this protected characteristic?
- What, if any, is the expected impact on people with this protected characteristic?
- What steps or action is planned to mitigate any negative impact?

The introduction of the Shared Ownership Policy will have no negative impact on people with this protected characteristic. However, the policy will have a positive impact on this protected characteristic because it will help enable more people to be able to get on the property ladder.

Protected characteristic: Sexual orientation

Points to consider:

- How have you considered the potential impact on people with this protected characteristic?
- What, if any, is the expected impact on people with this protected characteristic?
- What steps or action is planned to mitigate any negative impact?

The introduction of the Shared Ownership Policy will have no negative impact on people with this protected characteristic. However, the policy will have a positive impact on this protected characteristic because it will help enable more people to be able to get on the property ladder.

No barriers identified, therefore policy can proceed – Yes

FAREHAM

BOROUGH COUNCIL

Report to the Executive for Decision 01 November 2021

Portfolio:	Leisure and Community
Subject:	Review of Community Buildings
Report of:	Director of Leisure and Community
Corporate Priorities:	Leisure opportunities for health and fun

Purpose:

To note the findings of the condition surveys of the Council's community buildings, understand the costs of necessary maintenance works identified in this process and consider the most appropriate allocation of resources to ensure the long-term maintenance of these important community assets.

Executive summary:

The Council owns 16 community buildings that act as a hub for its communities and are well-used for leisure and social activities.

In 2020 each building was surveyed to identify the maintenance to that facility that would be required over the following 5-year period. The findings of the surveys were refined to understand which works were necessary and the responsibility of the Council as detailed in the individual Leases.

The urgent works individually costing over £10,000 that were identified as the responsibility of the Council came to a total of £466,500. In addition, many smaller repairs were also identified that would be required to be carried out over the next 5-year period. These were identified as costing the Council £117,000 in total.

The Executive is asked to allocate funds from the Council's budget to enable the scheduling of the necessary significant repairs and the smaller revenue works to enable the Council to meet its maintenance responsibilities for its community buildings.

Recommendation/Recommended Option:

It is recommended that the Executive:

- (a) approves the allocation of up to £433,000 from the General Fund Revenue Reserve to establish a capital budget for the urgent significant repair works to the Council's community buildings, as identified by the Condition Surveys;
- (b) notes the potential works required to X-perience building, which will be subject to a separate report; and
- (c) notes the smaller necessary repairs, totalling £117,000, identified that are the Council's responsibility as detailed within the Leases held.

Reason:

To ensure the long-term sustainability of the Councils community buildings and to prevent excessive future costly repairs resulting from delayed maintenance.

Cost of proposals:

The capital cost of this proposal amounts to £433,000, to be met from the General Fund Revenue Reserve. Smaller repairs and maintenance will be contained within existing budgets.

Appendices: **Confidential Appendix A - Summary of Community Buildings Condition Surveys**

Background papers: **None**

FAREHAM

BOROUGH COUNCIL

Executive Briefing Paper

Date:	01 November 2021
Subject:	Review of Community Buildings
Briefing by:	Director of Leisure and Community
Portfolio:	Leisure and Community

INTRODUCTION

1. The Council owns 16 community buildings, comprising of 10 community centres, 3 youth centres, a scout hut, a scrap store and a museum. Each of these is leased to a charity, trust or community association which oversees how each is run with the help of a committee.
2. The facilities are all unique, with variations in the following factors:
3. **Age of the building** – Three of the Council's community facilities originate from buildings first constructed in the 17th century; Crofton Community Centre (originally a school), Westbury Manor Museum (formerly the Council offices) and the Frosthole Scrap Store (designed as an isolation hospital). In comparison, the newest of the community facilities is Portchester Community Centre, which opened in 2012. This building was designed specifically for modern community use, containing a variety of rooms to accommodate the needs of any hirers.
4. **Size of facility** - The community buildings range in size from the sprawling Crofton Community Centre, which has 12 separate rooms for hire (including a Sports Hall and a Hall with a stage), to Fareham North West Community Centre, which currently has only one small hall for hire. The size of the facility has a direct impact on the amount of funds it is able to raise through room hire and the attraction of the centre for potential hirers.
5. **Management of the facility** – The larger community facilities have the ability to generate enough income to fund a Centre Manager, reception staff, caretakers and cleaners. For the smallest facilities, these important functions are often undertaken by a small handful of volunteers who are frequently also the building's committee members.
6. **Financial capacity of the organisation** – Whilst the size of the facility has an impact on the income that the centre can attract, the ability of the committee to demonstrate prudent financial management is arguably of greater importance to the long-term stability of the centre. Those that are most effectively managed hold healthy reserves which enable them to further improve their facilities. The facilities lacking good financial

management often fail to afford, or seek funding for, improvements and see reduced hiring levels as a result.

7. Despite the differences between the buildings, each provides an important hub for social and leisure activities, providing residents with the opportunities to remain physically and mentally healthy and connected with their communities. The wide variety of activities they offer include fitness classes, mother and toddler groups, bridge clubs, scouting and guiding groups, art groups, health and wellbeing sessions, youth clubs and home- schooling groups to name but a few.
8. The Council recognises the tremendous value of these community resources and has strong relationships with the people who run them, whether they are committee members or Centre Managers.
9. Once a year, the Leisure and Community Team undertake a 'Health Check' of the facility to make sure that they are being run safely and effectively. During these visits, records of servicing to such things as the centre's electrics, boilers, emergency lighting and fire alarms are checked, the charity's latest Fire Risk Assessment for the building is reviewed and Legionella practices are scrutinised. In addition, the structure of the committee for the community facility is reviewed and future improvement projects for the building are discussed.
10. The purpose of the visit is not purely about ensuring the safety of users but focusses also on identifying support that can be put in place to rectify any gaps in good practice, recruit new committee members where needed and consider external funding opportunities to make planned projects achievable.
11. Much of this support is provided with the assistance of One Community, the Council's Voluntary and Community Sector Organisation, who offer advice regarding volunteers, policies and external funding opportunities.
12. Every quarter, One Community holds a Community Buildings Network meeting which enables committee members and Centre Managers to come together to share best practice with regards to running community facilities.

BACKGROUND

13. In 2008, the Council carried out the last review of its community buildings. From this, a phased implementation plan was developed with the final identified works being completed in 2014. The Executive agreed a budget of £500,000 for these works, with further funding available from the Western Wards community infrastructure levy for larger projects.
14. Since this time, the Council has continued to fund any identified maintenance works on an ad hoc basis from the annual repairs and maintenance budget of £77,500. This budget has not been able to meet demand in recent years, with an overspend of £12,900 in 18/19 and £26,300 in 19/20.

COMMUNITY BUILDINGS REVIEW 2020

15. In 2020, the imminent need for some significant and costly repairs to several of the community facilities was flagged. The decision was made to conduct a thorough review of the state of repair of all the Council's community buildings, to gain an overview of the current position.

16. To support this approach, the Council's Property Team began extensive work to undertake a thorough review and assessment of each community building. Every element of each building was surveyed with details recorded of:
- The overall state of repair
 - Any necessary works that were identified
 - Who was responsible for the identified work, i.e. the Council or the Tenant?
 - The timescale that the works should be carried out within, and
 - The estimated costs of the works
17. In light of the current financial climate, only repairs that were both necessary and legally the Council's responsibility were considered. No other projects, such as those to improve the community facility's offer to its hirers, increase capacity or reduce carbon emissions, were considered.
18. This final point is to note when considering the Council's Climate Change Action Plan, that around 8% of the Council's carbon footprint comes from its community buildings. Although this is not within the remit of this report, the Council's Climate Change Action Plan commits to 'undertaking feasibility studies for how we can improve energy efficiency of our leisure and community centres going forward.'

RESULTS OF THE COMMUNITY BUILDINGS REVIEW

19. The review identified that within the next 5 years the community buildings require works which total over £1 million.
20. However, just over half of these costs are attributable to either the charity, trust or community association that constitutes the 'Tenant' in the Lease, as can be seen in the table below:

FBC Responsibility				Tenant Responsibility			
Urgent – <1 year	Poor 1-2 years	Fair 3-5 years	Total	Urgent <1 year	Poor 1-2 years	Fair 3-5 years	Total
£388,100	£113,805	£81,930	£583,835	£52,385	£308,758	£228,380	£589,523

21. Whilst the total cost of over £500,000 attributable to the charities appears at first to be excessive, it is important to note that this amount is split into varying proportions between the 16 buildings over a period of 5 years.
22. In addition, the majority of costs are anticipated after the first year, giving time for the Council and One Community to support the charities to budget for these expenses or, where possible, identify external funding opportunities.
23. The identified costs to the Council also appear high. However, these figures include three costly roof repairs (to Burrige Village Hall, Bells Lane Scout Hut and Whiteley Community Centre) and 2 boiler replacements (to Crofton Community Centre and

Westbury Manor Museum).

24. As a result of the nature of the particular works listed above, there will be some urgency to proceed with these repairs / replacements in the late Spring and Summer of 2022, as soon as weather permits.
25. The programme of work also includes £80,250 of works to the X-perience centre (comprising £11,500 to replace the boundary wall, £45,000 of substantial works to the building and the balance being routine repairs). The Executive has previously agreed to prepare a town centre masterplan, looking at opportunities for regeneration and new housing developments. Given the age/condition of the centre, its prime location and the plans for Fareham Live now being remobilised, it is felt prudent to pause the substantial works to this building until the masterplan work has been concluded. It is proposed, however, that the identified works to the boundary wall are supported to meet the Council's health and safety requirements. This is reflected in the proposal below.

PROPOSAL

26. This report proposes that the Executive allocate a capital budget of up to £433,000, to enable the necessary maintenance works on its community buildings to be carried out. The funding for the works will be drawn from the Council's General Fund Revenue Reserves, and if Officers are successful in securing external funding for any of the works, then the drawing from reserves will be reduced accordingly. The routine repairs and maintenance will be met from existing repairs budgets within the General Fund (amounting to £90,000 p.a.).
27. To ensure that the Council's community buildings remain in a good state of repair, it is also proposed that the annual Health Checks are extended to include a review of the state of the building. In this way, the Council has an up-to-date picture of the requirements of the community buildings and the ability to avoid costly urgent repairs in the future.

RISK ASSESSMENT

28. The community building reviews have been carried out with great diligence and with a healthy parameter built into the costs. However, it is important to note that this work was undertaken prior to the Covid-19 pandemic. Initial indications are suggesting an increase of approximately 8% in the cost of works because of the pandemic. As a result, the anticipated costs for the identified works may no longer be sufficient.
29. In addition, significant works to the older buildings may prove more complex than anticipated, which in turn may increase the cost of the project.

FINANCIAL IMPLICATIONS

30. The establishment of the capital budget of £433,000 can be met from General Fund Revenue Reserves, and the routine repairs and maintenance can be contained within existing revenue budgets.
31. Applications to alternative funding streams are currently being investigated for the boiler at Westbury Manor Museum and the works at Whiteley Community Centre. This may help to further reduce demand on the Capital Development Fund.
32. As previously mentioned, the works funded by the capital budget would be required as soon as a period of good weather can be guaranteed.

33. It is anticipated that for year 1 revenue works would cost in the region of £50,000, for year 2 the figure would be the same, but demand on this budget would reduce to £12,500 across the following 3 years.

CONCLUSION

34. The Council's community buildings are crucial assets, promoting health, wellbeing and social connections.
35. The proposal to allocate funds for the identified necessary maintenance works and ensure a regular review of the condition of the buildings will minimise future excessive costs on urgent repair works and safeguard their continued benefit to the communities.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

FAREHAM

BOROUGH COUNCIL

Report to the Executive for Decision 01 November 2021

Portfolio:	Streetscene
Subject:	Project Integra – Joint Municipal Waste Management Strategy
Report of:	Head of Streetscene
Corporate Priorities:	Protect & Enhance the Environment

Purpose:
To seek Executive approval to adopt the Joint Municipal Waste Management Strategy (JMWMS), that sets out the strategic direction for the Project Integra Waste Management Partnership.

Executive summary:
Project Integra (PI) is a partnership consisting of Hampshire County Council (HCC) as a waste disposal authority, 11 waste collection authorities, of which Fareham Borough Council (FBC) is one, and two unitary authorities. The two unitary authorities, Portsmouth City Council and Southampton City Council also act as Waste Disposal Authorities.

The PI Partnership refreshed its 2006 JMWMS in 2012. This new revised JMWMS sets out the strategic direction for the PI partnership and will be supported by a new operational partnership agreement and detailed action plan to take PI forward, including meeting the requirements of the Environment Bill.

This JMWMS does not commit PI partners to a particular funding arrangement, this element will be discussed and agreed through the work being undertaken on a revised partnership agreement.

Section 5, page 23 of the JMWMS document in appendix A, includes a table which sets out the key strategic actions that all PI partners are signed up to by approval of this JMWMS. This includes a commitment to move to a twin stream collection system for dry recyclables.

However, local decision making will continue to be maintained across the partnership to ensure local factors, budgets and challenges are considered within any decision making to ensure the approach is best suited for all partners.

Recommendation/Recommended Option:

It is recommended that the Executive agrees to adopt the Project Integra Joint Municipal Waste Strategy, as attached to this report as Appendix A.

Reason:

The JMWMS sets out the strategic direction for the PI Partnership and will be supported by a new operational partnership agreement and detailed action plan to take PI forward including meeting the requirements of the Environment Bill.

Cost of proposals:

There are no immediate costs associated with the recommendation. However, in future years there will be changes in expenditure and income resulting from necessary change to frontline services required to comply with the forthcoming Environment Bill and new PI partnership arrangements. Where these changes are significant, an additional report should go to the Executive by way of an update.

Appendices: **A: Project Integra – Joint Municipal Waste Management Strategy**

Background papers: **None**

Reference papers: **None**

FAREHAM

BOROUGH COUNCIL

Executive Briefing Paper

Date:	01 November 2021
Subject:	Project Integra – Joint Municipal Waste Management Strategy
Briefing by:	Head of Streetscene
Portfolio:	Streetscene

INTRODUCTION

1. Fareham Borough Council has been working with partner authorities across Hampshire to develop a new county-wide strategy, known as a Joint Municipal Waste Management Strategy (JMWMS), which will set overall aims and objectives for all Hampshire local authorities.
2. The PI Partnership refreshed its 2006 JMWMS in 2012. It is recognised that the legislative and budgetary environment has significantly changed since the refresh of the JMWMS in 2012. An update is now required to consider competing pressures on all partnership authorities within Hampshire, and to consolidate an agreed path for service consistency and best value in waste service delivery for the county, based on agreed priorities.

BACKGROUND

3. Project Integra (PI) is a partnership in Hampshire consisting of Hampshire County Council (HCC) as a waste disposal authority, 11 waste collection authorities and two unitary authorities, all providing a variety of collection services but based on a core theme of the comingled collection of dry recyclable material. The two unitary authorities, Portsmouth City Council and Southampton City Council also act as Waste Disposal Authorities.
4. The partnership arose in the 1990s because of the need to have a co-ordinated response to waste and recycling collections, processing, and infrastructure. The partnership meets 3 times a year as the “Project Integra Strategic Board” which consists of one voting Member, usually that authority’s Portfolio Holder.
5. Under the sponsorship of the Hampshire and IOW Local Authorities (HLOWLA) group, all Councils in the PI partnership (including Fareham) have been working together to consider the future of collections, recycling, and disposal infrastructure in the County. This is in the context of the national policy and legislation developments, and desires within all partners to increase recycling and reduce overall waste generation.

6. The future arrangements will be underpinned by three main pieces of work:
 - A revised Joint Municipal Waste Management Strategy (JMWMS)
 - A new PI Partnering Agreement
 - A new financial model, which will define the financial relationship between HCC and all district councils.

JMWMS

7. Lead PI Officers, and Portfolio Holders from all partners, have taken part in a series of workshops to identify future priorities. These priorities were presented to the PI Strategic Board (PISB) in July 2021, before the final JMWMS was drafted and circulated to all partners for their consideration. The intention is for all partners to approve the strategy.
8. The new refreshed JMWMS is included as appendix A and includes high strategic level principles. It considers the changing legislative landscape, and specifically the potential impacts from future progress of the Environment Bill and policy consultation in 2021.
9. The JMWMS will set the strategic direction for the Partnership and will be supported by a new operational partnership agreement and detailed action plan to take PI forward, including meeting the requirements of the Environment Bill.
10. This JMWMS does not commit partners to a particular funding arrangement, this will be discussed and agreed through the work being undertaken on a revised Partnership Agreement. The strategy states that local decision making will continue to be maintained across the partnership to ensure local factors, budgets and challenges are considered within any decision making to ensure the approach is best suited for all partners.
11. Section 5, page 23 of the JMWMS document in appendix A, includes a table which sets out the key strategic actions that all PI Partners are signed up to by approval of this JMWMS. This includes a commitment to move to a twin stream collection system for dry recyclables.

