

FAREHAM

BOROUGH COUNCIL

AGENDA

POLICY AND RESOURCES SCRUTINY PANEL

Date: Monday, 18 September 2023

Time: 6.30 pm

Venue: Collingwood Room - Civic Offices

Members:

Councillor Mrs S M Bayford (Chairman)

Councillor N J Walker (Vice-Chairman)

Councillors M R Daniells

S Dugan

D J Hamilton

Miss T G Harper

Mrs K Mandry

Deputies: Mrs C L A Hockley

Mrs K K Trott



1. Apologies for Absence

2. Minutes (Pages 5 - 8)

To confirm as a correct record the minutes of the meeting of the Policy and Resources Scrutiny Panel meeting held on 22 June 2023.

3. Chairman's Announcements

4. Declarations of Interest and Disclosures of Advice or Direction

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

5. Deputations

To receive any deputations of which notice has been lodged.

6. Council Tax Support Fund Policy (Pages 9 - 16)

To consider a report by the Assistant Director (Finance & ICT) on the Council Tax Support Fund Policy.

7. Capital Treasury Management Outturn 2022-23 (Pages 17 - 38)

To consider a report by the Head of Finance and Audit on the Capital Treasury Management Outturn for 2022-23.

8. General Fund and Housing Revenue Account Outturn 2022-23 (Pages 39 - 56)

To consider a report by the Head of Finance and Audit on the General Fund and Housing Revenue Account Outturn for 2022-23.

9. Annual Review of the Corporate Strategy 2017-2023 and Local Service Agreements 2022-23 (Pages 57 - 106)

To consider a report by the Assistant Director (Democracy) on the annual review of the Corporate Strategy 2017-2023 and the Local Service Agreements 2022-23.

10. Corporate Strategy 2023-2029 (Pages 107 - 152)

To consider a report by the Assistant Director (Democracy) on the Corporate Strategy 2023-2029.

11. Executive Business (Pages 153 - 154)

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

- (1) **Capital & Treasury Management Outturn 2022-23** (Pages 155 - 156)
- (2) **Solent Airport Investment Programme** (Pages 157 - 158)
- (3) **Osborn Road Multi-Storey Car Park** (Pages 159 - 160)
- (4) **Lease of Open Space, Warsash Recreational Ground** (Pages 161 - 162)
- (5) **General Fund & Housing Revenue Outturn 2022-23** (Pages 163 - 164)
- (6) **CONFIDENTIAL - Consideration of Commercial Opportunities Related to Wider Regeneration of Fareham Town Centre** (Pages 165 - 166)
- (7) **Amendments to the Areas of Executive Portfolio Responsibilities** (Pages 167 - 168)

12. Scrutiny Priorities

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



A WANNELL
Chief Executive Officer
Civic Offices
www.fareham.gov.uk
08 September 2023

For further information please contact:
Democratic Services, Civic Offices, Fareham, PO16 7AZ
Tel:01329 236100
democraticservices@fareham.gov.uk

FAREHAM

BOROUGH COUNCIL

Minutes of the Policy and Resources Scrutiny Panel (to be confirmed at the next meeting)

Date: Thursday, 22 June 2023

Venue: Collingwood Room - Civic Offices

PRESENT:

Councillor Mrs S M Bayford (Chairman)

Councillor N J Walker (Vice-Chairman)

Councillors: M R Daniells, S Dugan, D J Hamilton, Miss T G Harper and Mrs K Mandry

Also Present: Councillor Mrs K K Trott (Item 6)



1. APOLOGIES FOR ABSENCE

There were no apologies of absence.

2. MINUTES

RESOLVED that the minutes of Policy and Resources Scrutiny Panel meeting held on 02 May 2023 be confirmed and signed as a correct record.

3. CHAIRMAN'S ANNOUNCEMENTS

There were no Chairman's announcements made at this meeting.

4. DECLARATIONS OF INTEREST AND DISCLOSURES OF ADVICE OR DIRECTION

There were no declarations of interest made at this meeting.

5. DEPUTATIONS

There were no deputations made at this meeting.

6. OPPORTUNITIES PLAN

The Panel received a presentation by the Head of Finance and Audit on the Opportunities Plan 2023-2027. (The presentation is appended to these minutes).

At the invitation of the Chairman, Councillor Mrs K K Trott, addressed the Panel on this item.

Members noted the information in the presentation and the projects that are being considered in year one of the plan, and asked questions on the proposals that have been put forward.