OTHER PI PARTNER DOCUMENTS

12. HCC are now working with their long-term waste disposal contractor, Veolia, on the impacts of changes to collections on current and future infrastructure, including a new Materials Recovery Facility (MRF) which would be capable of sorting the expanded range of dry recyclables. These changes will have both operational and financial implications on all PI partners. To facilitate the transition, two new documents are being prepared:
 - a. A “Partnering Agreement” – this will set out roles and responsibilities of waste collection authorities and waste disposal authorities, and how HCC will work with Districts.
 - b. A Financial Model – this will set the financial arrangements between partners, in relation to how waste and recycling is handled and processed by Districts and HCC. It is likely to cover, for example, waste/recycling processing costs, the cost of dealing with contamination, and income from sale of recyclable material.

FINANCIAL IMPLICATIONS

13. In future years there will be changes in expenditure and income resulting from necessary change to frontline services required to comply with the forthcoming Environment Bill and new PI partnership arrangements. Where these changes are significant, an additional report should go to the Executive by way of an update.
14. Previously HCC had indicated that FBC would no longer receive income from the sale of recycled materials and be subject to charge for delivering contaminated recycling from April 2022.
15. As a result of the work going into the JMWMS, HCC have said there will be no change to the current financial arrangements between HCC and FBC until April 2023.

CONCLUSIONS

16. The JMWMS is an important tool which allows the PI partnership to move forward together, by setting out the key priorities which will be reviewed by partners every 3 years.
17. The strategy document sets out the strategic direction for the Partnership and will be supported by a new operational partnership agreement and detailed action plan to take PI forward, including meeting the requirements of the Environment Bill.
18. Included in the document is a table that sets out the key strategic actions that all PI Partners are signed up to by approval of this JMWMS. This includes a commitment to move to a twin stream collection system for dry recyclables.
19. However, local decision making will continue to be maintained across the partnership to ensure local factors, budgets and challenges are considered within any decision making to ensure the approach is best suited for all partners.

Enquiries:

For further information on this report please contact Mark Bowler. (Ext 4420)



INTEGRA

Appendix A

Project Integra

Joint Municipal Waste Management Strategy

What can I put in my recycling bin in Hampshire?



Paper



Cans and Tins



Cardboard



Plastic Bottles



Aerosols



Report for

Project Integra

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Doc Ref. PI JMWMS Final

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Management systems

This document has been produced by Wood Group UK Limited in full compliance with our management systems, which have been certified to ISO 9001, ISO 14001 and ISO 45001 by Lloyd's Register.

Document revisions

No.	Details	Date
V1	First draft	15 July 2021
V2	Second draft	21 July 2021
V3	Third draft	27 July 2021
V4	Draft for release to client	29 July 2021
V5	Final Draft	23 Aug 2021

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1. Introduction to Project Integra

Project Integra (PI) is a partnership in Hampshire consisting of Hampshire County Council as a waste disposal authority, 11 waste collection authorities and two unitary authorities, all providing a variety of collection services but based on a core theme of the comingled collection of dry recyclable material. The two unitary authorities, Portsmouth City Council and Southampton City Council also act as Waste Disposal Authorities. The Local Authorities that make up PI are:

- Basingstoke & Deane Borough Council (BDBC)
- East Hampshire District Council (EHDC)
- Eastleigh Borough Council (EBC)
- Fareham Borough Council (FBC)
- Gosport Borough Council (GBC)
- Hampshire County Council (HCC)
- Hart District Council (HDC)
- Havant Borough Council (HBC)
- New Forest District Council (NFDC)
- Portsmouth City Council (PCC)
- Rushmoor Borough Council (RBC)
- Southampton City Council (SCC)
- Test Valley Borough Council (TVBC)
- Winchester City Council (WCC)

In 1997 Hampshire County Council entered into a waste disposal service contract (now extended to 2030) which was awarded to Veolia UK. Portsmouth City Council and Southampton City Council became co-signatories to the contract after their formation as unitary authorities. Prior to the commencement of the contract, all 14 waste authorities of Hampshire (Disposal and Collection), along with Veolia Hampshire, became members of PI. The Partnership agreement sets out the principles of PI and the roles and responsibilities of the partnership authorities.

The work of PI is guided by three objectives:

- Customer focus
- Value for money
- Sustainability

Hampshire has been widely acknowledged for its partnership working on waste, its impressive integrated waste management facilities, relatively high performance and contribution to shifting fundamental thinking from waste to resource management, however in recent years performance levels have failed to keep up with those of the best performing authorities in England - this is a situation that the Partnership is determined to change.

1.1 Working Groups

The Partnership works to influence national policies, secure external funding, and promote sustainability, with a core aim being to communicate effectively to both the public and the businesses communities. Our strategy officer group is made up of officers from each partner authority and PI. Similarly, our strategic board is made up of officers and elected members from each partner authority.

There are a number of existing working groups within the Partnership, although additional groups are created to target specific issues when identified:

- The Resource Aware Group (RAG); deliver consistent, effective waste management communications and performance improvement across Hampshire.
- Operations; meet to discuss operational issues and programmes of work.
- Waste technical group; meet to discuss the materials analysis facility sampling programme and contamination.
- The Common Approach to Safety and Health (CASH); supported by PI and considers health and safety best practice and guidance aligned to waste and other environmental services.
- Fly-tipping Strategy; sits under PI for governance and information purposes

1.2 Our Vision

In support of the 14 waste authorities in Hampshire delivering its vision, the Partnership refreshed its 2006 Joint Municipal Waste Management Strategy (JMWMS) in 2012 with a vision to *manage the effectiveness of its sustainable material resources system to maximise efficient re-use and recycling of material resources and minimise the need for disposal in accordance with the national waste hierarchy*. It is recognised that the legislative and budgetary environment has significantly changed since the refresh of the JMWMS and that an update is required to take into account competing pressures on all partnership authorities within Hampshire, and to consolidate an agreed path for service consistency and best value in waste service delivery for the county as a whole, based on agreed priorities.

This updated JMWMS will be reviewed by the Partnership every three years, and the vision for Hampshire is:

"The Project Integra partners will work together to deliver high performing, forward looking recycling and waste management services which provide value for money for Hampshire taxpayers meeting local needs and recognising the climate emergency and need for a reduction in carbon emissions."

1.3 Joint Municipal Waste Management Strategy - Principles

The revised Waste Framework Directive (2008/98/EC) sets out the waste hierarchy which ranks waste management options according to what is best for the environment. Waste management in the UK is based on the principles of the waste hierarchy, which dictates that waste prevention is the most desirable outcome followed by reducing, reusing and then recycling resources before the worst-case option of disposal. Our JMWMS has always aimed to deliver engagement, education and raise awareness of waste management within the community to drive material up the waste hierarchy.



The Government's documents "Resources and waste strategy – Our Waste, our resources: A Strategy for England" (December 2018) and "Waste Prevention Programme for England: Towards a Resource Efficient Economy (March 2021)" set out priorities for action to manage resources and waste in accordance with the waste hierarchy and to focus increased efforts towards those steps at the top of hierarchy. This JMWMS is aligned to the requirements of these documents.

Operating our waste management services comes at a substantial cost. With budgetary constraints and legislative pressures it is important to maximise value for money as an overarching Partnership principle. Striving for improved performance through waste prevention in the first instance, followed by recycling, is resultantly the best option both financially and environmentally. By following this principle the Partnership and the wider community can contribute to and help ensure value for money is realised in the services delivered.

Besides public engagement the JMWMS aims to deliver waste collection, treatment and disposal solutions while minimising the environmental impacts. In addition to the waste hierarchy, the partnership also acknowledges the proximity principle that describes a need for materials to be handled, treated, and disposed of as near as possible to its place of consumption.

2. Performance and Service Delivery

Waste management in Hampshire has seen significant change since 2000 as illustrated in Figure 2-1. The landfilling of waste has continuously decreased, markedly between 2003/04 and 2005/06 when residual waste began to be treated within Energy from Waste (EfW) facilities.

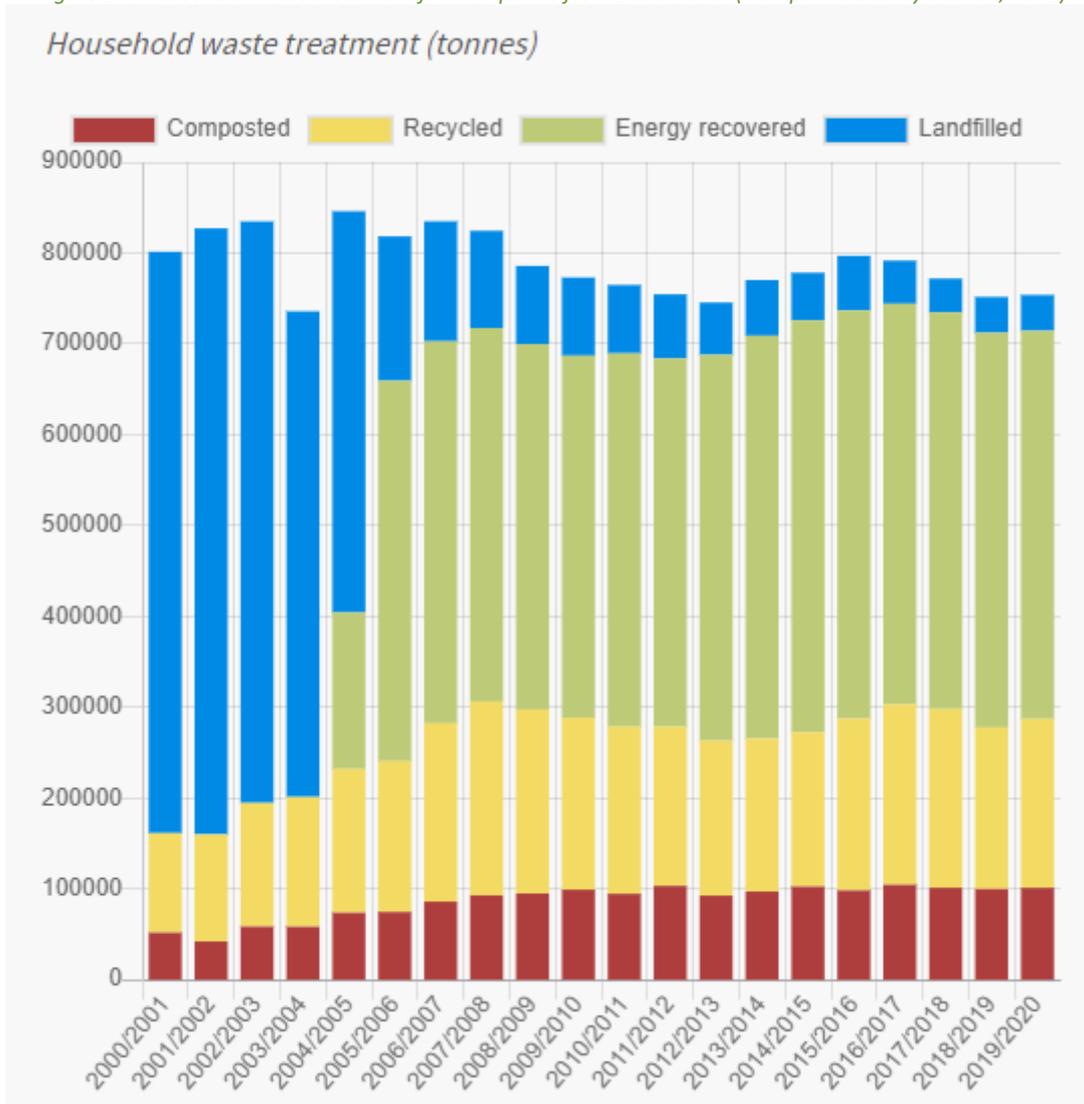
The total amount of generated waste in Hampshire has also reduced since a peak in 2005/06 of around 850,000 tonnes per annum to approximately 750,000 tonnes per annum in 2019/20, with a waste collection yield of 428.9 kg/person/year¹.

In 2019/20 Hampshire's recycling rate was 41.7% (across all recycling services, including HWRCs). The highest performing Partner had a recycling rate of 41.3%, with the lowest performing Partner having a recycling rate of 24.8%. Overall, the County sits within the lower half of the English local authority recycling performance league table, with the majority of partners sitting in the lower quartile. The recycling, reuse and composting rate has increased over time but has plateaued over 2018/19 and 2019/20. The level of performance being achieved has resulted in pressure being exerted on some Partner authorities by the Secretary of State to make improvements.

Contamination monitoring across the MRFs showed that the average comingled dry recycling contamination level was 15.9% in 2019/20 (an increase from 13.75% in 2018/19). However, the capture of comingled dry recycling has also slightly increased over this time period. Reducing contamination will continue to be a key focus going forward.

¹ <https://www.letsrecycle.com/councils/league-tables/2019-20-overall-performance/>

Figure 2-1 Household waste treatment for Hampshire from 2000-2020² (Hampshire County Council, 2021)



The Partnership is committed to improving performance to consistently high levels across Hampshire, Portsmouth and Southampton, to optimise costs and to achieve this while working to high and consistent levels of public satisfaction. This will be supported through regular and consistent service review, analysis and measurement to enable progress against targets to be tracked and further actions to be identified.

2.1 Current services

The waste collection systems in Hampshire vary between the partner authorities. However, all households receive a kerbside collection for dry mixed recyclables (paper & card, plastic bottles, cans, tins and aerosol cans). Garden waste collections are offered through chargeable, opt-in services and many households receive glass collections. Residual waste, comingled dry recycling (excluding glass), and separate glass is collected using different containers and on differing frequencies, as detailed in Table 2-1.

² <https://www.hants.gov.uk/wasteandrecycling/projectintegra/performance>

Table 2-1 2021 collection of MSW by the partnership authorities, Weekly: Collected weekly, Fortnightly: Collection every second week, AWC: Alternate Weekly Collection of Residual waste and Dry recycling, and 4-weekly: Collection every fourth week.

Partner	Residual waste	Dry recycling (ex. glass)	Glass	Food Waste
BDBC	Weekly	Fortnightly	Collected with dry recycling in box	n/a
HDC	Fortnightly	Fortnightly	Collected with dry recycling in box	n/a
SCC	AWC	AWC	Fortnightly	n/a
RBC	Weekly	Fortnightly	Collected with dry recycling in box	Weekly from Oct
EHDC	Fortnightly	Fortnightly	4-weekly	n/a
HBC	Fortnightly	Fortnightly	n/a	n/a
WCC	AWC	AWC	4-weekly	n/a
EBC	AWC	AWC	Fortnightly	Weekly
PCC	Weekly	Fortnightly	n/a	Weekly
FBC	AWC	AWC	n/a	n/a
GBC	AWC	AWC	n/a	n/a
NFDC	Weekly	Weekly	4-weekly	n/a
TVBC	AWC	AWC	n/a	n/a

2.2 Infrastructure

Hampshire County Council has, in conjunction with the City Councils of Portsmouth and Southampton, entered a waste disposal service contract (now extended to 2030) with Veolia UK. The joint working arrangements put in place through the PI partnership have enabled the Councils to include recycling infrastructure within the remit of the contract. Investment has been made across a suite of waste management infrastructure solutions:

- Three Energy Recovery Facilities (ERFs);
- Two Material Recovery Facilities (MRFs);
- Two Composting Facilities;
- 26 Household Waste Recycling Centres (HWRCs); and
- 12 Transfer Stations.

Infrastructure requirements are being considered in light of the anticipated requirements of the Resources and Waste Strategy, and the changes in services that will be required. This is particularly relevant to the provision of MRFs, which will require reconfiguration or redevelopment should services transition to a two-stream collection of dry recycle.

3. Policy and legislative drivers

This section summarises the key international, national and local legislation and drivers which impact upon the structure of this waste strategy.

3.1 International and National Policy & Legislation

Many of the roots of UK legislation governing the management of waste in this country can be traced back to European Union (EU) Directives, Regulations and Decisions. These are being retained in UK law through the European Union Withdrawal Act 2018 with minimal impact anticipated on how councils collect, recycle and dispose of household waste.