Members had the following suggestions to be put forward for consideration in the Opportunities Plan:

- (i) Explore the opportunity of cost savings on electricity and heating from Hybrid Working, whilst condensing the staff within the building onto less floors.
- (ii) Teams Meetings, members felt that more meetings could be held over teams which would require less staff required in the building later in the evening, it could also save on heating and electricity.
- (iii) Introducing a scheme to encourage residents to rent spare rooms, which would not only benefit the resident with more income, but could help single occupancy properties which receive a Council Tax discount to pay full Council Tax.
- (iv) Large Projects, members felt that it was important for the Council to regularly review the timelines for delivering large projects to ensure that it is still worthwhile the Council undertaking them.

RESOLVED that having asked questions, made comments, and put forward further proposals for consideration, as outlined above, the Policy and Resources Scrutiny Panel notes the content of the presentation.

7. EXECUTIVE BUSINESS

The Panel considered the Executive items of business which falls under the remit of the Policy and Resources Portfolio, including Executive Member decisions and Officer delegated decisions, that have taken place since the last meeting of the Panel 2 May 2023.

(1) CONFIDENTIAL - Sale of Development Land at Faraday Business Park (South)

There were no comments received.

(2) Draft Corporate Strategy 2023-2029

There were no comments received.

(3) Vehicle Replacement Programme

There were no comments received.

8. SCRUTINY PRIORITIES

The Head of Finance and Audit addressed the Panel on this item and gave the Panel an overview of the items already scheduled for the coming year.

Members were given the opportunity to put forward any suggestions of items that they would like to scrutinise. Councillor Dugan requested that an item on the Council's Procurement process be included, to enable members to better understand how the Council achieves best value when procuring services and products.

(The meeting started at 6.00 pm
and ended at 7.30 pm).

FAREHAM

BOROUGH COUNCIL

Report to Policy and Resources Scrutiny Panel

Date **18 September 2023**

Report of: **Assistant Director (Finance & ICT)**

Subject: **COUNCIL TAX SUPPORT FUND POLICY**

SUMMARY

The Policy and Resources Scrutiny Panel is asked to consider and review the Executive's proposals for the Council Tax Support Fund. The Assistant Chief Executive Officer will refer any proposals or comments of the Panel to the Executive meeting on 9 October 2023.

RECOMMENDATION

That any proposals or comments of the Panel be referred to the Executive at its meeting on 9 October 2023.

Enquiries:

For further information on this report please contact Adrian Collier. (Ext 4632)

Appendix A: Report to the Executive meeting on 9 October 2023 – Council Tax Support Fund Policy.

FAREHAM

BOROUGH COUNCIL

Report to the Executive for Decision 09 October 2023

Portfolio:	Policy and Resources
Subject:	THE COUNCIL TAX SUPPORT FUND
Report of:	Assistant Director (Finance & ICT)
Corporate Priorities:	A dynamic, prudent and progressive Council

Purpose:

To seek Executive approval of The Council Tax Support Fund Policy, which deals with the allocation of Fareham's proportion of Government funding, with the aim to assist those residents receiving Council Tax Support who have an outstanding Council Tax liability, by up to £25.00 via a Mandatory Scheme. Also, to provide a Discretionary Fund, where local authorities can determine their own approach to supporting economically vulnerable households with their Council Tax.

Executive summary:

On 23 December 2022 the government announced the Council Tax Support Fund, stating that they recognised the impact of rising Council Tax bills,

"The government will be distributing £100 million of new grant funding in 2023/24 for local authorities to support economically vulnerable households in their area with Council Tax payments".

This policy covers the administration of Fareham's proportion of the fund which is £99,331, split between:

- A mandatory fund, which assists those receiving Council Tax Support who have an outstanding Council Tax liability of up to £25.00.
- A Discretionary Fund, where local authorities can determine their own approach to supporting economically vulnerable households.

Recommendation/Recommended Option:

It is recommended that the Executive agree that the key principles of the Council Tax Support Fund Policy as outlined in this report, be approved for adoption in Fareham.

Reason:

The principles have been drawn up to help develop a policy which maximises the benefit that can be provided to as many residents as possible who are in receipt of Council Tax Support.

Cost of proposals:

The Government has allocated £99,331 to fully fund this scheme. It is not intended to make any payments beyond this funded sum.

Background papers: None

Reference papers:

This scheme has been designed based on general guidance issued by the Department for Levelling Up, Housing and Communities. The guidance can be found at: www.gov.uk/government/publications/council-tax-support-fund-guidance

FAREHAM

BOROUGH COUNCIL

Executive Briefing Paper

Date:	09 October 2023
Subject:	Hardship Policy
Briefing by:	Assistant Director (Finance & ICT)
Portfolio:	Policy and Resources

INTRODUCTION

1. On 23 December 2022 the government announced the Council Tax Support Fund, stating that they recognised the impact of rising Council Tax bills, “the government will be distributing £100 million of new grant funding in 2023/24 for local authorities to support economically vulnerable households in their area with Council Tax payments”.
2. This policy covers the administration of a mandatory Council Tax Support Fund, which will reduce the Council Tax of those receiving Council Tax Support, with an outstanding Council Tax liability by up to £25.00, and a Discretionary Fund, where local authorities can determine their own approach to supporting economically vulnerable households.
3. Councils can decide locally how to best make use of the discretionary funding to provide support to vulnerable households with Council Tax bills.
4. The Government has allocated £99,331 in funding for the mandatory and discretionary schemes, the expectation being that all funds will be utilised to maximise the support given to vulnerable households through a reduction to their Council Tax balances.
5. This scheme has been designed based on general guidance issued by the Department for Levelling Up, Housing and Communities. The guidance can be found at: www.gov.uk/government/publications/council-tax-support-fund-guidance
6. Any additional assistance, outside of the funding, would fall to be paid by the Council itself. Therefore, once all the allocated funds are exhausted, no further reduction in Council Tax liability will be made under this policy.
7. Payments of the support will be made using our discretionary powers under Section 13A(1)(c) of the Local Government Finance Act 1992.

FUNDING

8. Government has provided funding to the Council which is to be distributed by 31 March 2024. Payments of the support will be made using our discretionary powers under Section 13A(1)(c) of the Local Government Finance Act 1992.

9. The Government's funding is to provide a mandatory and discretionary scheme, and it expects the council, where possible, to use all the funding provided. The Council will fully utilise the funding to maximise the support given to vulnerable households with paying their Council Tax. Any additional assistance, outside of the funding, would fall to be paid by the Council itself. Therefore, once all the allocated funds are exhausted, no further reduction in Council Tax liability will be made under this policy.

THE COUNCIL TAX SUPPORT FUND SCHEMES

10. The Council Tax Support Fund scheme is separated into two elements, the mandatory scheme and discretionary scheme. In all cases, Government expects billing authorities to apply the reductions to the 2023/24 Council Tax bills.

MANDATORY SCHEME

11. Awards have already been made to all non-zero Council Tax Support claimants who on 1 April 2023, were responsible for the payment of Council Tax and had an outstanding Council Tax liability for the 2023/24 financial year.
12. The award was a maximum of £25.00 per household. To confirm:
- Where the Council Tax liability for 2023/24 is, following the application of any relevant discounts and Council Tax support, £25.00 or more, a further reduction in Council Tax liability of £25.00 will be made.
 - Where the Council Tax liability for 2023/24 is, following the application of any relevant discounts and Council Tax support, greater than nil but less than £25, then a further reduction in Council Tax liability will be made to reduce the liability to nil, and
 - Where the Council Tax liability for 2023/24 is, following the application of any relevant discounts and Council Tax support, nil, then no further reduction to Council Tax liability will be made.
13. Where there are joint occupiers of a property and one or both of whom are in receipt of Council Tax Support, the maximum Council Tax Support Fund awarded onto the Council Tax account will be £25.00.
14. There will be no requirement for any taxpayer to apply for this support as the award will be credited automatically to their Council Tax account.
15. We have already made the Mandatory £25.00 award to relevant cases from 01 April 2023, and this has delivered £42,337.43 worth of relief to 2,190 claimants.
16. The mandatory scheme will not pay any further new claims from 01 April, this late in the year, as claims are rarely backdated. So, £56,993.57 (£99,331.00 less £42,337.43) is available for further distribution under the discretionary scheme.

DISCRETIONARY SCHEME

17. The Council will use residual funding (£56,993.57) after the application of the mandatory scheme, as detailed above.
18. An award of £25.00 from the discretionary fund has already been granted to any new Council Tax Support claimants since April 2023. This policy seeks to retrospectively agree these awards and enhance them by:
 - Increasing the Mandatory Scheme Support of up to £25.00 by up to a further £25.00 from the discretionary fund, so that the total support provided is a maximum of £50.00. The amount will be applied automatically to the Council Tax account, along with the Mandatory award, with no need for an application.
 - Providing all households who receive Council Tax Support during 2023/24 with a maximum award of £50.00 from the discretionary fund. This will be funded from the remaining £13,993.57 (£56,993.57 Less £43,000.00).
19. The funding will be reviewed regularly and if there appears to be an excess of funding unspent, this will be used to assist exceptional hardship cases as designated by Local Tax and Corporate Debt Manager or the Benefits Manager.
20. Claimants will not need to make a separate application for the award as this will be applied automatically to the Council Tax account:
21. To confirm, following the application of any relevant discounts and Council Tax support and a maximum of £25.00 from the Mandatory fund, where the remaining Council Tax liability for 2023/24 is:
 - £25.00 or a higher sum, the reduction in Council Tax liability will be £25.00.
 - Greater than nil but less than £25.00, then a further reduction in Council Tax liability will be made to reduce the liability to nil, and
 - Nil, then no reduction to the Council Tax liability will be made.
22. Only one allocation of a maximum of £50.00 will be made to each household, claiming Council Tax Support, so if a claimant moves during 2023/2024, they will not receive further funding.
23. Once the total grant funding has been awarded, the discretionary scheme will close, and no further awards will be made.