Circular Economy

A circular economy approach sees waste turned into a resource as part of 'closing the loop' with resources kept in use for as long as possible, with the maximum value extracted from them. It moves away from the more linear economy of 'take, make, use, throw' and prolongs the lives of materials and goods consumed, minimising waste and promoting resource efficiency.

In July 2018, the European Commission adopted an ambitious Circular Economy Package (CEP) introducing a revised legislative framework to help stimulate Europe's transition towards a circular economy, identifying steps for the reduction of waste and establishing an ambitious and credible long-term path for waste management and recycling. The UK government have transposed the majority of CEP measures into UK legislation to include a recycling target of 65% by 2035 and reduce landfilled municipal waste to 10% by 2035.

A Green Future: Our 25 Year Plan to Improve the Environment (policy paper) January 2018

This 25 Year Environment Plan sets out Government action to help improve the environment by delivering cleaner air and water, protecting threatened species and wildlife habitats and plans for changes to agriculture, forestry, land use and fishing to put the environment first. The Environment Plan aims to minimise waste, particularly plastic waste, and sets out the following actions for minimising waste:

- An ambition to achieve zero avoidable³ waste by 2050;
- A target to eliminate avoidable plastic waste by the end of 2042;
- Meeting all existing waste targets – including those on landfill, reuse and recycling – and developing ambitious new future targets and milestones;
- Seeking to eliminate waste crime and illegal waste sites over the lifetime of the Plan, prioritising those of highest risk. Delivering a substantial reduction in litter and littering; and
- Significantly reducing and where possible preventing all kinds of marine plastic pollution – in particular, material that came originally from land.

³ Avoidable in the sense of what is Technically, Environmentally and Economically Practicable.

Our waste, our resources: a strategy for England (Draft), December 2018

The Strategy gives a long-term policy direction in line with the 25 Year Environment Plan and has two overarching objectives:

1. To maximise the value of resource use; and
2. To minimise waste and its impact on the environment,

It sets out plans to preserve stock of material resources by minimising waste, promoting resource efficiency and moving towards a circular economy. The five strategic ambitions of the Strategy are:

1. To work towards all plastic packaging placed on the market being recyclable, reusable or compostable by 2025;
2. To work towards eliminating food waste to landfill by 2030;
3. To eliminate avoidable plastic waste over the lifetime of the 25 Year Environment Plan;
4. To double resource productivity by 2050; and
5. To eliminate avoidable waste of all kinds by 2050.

The Strategy also aims to minimise the damage caused to our natural environment by reducing and managing waste safely and carefully, and by tackling waste crime.

Environment Bill 2020

The draft Environment Bill (2020) is a key piece of legislation for delivering the commitments made in the 25 Year Environment Plan and for setting long-term legally binding environmental targets, plans and polices for protecting and improving the natural environment in the UK. It is part of the UK Government's goal to develop the first generation to "leave our environment in a better state than we found it". The Bill will take forward and legislate the measures and proposals outlined in England's draft Resource and Waste Management Strategy, changing the way government, businesses and individuals produce and consume products. The national Strategy and Environment Bill aims to make it easier for people to recycle, improve recycle quality and make way for a more circular economy. The Bill will allow the Government to:

- deliver consistent and frequent recycling collections across England;
- ensure councils operate weekly separate food waste collections, preventing food waste from going to landfill or being incinerated;
- introduce clearer labelling on certain products so consumers can easily identify whether products are recyclable or not;
- expand the use of charges on single use plastics, following the successful introduction of the carrier bag charge and will introduce a deposit return scheme on drinks containers, subject to consultation; and
- introduce new extended producer responsibility schemes to make producers responsible for the full net costs of managing their products when they are ready to be thrown away.

The Bill is supported by a series of proposals, with several relevant to waste management. The second consultation started in April 2021 and at the time of writing this JMWMS the process is still ongoing. Aspects of waste management under consideration by the Government include:

Consistency of Household and Business Recycling Collections in England

The Government will specify a core set of materials to be collected by all local authorities and waste operators to make services more consistent across the country.

The proposals in the Resource and Waste Strategy around food waste collections is yet to be finalised, but it is likely that separate, weekly food waste collections for all households will be a requirement. Therefore, PI partners need to consider this as a likely service requirement in the coming years, both from a collections and treatment perspective. It is anticipated to be a costly service to implement, and the Strategy consultation has suggested that 'new burdens' funding may be made available by the Government, however currently this is not confirmed, and details of any funding requirements have not been published.

The Bill states that for households, each recycling stream must be collected separately from other waste and that recyclable waste must be collected for recycling or composting and separately from each other, where it is technically, environmentally and economically practicable (TEEP) to do so.

Extended Producer Responsibility (EPR) for packaging

The Government intends to invoke the 'polluter pays' principle with an EPR scheme for packaging by 2023. Producer responsibility will see businesses that manufacture, import and sell certain products responsible for the full net costs of those products at end of life, i.e. post-use stage, driving sustainable design decisions to be incorporated at the production stage in support of a more circular economy.

Payment contributions to local authorities for household packaging wastes is to be based initially on complex modelling taking account of issues such as rurality, housing type, deprivation and other criteria, but in the longer term the government intend for this to be based on actual costs incurred. The payment mechanism and process for distribution of funds to local authorities is still not clear.

Introducing a Deposit Return Scheme (DRS)

To incentivise consumers to reduce litter and increase recycling the government are consulting on introducing a DRS whereby consumers pay a deposit on drinks beverage containers at the point of purchase, which is then redeemed when the container is returned to the retailer for recycling. The government are currently considering a DRS that includes aluminium and steel cans, PET plastic and glass bottles but excludes disposable cups, cartons and pouches/sachets.

3.2 Drivers for Change

National Policy

The Partnership must ensure that all waste collection and management services are aligned to national policies, plans and strategies, including those outlined above. Once the proposal consultations are complete and the Government has provided its direction, we will need to carefully consider this and as a consequence may have to change some of direction expressed in this waste management strategy. The Partnership needs to retain flexibility in future service provision to enable the implementation of any required changes.

Budgetary pressures

This is a time of significant change for local authorities, brought about by pressures to make efficiencies and savings through greater collaboration and sharing services across authorities and with other public sector organisations. There have been significant impacts upon material income in the past 10 years due to a global reduction in the value of recyclable materials. This means that there is decreasing funding available to reinvest into waste services.

Climate Change and Carbon Impacts

Most of the partner authorities have declared a Climate Emergency, and their climate change strategies recognise the role of waste and the circular economy in supporting the reduction of carbon emissions, with a focus on waste reduction. Out of the 14 Partner authorities, seven aim to be carbon neutral or to meet net zero emissions across operations by 2030. Four Partner authorities have committed to become carbon neutral by either 2040 or 2050. The remaining three Partner authorities have not set or published their goals to be attained by a specific date.

Investment in Infrastructure

The waste management, treatment and disposal contract will come to an end in 2030. Before this, a review will need to be undertaken to determine the most appropriate long-term arrangements for service provision, which will be within the duration of this JMWMS.

With recycling performance for all Partner authorities sitting within the lower half of the national league table, the Council's existing contract coming into the final nine years of its life, and with anticipated changes in recycling and waste management legislation happening in the coming years, now is the time for all of the authorities to agree on the future state of recycling and waste services to best service the county through provision of improved performance, value for money services, and future compliance.

Investment decisions will be based on identifying the most appropriate waste management solution for Hampshire to provide value for money as well as compliance with future legislation.

Summary

This JMWMS takes into account the changing legislative landscape, and specifically the potential impacts from future progress of the Environment Bill and policy consultation in 2021. There is a keen focus on the identification of an optimal solution for waste management which results in meeting legislative requirements and delivers best value financially for all of the partnering authorities.

Pressure to reduce environmental impact, continuing budgetary pressure, and changes in the legislative landscape will necessitate change in the way services are delivered to residents. As a result, we must make some tough decisions; the competing requirements of budgetary pressures, a requirement to improve performance, and the need to align with legislative requirements mean that now is the right time to fully understand what an optimal system looks like.

By working together, the Partnership may be able to obtain better prices for commodities and ensure that our purchases of waste service resources (vehicles, bins, boxes etc.) meet best value requirements through gaining volume discounts.

4. JMWMS Key Objectives

The shortlist subjects are the main key objectives which will be delivered under the JMWMS. There are a number of other areas which are central to the strategy and cut across all objectives that will be taken forward. Service provision will continue to be delivered by PI which as mentioned has resulted in a number of benefits and synergies to date. Local decision making however will continue to be maintained across the Partnership to ensure local factors, budgets and challenges are taken into account within any decision making to ensure the approach is best suited for all partners.

A joint technically, environmentally, economically and practicable (TEEP) approach was seen as an important principle across partners going forward and we will look to ensure a collaborative effort is made with the waste collection service and compliance with the regulations.

4.1 Partnership Working

The following subjects form part of the partnership working theme. The existing partnership works to provide an integrated approach to waste management across Hampshire and has been beneficial for several reasons since its inception. To deliver the requirements of this JMWMS a framework will be developed to ensure partnership working is enhanced going forward, especially during the period of change likely to be encountered following the national Resources and Waste Strategy mandates. Partnership working will need to be supported and committed to by all PI partners with joint working across the county to deliver services in the most efficient and effective way.

Whole system thinking at PI level

Whole system thinking is a key priority for Members and is an objective which cuts across all of the shortlisted subjects. Whole system thinking at the PI level will allow the most effective and efficient waste management system to be delivered by understanding how changes made by individual members of the partnership impact on the system as a whole both in terms of cost and tonnages. Oversight of services and an ability to facilitate services from waste generation to waste disposal has and will continue to benefit all stakeholders within Hampshire. The HCC waste prevention and recycling webpages provide information on *Smart living* and *Hampshire Recycles* initiatives, both providing resources for all partners to make use of in a consistent manner. With future legislation changes likely to impact services across the county, an integrated approach and whole system thinking will ensure all potential scenarios are considered and the best outcomes at the local level are derived. This will include consideration of food waste treatment across the county, as well as the HWRC operations and network.

Development of and commitment towards revised JMWMS Implementation Plan

This option is a key priority for Members as engagement by and commitment from all stakeholders will be central to implementing the JMWMS aims and objectives. An implementation plan with clear actions will be developed by a joint PI working group, along with responsibilities assigned to stakeholders to ensure objectives can be met. Local variations will be captured and considered in the plan as it is understood not all stakeholders will be able to follow the same approach in all instances. A clear consensus is required by all stakeholders with collaboration, regular engagement and decision making necessary to ensure the implementation plan is realistic and achievable. All PI partners will engage with and show full commitment to the JMWMS and the implementation plan to ensure their opinions are considered and the plan is fully inclusive. PI will be central to facilitating this approach and behaviours through delivery.

Setting agreed performance indicators and targets

Improving service performance will continue to be at the forefront of the JMWMS. Performance indicators and target setting for the waste management systems will continue to be measured and compared against the three now defunct, but still relevant, National Indicators.

For all authorities:

- NI 191 – KG of residual waste per household
- NI 192 – percentage of household waste reused, recycled and composted

For authorities with responsibility for waste disposal:

- NI 193 – percentage of municipal waste sent to landfill.

There are however a number of other performance indicators that will be used to ensure the performance of the service is at the expected quality across the county and that performance improvements are being duly made. National targets include a recycling target of 65% by 2035 and to reduce landfilled municipal waste to 10% by 2035. Performance indicators therefore need to be cognisant of these targets to ensure the Partnership is helping contribute to the wider national aims, whilst being reflective of the local challenges the county faces. Contamination of recyclable material is a key measure of performance for PI partners. Waste prevention and contamination with a focus on reuse and quality recycling respectively will be important in performance context going forward and these will be discussed and agreed with stakeholders before any decisions are made as part of the partnership working approach.

A performance monitoring regime will be developed and agreed by all PI partners to track improvements made against each performance indicator.

Revision to PI funding arrangements

It is recognised that improved joint working arrangements will support meeting national strategy and consistency framework requirements. Funding arrangements need to drive the right performance behaviours and the right approach with whole system thinking and be reflective of the performance of partners as well as the local challenges encountered across the county. The arrangement will fund consistent initiatives and be structured to incentivise and support positive waste management practices.

There is an aspiration that services delivered across the county going forward will be more in line and representative of PI aims and objectives once the funding arrangements have been revised and stakeholders recognise the benefits from better partnership working. One of the Partnerships main objectives is for all partners to achieve value for money; as a group we will consider and implement the best approach that will enable this.

This JMWMS does not commit Partners to a particular funding arrangement, this will be discussed and agreed through the work being undertaken on a revised Partnership Agreement. Instead, this strategy recognises the need to revise the current arrangements to ensure they are fair and all parties are incentivised to improve performance in light of the governments legislative changes, particularly Extended Producer Responsibility and the associated funding.

Identification of external funding opportunities

The identification of external funding opportunities is of critical importance to waste management services as it allows projects and initiatives to be developed and supported. An example initiative focused on supporting resource efficiency projects with the goal of diverting waste, reducing waste, and improving waste management was the Resource Action Fund. Funded by Defra, this provided £18 million for new projects in England, with the primary focus of supporting key policy outcomes in the area of food, plastics, textiles,

recycling infrastructure and litter. Funding was divided into small-scale and large-scale grants; small-scale grants covered food waste prevention, textile recycling and re-use, litter bin infrastructure, and value from food waste among other projects. Large-scale grants focused on plastic packaging and food waste prevention. As the focus on circular economy becomes more central, it is these types of funding opportunities that support PI services.

The Government has intimated that new burden funding will be provided for new services that will be mandated within the Resources and Waste Strategy. By working together as PI, all partners will have greater visibility of such funding and we will be able to maximise the chances of successfully meeting any funding criteria.

4.2 Recyclable Material Management

How PI manages recyclable materials is of great importance given the priority material quality is given in the Resources and Waste Strategy. The Partnership needs to ensure efforts are focused on improving the quality as well as quantity of the recyclables collected and reprocessed across the county. With recycling performance for all Partner authorities sitting within the lower half of the national league table, the Council's existing contract with Veolia coming into the final nine years of its life, and with anticipated changes in recycling and waste management legislation happening in the coming years, now is the time for effective change and for all of the authorities to agree on the future state of recycling and waste services to best service the county through provision of improved performance, value for money services, and future compliance.

Introduction of two stream collections

This is a key priority for members. A WRAP study was undertaken in 2020/21 supporting PI in identifying an optimal collection option, reviewing options for waste management based on two-stream and multi-stream (kerbsort) collections. The outcomes have allowed PI to plan for the implementation of a waste management solution for Hampshire that meets national and local recycling aspirations at the lowest overall cost. The modelling of a two-stream approach showed a potential recycling rate of 37.4%, compared to the current baseline rate of 24%. The two-stream dry recycling collection will consist of fibres (paper and card) in one container receptacle, and containers (glass bottles and jars, plastic bottles, plastic pots, tubs and trays, metal tins and cans) in another. This will require the redevelopment of waste transfer station infrastructure and MRFs to be capable of handling glass (either in new or upgraded facilities) within a containers material stream. The residual waste collection will remain unchanged.

The Partnership will identify those households that are not suitable for the standard service and will put an agreed exception process in place that is appropriate and also allows them to recycle as much as possible within the twin stream system. We will ensure that the service is agile and flexible to respond to the changing needs of individuals as those needs arise.

Two stream recycling collection

A number of authorities implement a two-stream recycling service with noted improvements following service roll out. A trial in Boston, Lincolnshire, which included over 3000 properties and the collection of paper and card separate from mixed recycling, showed that two stream collections can achieve improvements in both the quality of the recycling collected and increase in materials captured for recycling. Positive feedback was also well received from residents in the trial area.

Reduced contamination

Improving recycling performance through reducing contamination is a key operational focus for PI and will help us contribute towards meeting national targets. Contamination monitoring across the MRFs showed that average DMR contamination level was 15.9% in 2019/20 (an increase from 13.75% in 2018/19). However, the capture of DMR has also slightly increased over this time period.

Reprocessors are demanding material with less contamination, focused on quality rather than quantity and this puts pressure on MRF resources to ensure contaminated or non-target materials are removed. The quality of the MRF inputs needs to be improved which will also result in less MRF residue and reduce the costs that waste disposal authorities have to pay for this.

Maximising the material that can be collected and recycled is key and we will continue to improve communication and education campaigns to help residents recycle better and reduce contamination. Reduced contamination will improve quality of material as well as reduce costs. Non-target materials in the wrong containers can cause processing problems at the MRFs, with whole loads of recycling sometimes having to be rejected. It is anticipated contamination will reduce with the segregation of paper and card from other materials when the two-stream service is implemented, as well as it being easier to identify contamination.

Along with communications, we will continue to implement the contamination monitoring programme to ensure that all dry recycling rounds are identified and targeted at the correct sites. A consistent contamination policy (and training) across the partnership will also ensure partners adopt the same approach when looking at contamination and efforts and activities to reduce it.

Retained and maximised income share for materials

Material collected for recycling is sold and the money received helps to reduce the overall cost of running waste services. There have been significant impacts upon material income in the past 10 years due to a global reduction in the value of recyclable materials. This means that there is decreasing funding available to reinvest into waste services.

Linking to the above priority options, improving recyclable material management through service changes and efforts to reduce contamination will indirectly retain and maximise the income share for materials across PI. Sampling of MRF inputs is undertaken to gauge the level of non-target material being delivered within dry recyclable streams, and thus performance is measured. This provides a focus on quality recycling and the need for partners to reduce their contamination rates to maximise income share.

EPR and DRS will ultimately affect this income share however the impact of this is not currently known. Less materials being collected and processed across the Partnership as a result of these schemes will however indirectly reduce the treatment costs paid by the waste disposal authorities. However, conversely there will be a loss of income where valuable materials are redirected elsewhere.

4.3 Waste Reduction

Although overall material tonnages have reduced over time, more still needs to be done across the partnership to drive down waste generation and contribute towards meeting national residual waste reduction targets. Waste prevention is top of the waste management hierarchy, is the most environmentally sound option and where the greatest gains can be made in terms of resource management. It incorporates reduction, reuse and repair initiatives. Waste reduction will be the most effective and efficient way of delivering waste services over the duration of the strategy, reducing treatment and landfill use, reducing climate change impacts and contributing to a cleaner, greener environment. Waste reduction also reduces waste collection and processing costs, helping deliver a cost-effective waste management service.

Development and delivery of waste prevention initiatives

This option continues to be a key priority for Members. PI partners will encourage and support residents to drive down the volume of waste that is produced through the development of appropriate initiatives. This is especially important given the number of housing developments and population growth in Hampshire, which will put further strain on services and increase the costs of waste collection and disposal.

We will develop the waste prevention plan as a driving tool, following further waste prevention guidance from Government; this will require engagement and commitment by all partners to drive the initiatives and ensure objectives are achieved. This plan will be regularly reviewed and updated to ensure its continued relevance to PI aims.

Waste reduction targets will help partners contribute and deliver on these initiatives, whilst recognising the challenges faced by some of the partners. Implementing initiatives requires agreement on funding, consistent messaging and resourcing, and responsible messages and engagement with residents at local levels will ensure local accountability.

Increased reuse from bulky waste

Material reuse is a key driver within the national strategy, ensuring circularity of resources. Reuse is defined as material that would otherwise be disposed or recycled which has its useful life extended through use for the same purpose without any additional processing. PI will endeavour to maximise reuse from bulky waste with third sector engagement where feasible.

All partners will work together to ensure that all opportunities are taken to maximise the diversion of bulky material out of the waste stream. As an example, by collecting, storing and managing items with the intention of reuse, we can reduce the amount of material that has to be disposed of through processing and treatment and provide residents with access to reused items at affordable prices.

Oxfordshire bulky waste case study

Local authorities in Oxfordshire have partnered with a local charity to deliver a combined bulky waste collection service. The partnership with Kathryn Turner Trust (KTT) has been a real success and the initial trial diverted more than 1.4 tonnes of material from landfill in the first six months. There is a call centre referral system, re-use collection organised with KTT, through the Biffa collection contract. The approach taken by South Oxfordshire and Vale of White Horse authorities in working with a local third sector re-use organisation, KTT, is both adaptive and new to Oxfordshire, and shows the benefits of collaboration and flexibility.

Continued promotion of home composting

Promotion of home composting has always been a key theme for PI and will continue to be a priority initiative under the waste prevention plan. Composting food and garden waste at home is the most sustainable use of waste, reducing carbon footprint as less waste needs to be transported away, processed and re-distributed.

The *Smart Living* waste prevention and lifestyle initiative promotes home composting from start to finish, including advertising where to buy a compost bin online and how to make your own bin or heap. There are also community champions who provide support and advice to any resident wanting to know more about home composting. There is an improvement opportunity for the partners to engage with the *Smart Living* initiative and expand and develop the programme further so all residents benefit from the resources available.

The Partnership recognises that uptake of this initiative requires engagement with the householders to encourage them to undertake home composting, which we will aim to deliver on in the drive to reduce waste.

4.4 Best Practice

We will continue to investigate and deliver on best practice within the waste management sector.

Zero waste to landfill

Zero waste to landfill is a key aspiration for Members, with landfill reduction also being a legislative driver and the least preferred option according to the waste hierarchy. In 2019/20 Hampshire County Council sent 5.37% of their municipal waste to landfill.⁴ There is now only one landfill site open in Hampshire for disposing of household waste and the only household waste currently landfilled is bulkier items delivered to recycling centres. PI partners will seek treatment of remaining, non-recyclable waste as well as reuse options to aim for zero waste to landfill and continuously monitor and measure their progress towards it.

Evaluation and introduction of alternative fuels for vehicles

An alternative fuel is an alternative to standard hydrocarbon-based vehicle fuels (diesel & petrol) such as electric, hybrid, biofuels or hydrogen. The need to consider alternative fuels is growing as local authorities look to address the climate emergency and reduce their carbon footprint, opting for low carbon transport options. Net zero emissions is also a legislative driver with the government looking to ban the purchase of diesel/petrol vehicles by 2030 to support this.

The cost of purchasing alternative vehicles remains high as it is an emerging market, but as more and more authorities look to purchase e-RCVs the cost is anticipated to reduce. The charging infrastructure is also costly to install. There are however long-term savings related to the lower cost of alternative fuels. The reduction in emissions in a move away from standard diesel vehicles will have a positive impact on air quality as well as carbon emissions.

PI partners will evaluate and discuss the introduction of low carbon transport options, whilst being mindful of the budgetary and contractual constraints that exist across the partnership. Adoption of vehicles will also be

The Use of Greener Fuels for Waste Collection

In late 2020 the London Borough of Islington became the first London Local Authority to deploy fully electric refuse collection vehicles (eRCVs) as part of an initiative to improve local air quality. The Borough Council introduced two 26t eRCVs to its fleet and is also seeking to reduce the overall size of its waste collection fleet.

The introduction of the electric RCVs was facilitated by a £3.5M development at the Council's Waste and Recycling Centre involving the installation of a new sub-station, high voltage supply and charging infrastructure for the electric vehicles.

In early 2021 the Greater Manchester Combined Authority committed £9.7M to purchase of 27 new eRCVs (approximately half of the Authority's collection fleet) following two years of successful trials. This believed to be the largest commitment of its type to date by a UK Local Authority and has been accompanied by a £880k investment in vehicle charging infrastructure at two of its depots. The deployment of the quiet, low emission eRCVs is expected to reduce greenhouse emissions by 900 tonnes per annum.

⁴ <https://www.gov.uk/government/statistics/local-authority-collected-waste-management-annual-results>

dependent on whether they are suitable to the geography of the area and the structure of collection rounds. Fleet conversions will ultimately be a local decision.

Identification and evaluation of alternative technologies

A number of alternative technologies exist for treating typical household wastes, all of which have a number of advantages, as well as disadvantages. Due to the existing contracts based on EfW technology it will not be financially viable to move away from EfW for the duration of the current contract, but PI will continue to keep a watching brief on alternative technologies for both MSW as well as the recycling fractions. Identification of the best solution for treating waste for Hampshire is a priority for the Partnership and this requires being mindful of the location of such technologies, treating waste at the highest level of the waste hierarchy as economically practicable, maximising diversion from landfill, reducing carbon emissions and balancing cost efficiency and waste management services.

Further consideration will be made towards opportunities to incorporate alternative technologies in the delivery of collection and waste processing services, identifying ways in which efficiency and cost savings could be achieved. By understanding material values we will consider the benefits from making changes to the MRFs to enable additional materials to be collected and processed.

4.5 Service Delivery

A number of strategic options will optimise the delivery of the waste management service across Hampshire.

Consistent, best practice approach to service provision

This option is a key priority for Members. A consistent approach to service provision aligns with the whole system thinking partnership approach discussed at the start, with benefits to the approach being realised through potential synergies and savings. In particular, PI partners will aspire to implement consistent side waste, clinical waste and contamination policies. A consistent service which provides best practice and consistent for flats and communal properties would also be beneficial for the partnership and residents. This will ensure messages across Hampshire are consistent with a clear system of segregation and collection for both operatives and residents. A consistent approach will improve the transparency of the service for residents with the potential for cross boundary savings and a central support system. The partnership will be mindful of local decisions that may prevent a consistent approach across all policies.

Improved and consistent communications campaigns

Communications are central to conveying messages to residents about the waste and recycling services and present an opportunity to increase resident engagement with services. Communications cut across a number of strategy areas and have an overarching impact on service delivery and performance – they should be output driven. PI partners will work to improve their communications and have a consistent, standardised approach for maximum impact county wide. This will include:

- consistent PI level messaging utilising 'Hampshire Recycles' initiatives; responsible messages will be presented at the local level to increase accountability, tailored to individual partner needs where necessary;
- development of a behavioural change communications plan; PI partners will challenge themselves, the wider community, including the private sector, and government by raising awareness and ownership of resource management issues to change society's attitude and behaviour towards maximising waste prevention, re-use and recycling;

- increase use of social media / technology to communicate and engage with residents about the service to increase impact of messaging;
- provide enhanced consistent communications to support residents in understanding the roll out of any new waste services.

By improving and standardising our communications campaign, we aim to increase correct use of the service, drive down waste tonnages and increase our recycling rate. Our approach will create synergies in the service with a significant impact upon whole system costs in the medium-long term.

Consistent approach to staff training

Following on with the consistency approach, PI partners will implement a consistent approach to staff training, both at operational and support staff levels. This will be centrally organised by the PI Executive with best practice training to include identifying contamination amongst other topics to improve performance county wide. We may be able to leverage better training costs if training is organised across county rather than at individual partner level, with better value for money, for example the Driver CPC Training organised by PI.

Increased cross boundary working

PI partners will look to increase cross boundary working through greater collaboration and sharing of services across partners, to make efficiencies and savings within the service and across the partnership.

Currently the majority of services are delivered within respective partner boundaries apart from a few contracts where this is allowed (e.g., Basingstoke & Deane and Hart where difficult access properties are serviced across border). There is opportunity for the principles to be expanded out across more boundaries to maximise efficiencies where circumstances and services allow (in the short and long term). We would look at opportunities to increase our cross-boundary services across the partnership including for example bulky waste service, clinical waste service and HWRC services and for the delivery of any future food waste collections, treatment and disposal system. Services would be easier to deliver together if they were aligned; cross boundary service delivery will allow for journey routes to be optimised, with potentially less vehicles on the road, as well as the sharing of knowledge and best practice. Cross boundary working will need to be coordinated with Hampshire County Council and Veolia to manage disposal points and ensure that any proposals were feasible, with agreements made on funding and allocation of tonnages across partners, and considering delivery lead authority, cost sharing arrangements, inhouse vs outsourced delivery and the location of the most appropriate depots and waste transfer stations.

Sharing of customer satisfaction surveys for the benefit of all partners

Where customer satisfaction surveys related to waste services are carried out, the outcomes will be shared with all partners to share knowledge with the aim to improve service delivery. This ensures the residents views are shared amongst the partners allowing for feedback and best practice to be more easily identified and implemented.

5. Action Plan

This JMWMS sets out the strategic direction for the Partnership and will be supported by a new operational partnership agreement and detailed action plan to take PI forward including meeting the requirements of the Environment Bill. We will collaboratively develop a detailed implementation plan based on the key objectives covered within the Strategy and PI partners will engage and agree on the approach to be taken going forward. A clear consensus is required by all stakeholders with collaboration, regular engagement and decision making necessary to ensure the implementation plan is realistic, achievable and reflects local needs and circumstances.

Implementation of the objectives will be vital for the Partnership in developing and ensuring a waste management service that is customer focused, delivers value for money and has sustainability incorporated throughout. The implementation plan once agreed will be managed by the PI Executive to setup any task and finish groups required for delivery of the plan, and to keep track of progress. Given the scale of the actions required to deliver the strategy, they will be prioritised, and all partners will be required to commit resources to assist with the delivery.

The table below sets out the key strategic actions that all PI Partners are signed up to by approval of this JMWMS, however it is not reflective of the final Action Plan:

Strategic Objective	Strategic Actions
Partnership Working	<ul style="list-style-type: none"> • Approval of the Joint Municipal Waste Management Strategy • Adopting a whole systems approach to waste services in Hampshire
Recyclables Material Management	<ul style="list-style-type: none"> • Commitment to move to a twin stream system for dry recyclables. • Commitment to reducing contamination of all waste streams through joint working.
Waste Reduction	<ul style="list-style-type: none"> • Support the aim of reducing waste in Hampshire. • Commitment to work together to increase the reuse of bulky waste.
Best Practice	<ul style="list-style-type: none"> • Commitment to reviewing and sharing best practice to improve both performance and service delivery.
Service Delivery	<ul style="list-style-type: none"> • Commitment to consistent communications to support service delivery across the partnership.

Appendix one: The strategic options considered

Engagement with key stakeholders across PI's partnering authorities was undertaken to identify and agree JMWMS aims and objectives. A series of engagement workshops were undertaken to firstly identify, and secondly assess options available to the Partnership, resulting in a short list of subjects to be incorporated into this JMWMS.

As support this process PI engaged Wood Group (Wood), a waste management consultancy, to review and update the JMWMS. Wood has previously supported the Partnership on a project identifying the most optimal service collection option; this has allowed the Partnership to plan for the implementation of a waste management solution for Hampshire and this current review builds on that work to develop a new forward looking JMWMS.

Identification of strategic options

The identification of strategic options commenced with a wide-ranging consideration of potential actions and activities that could be implemented in the management of waste; this resulted in an extensive longlist of options being identified, consisting of waste management options across areas including but not limited to:

- Waste collected (which materials are separated for recycling)
- Collection frequencies
- Waste containers (type and capacities)
- Recyclate separation at the kerbside (fully separate/two stream)
- Collection charges
- HWRCs
- Bulky waste
- Alternative fuels
- Waste treatment technologies
- Communications

Evaluation criteria were identified based on anticipated priority areas for the partnership, as well as fundamental criteria for appraising waste management services. This consisted of a number of criteria grouped into four main themes – financial, environmental, social and technical.

Officers workshop

During the PI Officers workshop, officers were presented the long list subjects and evaluation criteria for consideration and evaluation. Officers had the opportunity to identify any long list subjects that they believed should be removed from the list, and to capture any additional subjects that should be included. Where there was consistent feedback the long list was updated accordingly. A similar process was undertaken for the evaluation criteria.

Officers then scored each evaluation criterion based on level of importance. Scoring allocation ranged from 1 (least importance) to 4 (greatest importance). Officers were asked to carefully consider these criteria and ensure that they provided a spread of weightings to ensure differentiation between importance. This resulted in an average evaluation criteria score being developed.

Options appraisal

Following the Officer workshop, Wood independently evaluated the long list against the criteria. Wood undertook a qualitative assessment of whether the impact of the subject was anticipated to be positive, negative or neutral against the current position. Those deemed to have a positive impact scored positively. Any evaluation criteria that were not relevant to a subject were scored as a 0 (no impact). The average score for each criterion as identified at the Officers workshop was used by Wood in the assessment of the agreed long list subjects.

Following the scoring and weighting exercise the long list subjects were ranked, allowing a short list of between 15 and 20 subjects to be identified. Following discussions with the Partnership a number of subjects were consolidated and some subjects which ranked low were also incorporated into the short list to as they were identified as being of long-term priority / importance for PI, therefore requiring inclusion within the Strategy, e.g. 'Retained and maximised income share for materials', as well as subjects which shape future service change e.g. 'Introduction of two stream collections'.

Members workshop

The proposed shortlist of subjects was then considered at the Members workshop. The aim of the Members workshop was to gain input from Members on the suitability of the proposed short-listed subjects, and to gain an understanding of which subjects have a greater priority. Following discussion on each group, Members were asked to rank each subject within each group in order of priority; numbers between 1 and 5 were allocated to each of the subjects in each group, with no repeated numbers being allowed.

The final shortlisted subjects are presented below within their respective groupings:

- Group 1 – Partnership Working
 - Identification of external funding opportunities
 - Revision to PI funding arrangements
 - Development of and commitment towards revised JMWMS Implementation Plan
 - Whole system thinking at PI level
 - Setting agreed performance indicators and targets
- Group 2 – Recyclable Material Management
 - Introduction of two stream collections
 - Reduced contamination
 - Retained and maximised income share for materials
- Group 3 – Waste Reduction
 - Increased reuse from bulky waste
 - Development and delivery of waste prevention initiatives

- Continued promotion of home composting
- Group 4 – Best Practice
 - Zero waste to landfill
 - Evaluation and introduction of alternative fuels for vehicles
 - Identification and evaluation of alternative technologies
- Group 5 – Service Delivery
 - Improved and consistent communications campaigns
 - Consistent, best practice approach to service provision
 - Consistent approach to staff training
 - Increased cross boundary working
 - Sharing of customer satisfaction surveys for the benefit of all partners

There were a number of points raised by both the Officers and Members during the workshops that although not shortlist subjects they are still central to the JMWMS, and these are therefore referenced throughout.

FAREHAM

BOROUGH COUNCIL

Report to the Executive for Decision 01 November 2021

Portfolio:	Policy and Resources
Subject:	Annual Review of the Corporate Strategy 2017-2023 and Local Service Agreements 2020-2021
Report of:	Deputy Chief Executive Officer
Corporate Priorities:	All Corporate Objectives Apply

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, update the wording where necessary and to provide an overview of the Council's performance for the 2020/21 financial year. The outcome of the Corporate Strategy review will influence budgets and local service agreements for the next financial year.

Executive summary:

The Corporate Strategy provides a clear focus on the most important issues that need to be addressed for the 2017-2023 period. 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.

The Council's strategic framework includes Local Service Agreements to provide details of actions delivered by individual services. 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 is, as a whole, performing, as well as in key service areas.

Recommendation/Recommended Option:

It is recommended that the Executive:

- (a) agrees the amendments to the strategy document, as set out in paragraph 16 of this report;
- (b) recommends the Annual Review of the Corporate Strategy to Council for approval, subject to any further amendments; and
- (c) notes the Council's performance for the 2020/21 financial year.

Reason:

To meet the requirements of the Council's performance management framework and to provide details of Fareham Borough Council's performance for the 2020/21 financial year.

Cost of proposals:

The financial implications of amending any of the Council's priorities would need to be calculated and reflected in the Council's medium-term financial strategy.

Appendices: **A:** Corporate Strategy 2017-2023
 B: Local Service Agreements April 2020-March 2021

Background papers: None

Referent papers: None

FAREHAM

BOROUGH COUNCIL

Executive Briefing Paper

Date:	01 November 2021
Subject:	Annual Review of the Corporate Strategy 2017-2023 and Local Service Agreements 2020-2021
Briefing by:	Deputy Chief Executive Officer
Portfolio:	Policy and Resources

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 fourth review of the Corporate Strategy 2017-23, which was adopted by the Council on 14 December 2017. A copy of the current document is attached as Appendix A.
3. Any proposed changes to the wording will need to be approved by the Council, because the Corporate Strategy falls within the Council's policy framework under the Constitution.
4. 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 eighth update since the Local Service Agreements were implemented in 2012 (Local Service Agreements review did not take place for the 2019-20 year, due to the COVID-19 pandemic).
5. A copy of the Local Service Agreements document updated with the details for the 2020/21 financial year is attached as Appendix B.

ANNUAL REVIEW OF THE CORPORATE STRATEGY 2017-2023

6. The Corporate Strategy sets out the Council's priorities for the next few years, from 2017 to 2023, and shows how we have planned to ensure Fareham remains a prosperous, safe and attractive place to live and work.
7. The Strategy contains a number of Corporate Priorities for improvement. Progress on

each priority is listed below:

Providing Housing Choices

- Planning permission was granted in Spring 2020 to deliver a new sheltered housing scheme at Station Road, Portchester. The scheme will comprise of sixteen apartments and will be age restricted to those over 55 years of age.
- Council approved the Publication Local Plan in October 2020, which was followed by a six-week public consultation, held virtually for the first time as Government restrictions prevented public meetings. This updated version of the Local Plan had significantly fewer homes allocated across the Borough than previous versions, following a reduction in the minimum number of homes that Fareham was required to deliver.
- Since the Local Plan consultation in November 2021, Government guidance unfortunately changed again, and Fareham is now required to deliver 541 new homes per year. A consultation on the Revised Publication Plan version of the Local Plan was therefore scheduled to take place in Summer 2021.
- In April of last year, and in accordance with Government guidelines, all known rough sleepers in Fareham were moved into fully equipped self-catering accommodation to keep them safe and socially distanced during the coronavirus pandemic. Residents were asked to inform the Council of the whereabouts of any rough sleepers not known to us, to enable them to also be accommodated.
- Construction was completed on five new properties at Oak Tree Close, Park Gate in Summer 2020. The two three-bedroom properties are being provided at the most affordable Social Rent, with the remaining two-bedroom homes being provided at an Affordable Rent.
- In January 2021, a consultation was carried out on revisions to the planning application for Welborne Garden Village. New proposals surrounding the funding of the new 'all-moves' junction 10 of the M27 were considered, after funding by the Solent Local Enterprise Partnership was reallocated to other projects, due to time constraints. This new approach means that the developer, Buckland Development Ltd, will contribute £40m to the new junction rather than £20m, alongside an anticipated further £30m of government funding.
- The development of eighteen one and two-bedroom flats at Rose Court, the former Hampshire Rose site, was completed in Spring 2021, with all flats being provided at Social Rent.

Protect and Enhance the Environment

- Coastal Partners (previously the Eastern Solent Coastal Partnership) had previously developed outline design options as part of a study to reduce the risk of flooding and erosion along the shoreline from Portchester to Paulsgrove. The completed study identified that the scheme relied heavily on significant contributions being provided by a private developer. Unfortunately, as a result of this the planned coastal defence scheme is unlikely to progress in its current form, until a mutually agreeable method for securing the contribution has been

identified. Both Fareham Borough Council and Portsmouth City Council remain committed to trying to reduce flood and coastal erosion risk and will investigate alternative delivery options for the future.

- In October 2020, the Executive considered a report setting out the results of the carbon footprint calculation for the Council's services. The Council's total carbon emissions for service delivery for 2019/20 was 3661.44 tCO₂e, which was calculated by gathering data from all of the Council's services and includes litres of fuel used by the Council's vehicles and the amount of heating and electricity used in its buildings.
- A Climate Change Working Group is now in place and in June 2021, the Executive agreed to adopt the Council's Climate Change Action Plan, to enable the Council to progress its commitment to carbon neutrality.
- In early 2021, the Council launched a new Solar Together scheme to provide cleaner, greener and more sustainable power for Fareham residents, working with independent experts in group-buying schemes.
- Coastal Partners, as part of Fareham Borough Council, secured £556,000 from Defra Grant in Aid to commence a two-year study focusing on the future management of Hook Lake, part of the Hook with Warsash Nature Reserve, and opportunities to create new habitat at the site.
- The new aviation themed play area at Daedalus Common was opened in December 2020, together with an 18-space car park next to the play area. There have, however, been some issues with flooding which has prevented the surrounding open space being opened to the public and work is ongoing to implement potential solutions.
- Work progressed on the new public open space and play area at Abbey Meadows. Running adjacent to Southampton Road in Titchfield, Abbey Meadows has around 20 hectares of land comprising footpaths, wildflower meadows, dog-walking areas and educational wildlife areas and the new play area, modelled on the nearby Titchfield Abbey, was officially opened in Summer 2021.
- Fareham in Bloom was unable to go ahead in its usual form due to the COVID-19 pandemic. Instead, the competition took place virtually, with entrants being judged solely on the photograph submitted. This proved to be very successful, with around 100 entries submitted across the six various categories.

Strong, Safe, Inclusive and Healthy Communities

- During 2020/21, the Council worked with local charitable organisations and volunteers across the Borough in its response to the pandemic. This work involved providing food parcels to those that needed them, collecting prescriptions, and phoning those self-isolating for a friendly chat. We also worked with Citizens Advice Fareham to provide support and advice to those faced with financial worries as a result of the pandemic.
- Whilst events planned to mark the 75th anniversary of Victory in Europe (VE) Day

in May 2020 had to be cancelled due to lockdown restrictions, the Council encouraged residents to take part in the festivities at home by providing a Stay-at-Home Street Party Pack which included a quiz, word search, war-time recipes, a Spotify playlist and a bunting design competition. VE Day home schooling packs with lesson plans and supporting resources to help young people in the Borough learn about VE Day were also provided.

- The Council carried out a comprehensive review of its community safety measures. The review resulted in the investment of thirteen high-quality CCTV cameras to replace old equipment, with other rarely used or out of use cameras being removed. These will be replaced with mobile CCTV camera systems that can be deployed to deal with anti-social behaviour hot spots. The Council was also able to recruit two additional permanent Enforcement Officers to tackle anti-social behaviour across the Borough.
- In partnership with Hampshire County Council and the Department of Health and Social Care, the Council delivered a successful COVID-19 rapid community testing facility. This enabled those with no coronavirus symptoms who needed to leave home for work and were not covered by an existing workplace testing scheme to get tested regularly to help in preventing further spread of the virus.

Maintain and Extend Prosperity

- Outline plans for a £5.5m refurbishment of the Osborn Road multi-storey car park was agreed by the Council in September. The project will bring the building up to modern standards, both in terms of its structural integrity and its appearance. Drivers will also benefit from wider spaces and improved lighting.
- The construction of four new dedicated business units is underway at Faraday Business Park at Daedalus. Due for completion in Autumn 2021, the new buildings will comprise more than 55,500 square feet of employment spaces.
- A range of Government grant schemes became available for eligible businesses feeling the financial strain of the pandemic. The Council worked hard to encourage businesses to apply, process applications and allocate funds. Around £56m was distributed in COVID-19 business grants and reliefs.
- The Council received funding from the Reopening High Streets Safely and Welcome Back Funds, which will be used to support the safe return to our high street and coastal areas following the lifting of COVID restrictions.
- As part of the Council's plans to safely reopen the high streets, we commissioned a fully funded programme of support for businesses within the Borough, which included a variety of topics to help businesses survive and thrive following the pandemic.

Leisure Opportunities for Health and Fun

- With events being cancelled in light of COVID restrictions, we were unfortunately unable to run our usual Christmas Lights switch on event. We still marked the start of the festive season with the Mayor switching on the lights from home. The Council also promoted local traders on our website with an online market.

- In May 2020, the Council's Planning Committee approved plans for a new community arts and entertainment venue to replace Ferneham Hall. Later that year, we ran a consultation for the public to vote for their favourite name, with the new winning name of Fareham Live announced in October.
- The Fareham Live project was placed on hold and will be reviewed in light of the pandemic. Pausing the project will enable the Council to understand any long-term financial implications as a result of the pandemic and, if necessary, revise the business plan accordingly.
- During Autumn 2020, the Council consulted on improvements to four more play areas in the Borough, as part of the five-year plan of works. These improvements are anticipated to be completed during early Autumn 2021.
- A new aviation themed inclusive play area at Daedalus Common was opened in December 2020, in a small socially distanced event attended by the Mayor and Mayoress and some pupils from a nearby school.
- Work commenced on a £6.8m investment to improve the facilities at Fareham Leisure Centre. The refurbishment will result in some exciting new features including a climbing wall, soft play area, gym extension and improvements to the café. Works are due to be completed in Autumn 2021.
- The new public open space and play area at Abbey Meadows opened in Summer 2021, with around 20 hectares of land comprising footpaths and wildflower meadows.

A Dynamic, Prudent and Progressive Council

- The Coronavirus pandemic has increased financial pressures and the Council was left with a £1.14m shortfall, with an emergency mid-year budget being approved in September 2020. This has placed great emphasis on the work of the Opportunities Plan, looking at new ways to make savings and bring in revenue.
- In January, the Council held a 'Balance the Books' consultation, giving residents the chance to have their say on how it pays for vital public services in light of reduced government funding and the impact of the Coronavirus pandemic. The survey asked questions about potential ideas for cost saving and income generation.
- A Parking Service review was previously undertaken and in September 2020 the Executive approved a series of proposals to the Council's parking service, including upgrades to existing car parks. The Executive agreed to the introduction of parking charges in all coastal car parks within the Borough. The new parking machines should be in place for August 2021, with charges of £1 per hour between the hours of 10am and 6pm. There will also be the option to purchase an £80 season ticket for use in all chargeable coastal car parks.
- Plans for a new chargeable garden waste collection service were approved in October 2020. The new opt-in scheme will start in February 2022 with residents paying a one-off bin purchase charge and an annual subscription charge. To

encourage residents to subscribe, an early bird discount for a half-price bin will be offered for a limited time. The Council will also work with Hampshire County Council to further promote home composting of garden and food waste.

- Fareham Community Lottery was launched early in the year, with the first draw taking place in March 2021. The lottery was set up by One Community and raises funds for local good causes such as charities and community groups.

EXTERNAL IMPACTS

8. The COVID-19 pandemic has impacted on both the services and the finances of the Council and work on some of the priorities contained within the Corporate Strategy will have stalled during the pandemic.
9. Since the beginning of the pandemic, the Council has had unforeseen costs with its COVID-19 response whilst also seeing declines in income as a result of:
 - Lockdowns throughout the year has seen a decrease in car park income, due to the temporary closure of non-essential shops, restaurants, and pubs
 - Demand for trade waste collections reduced
 - Concessionary payment terms for commercial property tenants
 - Suspension of market pitch fees
 - Treasury investment income affected by adverse cash flows and reduced interest rates.
10. The pandemic left the Council with a £3.66m shortfall. Government grants and other financial support was only expected to cover around two-thirds of that shortfall, leaving the Council with a £1,143,700 deficit.
11. In September 2020, the Council's Executive considered an emergency mid-year budget to manage the predicted £1.14m shortfall.
12. A number of measures, including charges for both garden waste collection and parking in the Borough's coastal car parks are being implemented to bridge the funding gap for future years.

ANY MATTERS ARISING FROM REVIEWS AND/OR INSPECTIONS

13. The mid-year figure published by the Office for National Statistics in June 2020 estimates the current population of Fareham to be 116,338 (results of the 2021 Census are currently being analysed). Between 2017 and 2023 Fareham's population is projected to increase from 116,000 to 118,000.
14. The Annual Review letter from the Local Government and Social Care Ombudsman set out the number of complaints and enquiries received and decided during the financial year 2020/21. During 2020/21 the Local Government and Social Care Ombudsman received twelve complaints/enquiries and made decisions on ten of these. No complaints were upheld against Fareham Borough Council in 2020/21. This meant that there were no remedies that the Council needed to implement.

ANNUAL AUDIT

15. The Council's external auditors, Ernst & Young, provide an annual Audit Results Report which covers the Council's accounts for the previous year. The Audit for the year ended 31 March 2021 has been postponed until October 2021, therefore we are not expecting the Audit Results until much later in the year. The Annual Audit Letter and Governance Report are being replaced with a new Annual Auditor's Report which is not expected until December 2021 at the earliest.
16. The results of the audit for the previous year, ending 31 March 2020, showed that Fareham Borough Council was found to have put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources.

PROPOSED CHANGES TO THE CORPORATE STRATEGY DOCUMENT

17. 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 current Corporate Strategy document, attached as Appendix A:
 - Amend the 'Reviewed date' to December 2021, when Council has approved the changes (front page).
 - Add a new paragraph to reflect the Council's work with local businesses during the COVID-19 pandemic to read:
 - 'We helped local businesses affected by the COVID-19 pandemic and paid out £56 million in business grants and reliefs as part of a package of measures announced by the Government. Our Environmental Health team were also on hand to provide guidance to businesses to enable them to operate safely' (Open for Business, page 4).
 - Add a new paragraph to reflect the new business units at Faraday Business Park, to read:
 - 'Four new business units are currently under construction at Faraday Business Park and are due for completion in Autumn 2021' (High Flying Plans, page 5).
 - Amend the third paragraph to reflect the recent investment at Fareham Leisure Centre to read:
 - 'We have invested significantly in facilities such as the multi-million pound Holly Hill Leisure Centre which opened in 2016, with £6.8m recently invested to improve facilities at Fareham Leisure Centre' (Safe and Healthy, page 6).
 - Update the number of play areas to 45 and also include the number of skate parks and outdoor gyms in the Borough:
 - 'There are also 17 outdoor recreation sites, 45 children's play areas (with a new area at Abbey Meadows due for completion this year), 6 skate parks and 5 outdoor gyms' (Safe and Healthy, page 6).

- Amend the third paragraph to include the name `Fareham Live' to reflect the new name of Ferneham Hall to read:
 - `We have also produced a vision to remodel Ferneham Hall into Fareham Live, a new arts and entertainment venue, with the building currently closed for refurbishment' (Safe and Healthy, page 6).
- Replace the visitors to Westbury Manor jigsaw graphic with data relating to the percentage of adults considered to be active:
 - `66% of adults aged 16+ in Fareham are considered to be active (defined as doing at least 150 minutes of physical activity each week)' (Safe and Healthy, page 6).
- Amend the first paragraph, to read:
 - `More than 86% of homes are owner occupied, which is much higher than the county and national averages' (Home is Where the Heart is, page 7).
- Amend the fourth paragraph to reflect the changes to Fareham In Bloom:
 - `The COVID-19 pandemic meant that we couldn't hold our annual Fareham In Bloom competition in the normal way. We did, however, run it as a successful virtual competition, where we received over 100 entries across six categories' (The Great Outdoors, page 8).
- Add a new paragraph after the second one, to reflect the virtual exhibitions and consultations that were carried out in the year:
 - Whilst we have been unable to hold the usual CAT meetings with residents during the COVID-19 pandemic, we successfully ran our first virtual exhibitions for the Local Plan and Balancing the Books consultations, ensuring our residents still had the opportunity to comment on the things that matter to them' (Tell us What Works and What Doesn't, page 9).
- Amend the number of children's play areas in the jigsaw graphic from 43 to 45 (It's the Little Things that Matter, page 13).
- Add the words `(Hill Head complete December 2017. Portchester proposal currently on hold awaiting funding solution)' to the fourth bullet point concerning coastal defence schemes' (Protect and Enhance the Environment, page 15).
- Amend the wording of the final bullet point to reflect the fact that a climate change action plan is now in place, to read:
 - `Deliver and develop our Climate Change Action Plan to reduce the Council's carbon footprint and to mitigate and adapt to the impacts of climate change in Fareham' (Protect and Enhance the Environment, page 15).
- Add the words `(Complete November 2020)' to bullet point three to reflect the completion of the community safety review (Strong, Safe, Inclusive and Healthy

Communities, page 16).

- Add the words '(Complete January 2020)' to the final bullet point regarding delivery of the four sustainable measures supported as part of the Let's Clear the Air campaign (Strong, Safe, Inclusive and Healthy Communities, page 16).
- Add a new bullet point to reflect the proposed works to the Osborn Road multi-storey car park:
 - 'Implement much needed refurbishments to the Osborn Road multi-storey car park, bringing the building to more modern standards, both in terms of its structural integrity and customer experience' (Maintain and Extend Prosperity, page 17).
- Add a new bullet point to reflect the Reopening High Streets Safely and Welcome Back funding:
 - 'Use funding from both the Reopening High Streets Safely and Welcome Back Funds to support the safe return to our high street and coastal areas following the lifting of COVID restrictions' (Maintain and Extend Prosperity, page 17).
- Amend the wording of the final bullet point regarding the provision of A Level courses to read:
 - 'Encourage a broader choice of Further Education provision in the Borough, including T Levels' (Maintain and Extend Prosperity, page 17).
- Add the name Fareham Live to reflect the new name of Ferneham Hall, to read:
 - 'Transform Ferneham Hall into a new arts and entertainment venue, Fareham Live, with a community focus' (Leisure Opportunities for Health and Fun, page 18).

18. After the report has been presented to the Policy and Resources Scrutiny Panel and the Executive, it will be presented to Council for adoption, including any additional recommendations. The proposed changes to the Corporate Strategy document will be clearly identifiable throughout the document when it is presented to Council for approval. All proposed changes will be highlighted in the form of an asterisk in the top right-hand corner of each page containing an amendment, with the amended wording also being shaded.

LOCAL SERVICE AGREEMENTS 2020-2021

19. 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.
20. Overall, performance across the indicators is comparable to previous years, although there have been some significant changes in some areas:
- The average time taken to complete a housing repair increased from 7.5 days to 9.05 days, as a direct result of limited in-house and contractor resources due to

the pandemic.

- Visitors to our two leisure centres and Westbury Manor Museum have decreased, as they were all closed for a large proportion of the year. In addition, when they have been permitted to reopen, the numbers of people allowed entry were restricted due to social distancing measures.
- During 2020/21, the Council paid out 16 community grants worth £39,993, which is around the same value as 2018/19, however an additional 6 grants were paid this year.
- Turnout at the Local Elections was 41% this year, 4% higher than the last local election in 2018.

21. Appendix B shows a copy of the Local Service Agreements document updated with the details for the 2020/21 financial year. The document contains simplified text and infographics to feel more engaging.
22. An additional section on the COVID-19 pandemic has also been included this year, which includes details of some of the challenges we have faced as well as some key achievements that were implemented in response to the pandemic.
23. A separate section has been added to each priority, highlighting any challenges that the Council is currently faced with.

10/10 SURVEYS

24. It was agreed at a meeting of the Executive on 7 December 2015, that the 10/10 surveys would replace the then biennial Resident's Survey as the main method for measuring resident satisfaction.
25. The quarterly 10/10 customer service 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.
26. The 10/10 survey approach involves Heads of Service/Intervention Leads telephoning a random selection of customers and asking three questions regarding what good service looks like, together with a rating from 1 to 10. Due to the increased workload and pressures placed on services during the COVID-19 pandemic, 10/10 surveys have been placed on hold temporarily. There is, therefore, no 10/10 survey data available for the 2020/21 year.

FINANCIAL IMPLICATIONS

27. Whilst there are no anticipated financial implications associated with the Local Service Agreements, any cost implications of amending any of the Council's priorities would need to be calculated and reflected in the Council's medium-term financial strategy.
28. An emergency mid-year budget was drawn up in September 2020 to manage a predicted £1.14m shortfall as a result of the COVID-19 pandemic.

CONCLUSION

29. This report is a key stage in the Council's performance management framework. The Executive is invited to consider the proposed amendments to the Corporate Strategy 2017-2023 and recommend these changes to Council, so that the Council's priorities can be reflected in the budgets and local service agreements for the next financial year.
30. The Council's performance across most Local Service Agreements is broadly comparable or better than in previous years, with some of the measures being impacted as a direct result of the COVID-19 pandemic.
31. The 10/10 surveys have been placed on hold temporarily, whilst services deal with the additional workload and pressures associated with the COVID-19 pandemic. It is anticipated that this will recommence towards the end of 2021.

Enquiries:

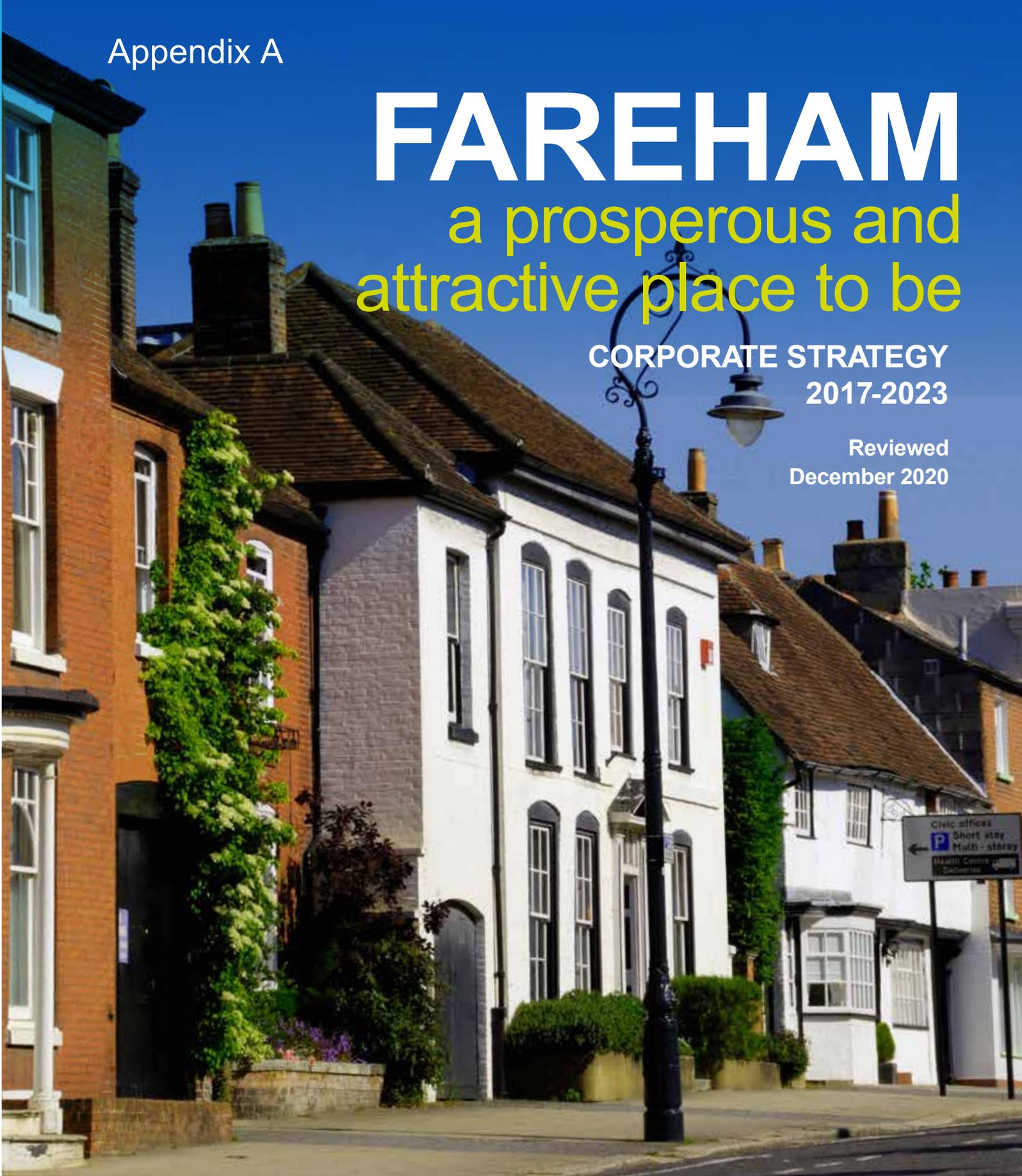
For further information on this report please contact Annette Rickman, Customer Service Manager (Ext 4418).

FAREHAM

a prosperous and
attractive place to be

CORPORATE STRATEGY
2017-2023

Reviewed
December 2020



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...

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

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



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.

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 the award winning 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.

The Daedalus Vision plan was reviewed in 2019, with plans for the next three to five years

including: the provision of new commercial buildings for

employment opportunities; additional community facilities; improved airport infrastructure; and expansion opportunities.

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, 17 community

centres, 27 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, with the building currently closed for refurbishment.

19,171

VISITORS TO
WESTURY MANOR
MUSEUM BETWEEN
APRIL 2019 AND
MARCH 2020



HOME is where the HEART is...

Fareham residents are, on the whole, well housed. Around 86% 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 2020 (open space opened in 2020 but awaiting completion of play area in 2021).

Additionally, for 16 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.



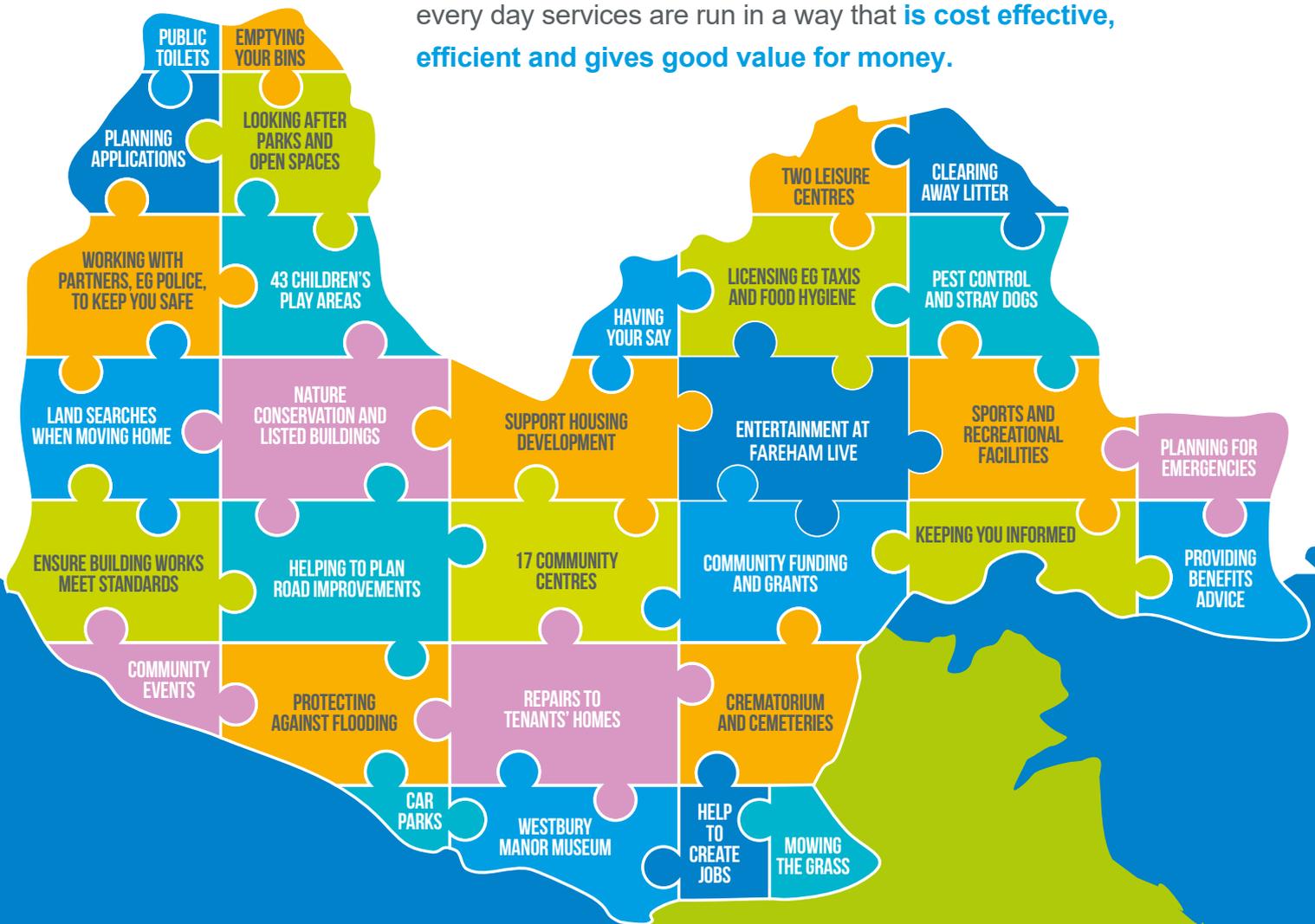
6 DYNAMIC, PRUDENT AND PROGRESSIVE COUNCIL

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 2037.
- Prepare and implement a new Affordable Housing Strategy, which will determine the Council's future role in the provision of housing. (Complete October 2019).



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...

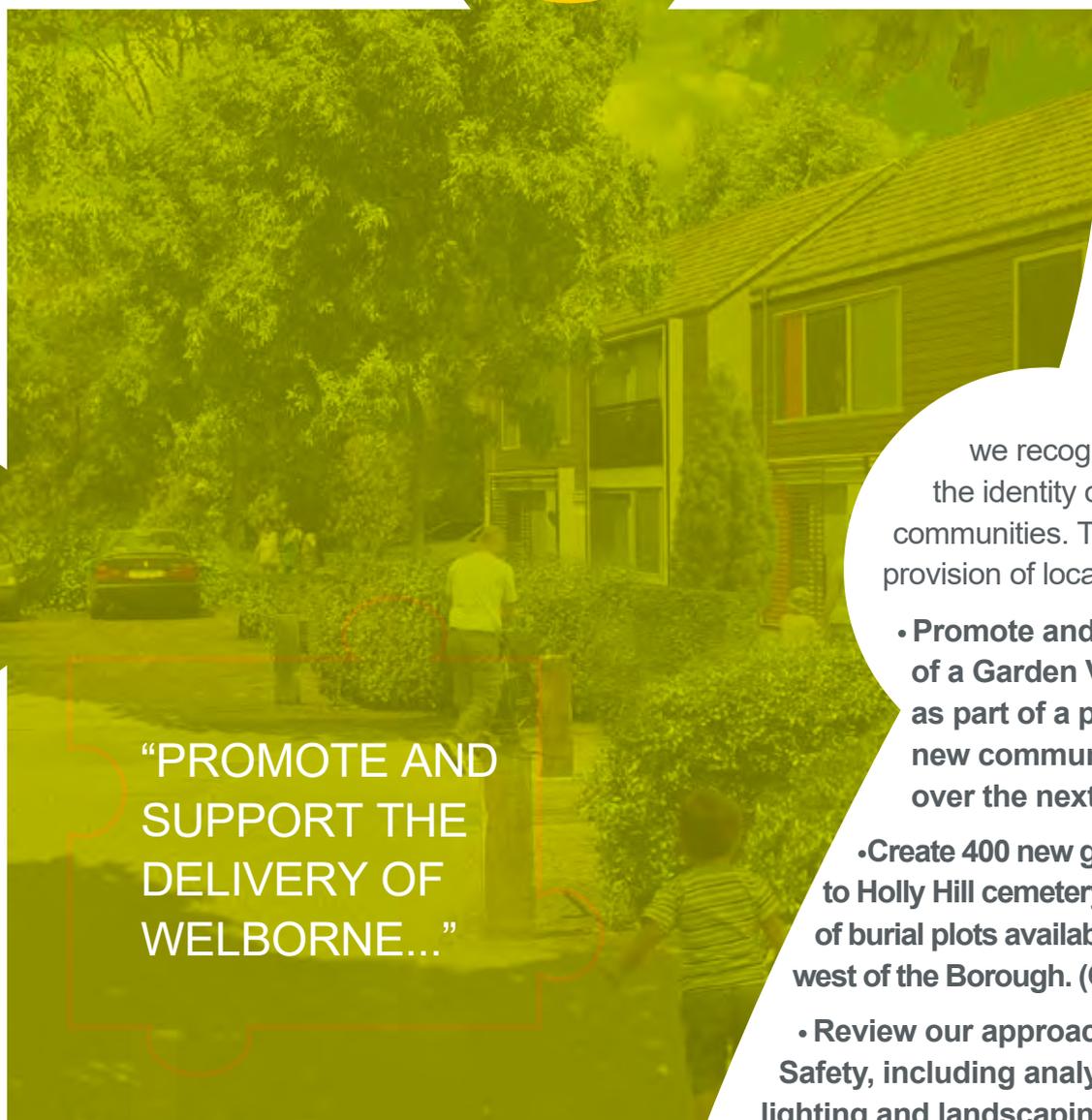
- Transform the fields and verges on the boundary of Daedalus into Daedalus Common, an exciting new area of public open space for the local community.
- Create Abbey Meadows, a new park in Titchfield, providing easy access to the countryside for local people.
- Transform woodland areas at Coldeast to create new public open spaces. (Complete July 2017).
- Deliver major coastal defence schemes at Portchester and Hill Head.
- Increase our recycling rates and reduce the amount of household waste.
- Continue with our 'Give Plastic the Push' campaign, aiming to reduce the use of single use plastic in the Borough.
- Develop an action plan to mitigate and adapt to impacts of climate change in Fareham and reduce our carbon footprint.

"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 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.
- Create 400 new graves as an extension to Holly Hill cemetery to increase the number of burial plots available to residents of the west of the Borough. (Complete June 2020).
- 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.
- Deliver four sustainable measures supported as part of the Council's 'Let's Clear the Air' campaign, aimed at ensuring nitrogen dioxide levels across Fareham do not 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.
- Deliver a programme of work under the Opportunities Plan, to enable the Council to generate additional revenue, reduce costs and respond to service pressures and opportunities.

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 consultation@fareham.gov.uk



Appendix B

**Local Service Agreements
How are we doing?
Performance from
April 2020 to March 2021**

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. 10/10 surveys were suspended during 2020/21 due to the COVID-19 pandemic, therefore the results of these are not available in this document.



COVID-19 PANDEMIC

How has the pandemic affected our Local Service Agreements?

The pandemic has had an impact on some of our Local Service Agreements measures, although overall performance is comparable to previous years. Some service areas have seen an increase in the time taken to complete service requests, as resource levels have seen a drop due to employees self-isolating. We also deployed some of our employees to other work areas where the need has arisen.

Other indicators that have been affected are those regarding visitors to our two leisure centres and Westbury Manor Museum, all of which were closed for a large proportion of the year, with a significant drop in the numbers of people permitted entry when they have been able to reopen.

We have seen a reduction in the number of taxi and private hire vehicles licensed, as some drivers have not renewed their vehicle licences during such uncertain times and we have also seen a reduction in the amount of environmental inspections that were carried out by our Officers due to food and licensed premises being closed for much of the year.

As the 10/10 surveys were suspended during 2020/21, we have instead included infographics within this document detailing key achievements over the last year.

How have we reacted to the pandemic?

- COVID-19 has resulted in one of the largest Business Continuity Incidents the Council has ever faced and we have worked hard to continue to provide our services in very difficult circumstances.
- We worked with local charities and voluntary organisations to provide vital food supplies for those in need, as well as working with Citizens Advice Fareham to provide support to residents who found themselves needing help as a result of the pandemic.
- We administered a large number of grants schemes to assist businesses who were impacted by the restrictions arising from the pandemic and introduced a grants helpline allowing businesses to discuss their eligibility for the various schemes. We also introduced a business e-newsletter to communicate with local businesses about the pandemic.
- The Council's COVID-19 response left the Council with unforeseen costs and also saw a decline in income from services including car parks and trade waste collections. This resulted in an emergency mid-year budget, with £1.14 million used from the General Fund Revenue Reserve to manage the 2020/21 shortfall.
- We suspended Community Action Team meetings and instead moved to virtual exhibitions.
- We maintained appropriate decision making arrangements by utilising emergency powers available in the Coronavirus Act. We were then able to resume usual decision making capability via virtual meetings, which included live streaming for the public.



YOUR SAFETY IS OUR PRIORITY

When attending the Civic Offices please ensure you:

- ✔ Wear a face mask
- ✔ Use the hand sanitiser provided
- ✔ Do not have Covid-19 symptoms

If you don't have a face mask with you, please request one from Reception.

A thermal heat camera will automatically take your temperature on arrival (images will not be stored).

How did we do in 2020/21?

Pandemic Response



Emergency revised budget, with £1.14M used from the General Fund Revenue Reserve to balance the 2020/21 revised budget

COVID Marshalls deployed to engage with gatherings of people to ensure rules were being complied with



Delivered a COVID-19 **rapid community testing centre**



Worked with local charities to provide **food parcels** to those that needed them



Rough sleepers moved into self-catering accommodation to keep them safe during the pandemic



£56M distributed in COVID grants and reliefs to help local businesses affected by the pandemic

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 2037;
- Prepare and implement a new Housing Strategy to include affordable options (Complete October 2019).



What else are we doing?

Supporting and enabling an affordable housing market

- Providing more affordable homes, ensuring they are the right homes, in the right places, for those in need of affordable housing.
- 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.
- Working with Fareham Street Aid partners to help those sleeping rough in the Borough and to help vulnerable people off the streets.

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.
- Increasing the number of new affordable homes delivered by Fareham Borough Council, including projects to regenerate and improve existing housing stock.
- 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.
- Helping to ensure homes become greener and more energy efficient, to include 'green' improvements to some Council owned homes.
- 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.

Challenges

- Changes to future national planning policy.
- Sufficient funding to enable the delivery of more Council owned homes and to improve existing Council owned homes.
- Securing appropriate affordable housing through the planning system.



How did we do in 2020/21?



Providing Housing Choices



Five new **Council homes** constructed at Oak Tree Close, with construction of 18 one and two bedroom properties at Rose Court nearing completion.



Revised planning proposals for **Welborne** approved surrounding funding for the new Junction 10



£141,450 awarded to fund **two further Outreach Services posts**, provided by Two Saints

9.05 Days 

on average to complete a housing repair. This is an increase of 1.55 days from 2018/19. The Council also attended **76.14%** of appointments on time.



Fully equipped self-catering accommodation provided to all known rough sleepers during the COVID-19 pandemic

26



affordable homes completed during 2020/21

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 (Hill Head complete 2017, Portchester proposal currently on hold awaiting funding solution);
- Appraised potential coastal management options to create a new intertidal habitat at Hook Lake, Warsash;
- Appraised coastal erosion and flood defence options at Salterns Recreation Ground and the coastline between Cador Drive and Alton Grove;
- 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 erosion and flood defences.

- Developing an action plan to mitigate and adapt to impacts of climate change in Fareham and reduce our carbon footprint.
- Continuing with our Give Plastic the Push campaign, to reduce the use of Single Use Plastic in the Borough.
- 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.
- Using a Public Spaces Protection Order (PSPO) to tackle irresponsible dog ownership.
- 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 waste for incineration, as well as garden waste, 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.

Challenges

- Securing sufficient funding to ensure we can continue to look after coastal erosion and flood defences and to implement policies to manage the potential impacts of climate change to coastal areas, including rising sea levels.
- Ensuring there is sufficient uptake from drivers to upgrade their older taxis, having secured £300,000 as an incentive.
- Cleaning up of identified contaminated land, as there is always a significant cost involved.
- Hampshire County Council's proposal to charge for contamination in recycling collections and to withdraw payments for the sale of recyclates will impact on our capacity to reduce the quantity of household waste and maximise the amount that is reused or recycled.
- Finalising a nitrate mitigation strategy and preparing a bird mitigation strategy.

How did we do in 2020/21?



Protect and Enhance the Environment

92%



of abandoned vehicles were removed within 5 working days. An increase of 1% on the 2018/19 year



£556,000

from Defra Grant in Aid to commence a study on Hook Lake (part of the Hook with Warsash Nature Reserve)

100%



of offensive graffiti was removed within 5 working days.

93%



of fly-tipped waste was removed within 5 working days

34%



of household waste was sent for reuse, recycling and composting.
A 1% increase on 2018/19



Carbon Reduction Action Plan developed to mitigate and adapt to impacts of **climate change**

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;
- Create 400 new graves as an extension to Holly Hill cemetery to increase the number of burial plots available to residents of the west of the Borough (Complete June 2020);
- 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;
- Deliver four sustainable measures supported as part of the Council's 'Let's Clear the Air' campaign, aimed at ensuring nitrogen dioxide levels across Fareham do not 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, 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.

Challenges

- The ongoing roll out of Universal Credit will affect the delivery of Housing Benefit Service and the way in which Council Tax Support is administered.
- The Local Council Tax Support scheme requires a radical redesign as the Universal Credit roll out accelerates, moving towards a less means-tested scheme.
- Potential changes to the guidance for food safety inspections may impact resource levels.



How did we do in 2020/21?



Strong, Safe, Inclusive and Healthy Communities



CCTV and community safety review resulting in improved CCTV provision and two additional enforcement officers

16



grants worth **£39,993** were paid out in community funding

8 Days



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

227



Taxi and private hire vehicles were licensed

2 Days



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



92% of food premises have a hygiene rating of **3* or above**

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 to maintain the prosperity of Fareham town centre.
- Identifying new sites for business development.
- Carrying out environmental improvements.
- Supporting the town centre.
- Supporting the provision of markets.
- Providing a range of off-street parking choices.
- Modernising Osborn Road multi-storey car park.

Challenges

- Maintaining the current level of market stalls, as markets are in a state of decline nationally.
- Attracting future funding for continuation of prosperity.
- Enabling the future prosperity of town and district centres for changing needs.

How did we do in 2020/21?



Maintain and Extend Prosperity

0.3%



of working age residents in Fareham were claiming Jobseeker's Allowance. The average for the South East for this period was 0.7%

£56m



distributed in COVID-19 business grants and reliefs

4



new business units under construction at Faraday Business Park at Daedalus

87%



of shops in Fareham town centre were occupied, which represents a decrease of 2.6% from 2018/19



Shop Local, Shop Safe campaign relaunched to safely bring shopping areas back to life

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 (Complete July 2017);
- 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

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

Challenges

- Construction of Fareham Live, a new community arts and entertainment venue.
- Providing accessible play equipment in our play areas.



How did we do in 2020/21?



Leisure Opportunities for Health and Fun



Planning permission given for Ferneham Hall remodelling, with the new name of **Fareham Live** agreed, following public consultation



6,739



visited **Westbury Manor Museum**, despite a long period of closure due to COVID-19

66%



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 61.4%

£6.8m



invested to improve facilities at **Fareham Leisure Centre**



New aviation themed play area opened at **Daedalus Common**

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;
- Deliver a programme of work under the Opportunities Plan, to enable the Council to generate additional revenue, reduce costs and respond to service pressures/opportunities.

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.

Challenges

- Achieving further savings across the Council.
- Works to Civic Offices to ensure an attractive, customer focussed environment for customers, tenants and Council employees.

How did we do in 2020/21?



A Dynamic, Prudent and Progressive Council

£1,818.00



is the **Council Tax for a band D property in Fareham for a year.**

From this Fareham Borough Council only takes a sum of £165 to help fund your services. The majority is passed on to the County Council, the Police and the Fire Authority

92.49%



of business rates due were collected. This is a decrease of 6.57% on the previous year

41%



of registered electors turned out to vote at the last Fareham Borough Council election (May 2021). This was **4% higher** than the previous election

2.5



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



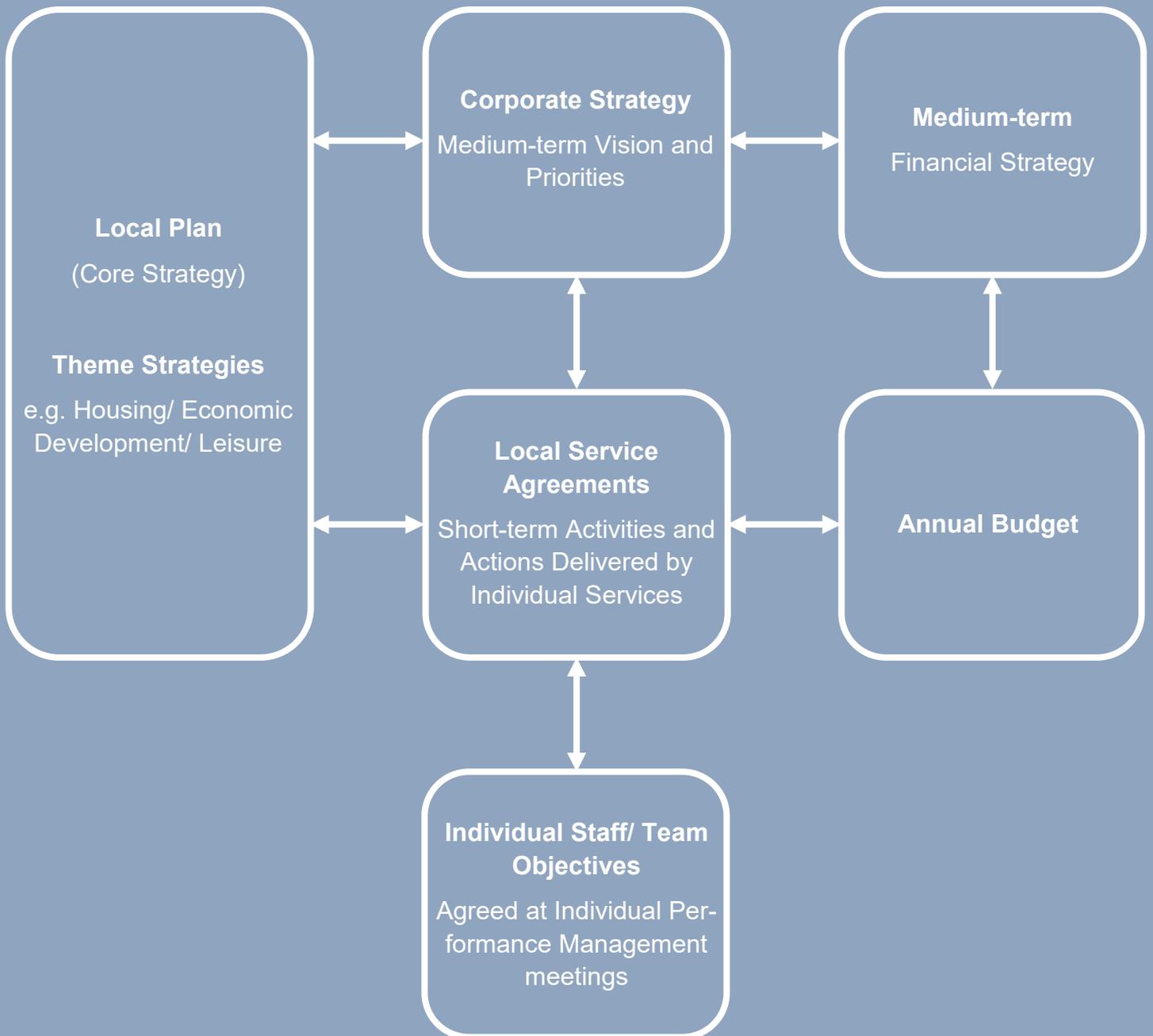
98.37%

of Council Tax due was collected

£689,600

savings identified as a result of the Opportunities Plan programme of work

Strategic Framework



FAREHAM

BOROUGH COUNCIL

Report to the Executive for Decision 01 November 2021

Portfolio:	Policy and Resources
Subject:	Medium Term Finance Strategy
Report of:	Deputy Chief Executive Officer
Corporate Priorities:	A dynamic, prudent and progressive Council

Purpose:

This report provides an update on the Council's 5-year financial forecasts following the global pandemic.

Executive summary:

This report gives the Executive the opportunity to consider the Council's 5-year financial forecasts as set out in the Medium-Term Finance Strategy (MTFS) following the setting of the budget 2021/22 at the January Executive.

The impacts of COVID-19 have affected many areas of the Council's finances during 2020/21 and these have continued through to the current financial year. In light of the changes a new table of figures highlighting the effects of the pandemic and other operational changes has been compiled and the effects of this going forward over the strategy period is shown in the table below:

£s	2021/22 Revised	2022/23	2023/24	2024/25	2025/26
Approved MTFS Deficit Position	0	706,000	594,000	452,000	n/a
General Draw Down from reserves	1,966,000	0	0	0	0
Revised MTFS Forecast Deficit Position	0	1,046,000	306,000	500,000	337,000

The detailed report highlights the main spending pressures affecting the budgets and also opportunities taken to close the budget gap.

5-Year Financial Forecasts

The 5-Year financial forecasts for 2021/22 to 2025/26 is predicting a funding shortfall for all years with reserves being used to ensure a balanced budget in 2021/22. The Opportunities Plan approved last year is still predicted to address some of the shortfall and build in some capacity for future pressures and

uncertainties.

Recommendation/Recommended Option:

It is recommended that the Executive approves the Medium-Term Finance Strategy for the period 2021/22 to 2025/26, as set out at Appendix A to the report.

Reason:

The Medium-Term Finance Strategy forecasts a funding shortfall in all years through to 2025/26. The Opportunities Plan has been developed to address some of this and build in capacity for future pressures and uncertainties.

Cost of proposals:

As detailed in the report.

Appendices: **A: Detailed Breakdown of 5 year forecast**

Background papers:

Reference papers:

FAREHAM

BOROUGH COUNCIL

Executive Briefing Paper

Date:	01 November 2021
Subject:	Medium Term Finance Strategy
Briefing by:	Director of Finance and Resources
Portfolio:	Policy and Resources

INTRODUCTION

1. Full Council agreed the Medium-Term Finance Strategy in February. As part of the recovery plan it became evident that the Council's financial position would be affected as measures were put in place to control the spread of the virus.
2. In September 2020, the Executive agreed a Financial Recovery Plan which out the approach to assessing the financial impact of the pandemic, together with the steps that the Council would take to mitigate the risk and the actions necessary to recover over the medium term. The first key action was to prepare an "Emergency" budget for that financial year, and this was considered by the Executive at its meeting on 7th September 2020.
3. In October 2020 the Executive received an update to the Medium-Term Finance Strategy to determine the financial impact beyond the year as the pandemic was likely to last more than one financial year.
4. This report provides an update to that report with the impact on the council's finances continuing into the current financial year.

MEDIUM TERM FINANCE STRATEGY

5. The Medium-Term Finance Strategy (MTFS) is usually presented to the Executive as part of the budget setting process in January, prior to the Council Tax being set in the following February.
6. However, this is the second year where council finances have been affected due to the COVID-19 pandemic and the effects will be felt financially throughout the whole of the strategy period through to 2024/25.
7. The review of the MTFS in September 2020 determined that the impact of the pandemic on the Council's finances would result in an increase in the overall General Fund budget of £3.6million, when compared to the base budget for 2020/21. During the financial year the council received £3.8million in COVID

grants and support payments that meant that an anticipated draw down from reserves was not required by the end of the year.

8. During the 2021/22 financial year further government funding has been secured and this is detailed in the table below:

SUPPORT TYPE	£
General COVID Grant – Tranche 5	£451,093
Loss of Income Reimbursed (Estimate)	£300,000
Homelessness/Rough Sleeper Funding	£374,591
Specific COVID Grants in Services	£170,672
Total Government Support	£1,296,356

9. The receipt of this funding means that the overall impact on council budgets show that £1.966million would need to be taken from reserves in order to keep the budget balanced during 2021/22.

MEDIUM TERM SPENDING PRESSURES

10. There are some services that have been affected by COVID and they will continue to be affected during this financial year and possibly into the future as areas struggle to recover. The five-year financial forecast also recognises that there continues to be a number of spending pressures and new opportunities over the strategy period, which will have implications for the council's spending plans. Details of the main areas are covered in the following paragraphs.

COVID-related Spending Pressures

11. **Town Centre Parking** – During the lockdown period, the multi-storey car parks were closed, and other car parks were not collecting income which resulted in £950,000 being taken from the emergency budget. Since reopening, income levels have partly recovered, but they remain significantly below the normal levels. In the current financial year, the revenue from the parking service remains around £135,000 below the budget for the year to date which is partly due to the length of time that restrictions were in place. It is anticipated that with the continued restrictions on trading and the subsequent detrimental impact on the vibrancy and vitality of high streets generally, town centre parking revenue will not return to pre-COVID levels for a long time.
12. **Leisure Centres** – At the August 2020 meeting of the Executive, a package was approved to support the reopening of the two Leisure Centres in the borough. The package of measures to support the continued availability of the leisure centres could amount to £712,000 in the current financial year but there have been successful grant bids that could see the amount paid to the leisure centre operator fall below £500,000. It is anticipated that as a result of the agreement with operators that income will return to the pre-pandemic levels in 2022/23 with a view

to these levels increasing year on year through the term of the agreement.

13. **Commercial and Investment Properties** – Income from the Council's commercial property portfolio was suppressed, largely due to a loss of income from the shopping centre and Market Quay sites. There continues to be alternative payment arrangements agreed for some other commercial property tenants to assist with cash-flow and it is anticipated that full rental income will ultimately be received. It does, however, remain that some businesses will not return to their pre-pandemic levels of operation and therefore the position will continue to be closely monitored.
14. **Solent Airport and Daedalus** – As with the commercial and investment properties alternative arrangements have been made to secure the rental income being paid to the council, yet also support local businesses located at Daedalus. There have been other income reductions including lower fuel sales and a reduction in landing fees when flying was suspended. This position is being monitored as services have resumed at the site during 2021/22.
15. **Bad Debt Provision** – In light of the reasons given in the above two paragraphs there has been an additional bad debt provision of £450,000 built into the strategy over a 2-year period from 2021/22.
16. This additional provision is also expected to provide cover for some loss of business rate and council tax payments as businesses and households struggle to pay bills in light of the continuing COVID situation.

Other Spending Pressures

17. **Pay-related cost and Supplier cost inflation** – The MTFS recognises that certain costs will increase over the strategy period, for example due to contract inflation, pay increases and more recently to reflect the announcement of the increase in National Insurance contributions. The MTFS allows £390,000 per year to meet these obligations.
18. **Planning Appeals** – In recent years, there has been a notable increase in the number and cost of planning appeals which impacts on the financial forecast. Due to the unpredictable nature of the appeals, the MTFS does not make a specific provision for these, but it is an area of concern and will be kept under review for the future, as the cost of defending an appeal can be very significant. The last 3 financial years have seen total costs of almost £750,000 and in the current year the costs have already exceeded £150,000.
19. **Hampshire County Council Waste Management Changes** – The County Council has written to district councils, setting out changes to the waste disposal arrangements. The changes regarding the recovery of costs for material recycling are projected to cost the Borough Council approximately £400,000 a year and will be effective from April 2023 onwards.
20. **Fareham Live Operational Arrangements** – On 30th September 2021, the Executive received a report proposing that the project to remodel the Ferneham Hall is restarted, after a period of pause due to the impact of COVID. The MTFS takes account of the operational costs associated with the new venue when it is expected to open in 2023/24.
21. **Osborn Road Multi-Storey Car Park Works** – At the September 2020 meeting of

the Executive, the principle of modernising the Osborn Road multi-storey car park was agreed. The MTFs takes account of the financing costs of the works and a further report will be presented to the Executive once final costs are known.

22. **ICT** – The pandemic has seen changes in the way that people have been working with less of a call on office space as more people have been working from home and this is likely to continue going forward with a mixture of home and office working. All of this reflects on the resilience of the ICT systems and additional expenditure will be needed to protect council systems and information contained in those systems. All of these changes will see an increase in costs and support.
23. **External Audit Fees** – Every year, the Council’s financial accounts are reviewed by the appointed External Auditor, EY. Due to the scope and nature of the work involved to carry out the audit, there has been a steady increase in amount of work undertaken. The managing body for local authority external audits have indicated the audit fees will increase when appointments are renewed in 2022. This has been allowed for in the MTFs forecast.
24. **New Homes Bonus payments** – The New Homes Bonus was introduced in April 2011, as a way of incentivising local authorities to increased housing development in their area. The scheme was scaled back in 2017 and is projected to reduce to nil over the strategy period.

OPPORTUNITIES

25. Although there are a number of spending pressures built into the strategy there are also some opportunities that will offset some of the costs that will be incurred. The following paragraphs cover some of the main areas.
26. **Coastal Car Parking Income** – At the meeting in September 2020 the Executive agreed the implementation of parking charges in coastal car parks. Taking account of the charging schedule and the potential need for some concessionary arrangements, it is estimated that this will generate income of approximately £440,000 per year.
27. **Garden Waste Income** – In October 2020 the Executive received a report detailing changes to the garden waste service which will see a move from the current system of bag collection to a chargeable bin collection. The new system will see net additional income of approximately £340,000 being received.
28. **Solent Airport and Daedalus** – At the September 2020 meeting of the Executive a report was approved to continue with the development of commercial units at Faraday Business Park. Once complete, the units will generate additional rental income from the site, and this has been built into the strategy along with the revenue costs of financing the capital works.

SUMMARY FINANCIAL POSITION

29. Taking account of the known spending pressures, the opportunities already being pursued, and the other regular movements such as contract inflation, the following table shows how the financial forecast is expected to change, in comparison to the approved Strategy.

£s	2021/22 Revised	2022/23	2023/24	2024/25	2025/26
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Approved MTFS Deficit Position	0	706,000	594,000	452,000	n/a
General Draw Down from reserves	1,966,000	0	0	0	0
Revised MTFS Forecast Deficit Position	0	1,046,000	306,000	500,000	337,000

30. This forecast takes account of an allowance for housing growth in the Borough over the next five years, and also takes account of council tax increase at £5 per year. A detailed breakdown of the forecast is set out in Appendix A.
31. While the forecast takes account of significant known variables, there are a number of other services areas, and corporate priorities, that will have further implications for the forecast position. For example, the MTFS does not currently make provision for the implications of the Climate Change Action Plan, or the requirement to transition to an electric vehicle fleet. Other examples where the financial implications cannot be quantified include planning appeal costs, unforeseen repair and maintenance costs to community buildings, coastal defences, trees and open spaces, and the continued economic impact of COVID on areas such as the high street and commercial property. At this stage, the MTFS does not include a provision for these, but they will be kept under review and steps will be taken to minimise the financial implications where possible.
32. Finally, the Council has clear corporate priority actions to improve the borough and its own operations, and where no budget has been provided in the MTFS to meet these ambitions, each project will be considered on a case by case basis in the future, in the context of the overall financial position.

CONCLUSIONS

33. This report sets out the Council's Medium-Term Finance Strategy in light of the continuing effects of the Covid-19 pandemic and shows the estimated position for the current year and the next four years. The report and tables at Appendix A show that there is a major impact on council finances, particularly in lost income but also in the costs of changes to services.
34. With no indication that further government funding will be available beyond 2021/22, the forecast indicates that approximately £2m will be drawn from reserves this year, and a further £1m in 2022/23, to stabilise the budget while further measures to reduce costs or generate additional income are explored over the course of the next financial year.

Enquiries:

For further information on this report please contact Neil Wood. (Ext 4506)

Forecasts for the next 5 Years

	2021/22 Revised	2022/23	2023/24	2024/25	2025/26
	000s	000s	000s	000s	000s
SERVICE EXPENDITURE					
Gross Expenditure on Services					
Base Budget	£45,270	£45,270	£45,550	£45,830	£46,110
Changes for Pay and Pensions	£175	£280	£280	£280	£280
Changes for Spend Pressures and Opportunities	£175	£360	£758	£1,087	£932
Changes for COVID Spend Pressures	£0	-£712	£0	£0	£0
Revised Budget	£45,620	£45,198	£46,588	£47,197	£47,322
Gross Income for Services					
Base Budget	-£27,138	-£27,198	-£28,680	-£28,730	-£28,780
Changes for Income Pressures and Opportunities	-£17	-£1,609	-£2,422	-£2,569	-£2,595
Revised Budget	-£27,155	-£28,807	-£31,102	-£31,299	-£31,375
Net Cost of Services					
	£18,465	£16,391	£15,486	£15,898	£15,947
NON-SERVICE SPECIFIC BUDGETS					
Contribution to capital spend - RCCO	£1,475	£1,475	£1,475	£1,475	£1,475
Provision to repay borrowing (MRP)	£1,132	£1,399	£1,853	£1,907	£1,976
Increase in Bad Debt Provision	£300	£150	£0	£0	£0
Accounting Adjustments	-£3,466	-£3,466	-£3,466	-£3,466	-£3,466
Total Non-Service Budgets	-£559	-£442	-£138	-£84	-£15
NET BUDGET REQUIREMENT					
	£17,906	£15,949	£15,348	£15,814	£15,932
SOURCES OF FUNDING					
Core Funding					
Revenue Support Grant	-£154	£0	£0	£0	£0
Retained Business Rates	-£2,661	-£2,577	-£2,577	-£2,577	-£2,577
New Homes Bonus	-£240	-£91	£0	£0	£0
Total Core Funding	-£3,055	-£2,668	-£2,577	-£2,577	-£2,577
Other Funding Sources					
Income from Financial Investments	-£696	-£535	-£490	-£485	-£485
Income from Property Investments	-£3,439	-£3,439	-£3,439	-£3,439	-£3,439
Contributions from Partnerships	-£165	-£165	-£165	-£165	-£165
Contributions from Govt For COVID	-£751	£0	£0	£0	£0
Total Other Funding	-£5,051	-£4,139	-£4,094	-£4,089	-£4,089

Use of Reserves
Ear marked for specific use
General Draw Down for COVID use

-£378	-£378	-£378	-£378	-£378
-£1,966	£0	£0	£0	£0

COUNCIL TAX REQUIREMENT

£7,456	£8,764	£8,299	£8,770	£8,888
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Council Tax
Projection of Retained Council Tax at current level
Additional Council Tax for new properties
Council Tax available at no increase

£7,456	£0	£43	£94	£145
£0	£43	£51	£51	£51
£7,456	£43	£94	£145	£196

Projected shortfall with no increase

£0	-£8,721	-£8,205	-£8,625	-£8,692
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Council Tax available with £5 increase per year
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£7,456	£7,718	£7,993	£8,270	£8,550
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Projected shortfall with £5 increase per year
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£0	-£1,046	-£306	-£500	-£337
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