NOTIFICATION OF DECISIONS

24. Awards of the mandatory scheme was notified to claimants in their Council Tax bill for the 2023/24 year in March 2023, with the amount of Council Tax Support Fund awarded.
25. Where a discretionary award is made throughout 2023/24 a Council Tax bill will be issued to confirm the amount awarded.

CHANGES IN CIRCUMSTANCES

26. Where a claimant has a change in circumstances that affects the amount of Council Tax Support, the Council Tax Support Fund award will be recalculated.
27. Where a claimant moves address, any residual Council Tax Support Fund up to a total maximum amount of £50.00, can be awarded onto the new Council Tax account.

REVIEW OF DECISIONS

28. Whilst there is no statutory appeal process, the Council will operate an internal review process and will accept an applicant's request for an appeal of its decision by the Local Tax and Corporate Debt Manager or the Benefits Manager
29. All such requests must be made in writing or by e-mail to the Council, within 21 days of the Council's decision, and should state the reasons why the applicant is aggrieved with the decision of the Council.

FRAUD

30. The Council is committed to protecting public funds and ensuring funds are awarded to households that are rightfully eligible to them. Neither the Council, nor Government will accept deliberate manipulation of the scheme and fraud.

RECOVERY OF AMOUNTS INCORRECTLY PAID.

31. If it is established that a Council Tax Support Fund has been awarded incorrectly or in error, due to a failure to provide correct or accurate information to the Council by an applicant or their representative(s), the Council will adjust the Council Taxpayers account and the taxpayer will be sent a bill.

DATA PROTECTION AND USE OF DATA

32. All information and data provided by applicants shall be dealt with in accordance with the Council's Data Protection policy.

[Council Tax and Business Rate Privacy Notice \(fareham.gov.uk\)](http://fareham.gov.uk)

Enquiries:

For further information on this report please contact Adrian Collier Local Tax and Corporate Debt Manager (01329) 824632

FAREHAM

BOROUGH COUNCIL

Report to Policy and Resources Scrutiny Panel

Date **18 September 2023**

Report of: **Head of Finance and Audit**

Subject: **CAPITAL AND TREASURY MANAGEMENT OUTTURN 2022-23**

SUMMARY

The Policy and Resources Scrutiny Panel is asked to consider and review the Executive's proposals for the Capital and Treasury Management Outturn 2022/23. The Assistant Chief Executive Officer will refer any proposals or comments of the Panel to the Executive meeting on 9 October 2023.

RECOMMENDATION

That any proposals or comments of the Panel be referred to the Executive at its meeting on 9 October 2023.

Enquiries:

For further information on this report please contact Caroline Hancock 01329 824589

Appendix A: Report to the Executive meeting on 3 July 2023 – Capital and Treasury Management Outturn 2022/23

FAREHAM

BOROUGH COUNCIL

Report to the Executive for Decision 03 July 2023

Portfolio:	Policy and Resources
Subject:	Capital & Treasury Management Outturn 2022/23
Report of:	Head of Finance and Audit
Corporate Priorities:	A dynamic, prudent and progressive Council

Purpose:

This report provides the Executive with details of the capital and treasury management outturn for 2022/23 to comply with the reporting requirements of the Code of Practice for Treasury Management. The report also seeks approval for the proposed methods of financing the General Fund capital programme.

Executive summary:

Actual capital expenditure on General Fund schemes in 2022/23 was £6,202,287 (£12.1 million in 2021/22) compared with the revised capital programme of £9,932,800. The overall variance was £3,730,513. A detailed analysis of the variations is given in Appendix A to this report.

Total savings from individual projects of £44,017 were achieved, additional expenditure of £5,803 on others was incurred and a total of £3,692,299 will be carried forward into 2023/24. Details of the various methods used to finance this expenditure are set out in this report.

Full details of Treasury Management investment and borrowing activity in 2022/23 are also set out in this report and is summarised below:

	31 March 2022 Actual £'000	2022/23 Movement £'000	31 March 2023 Actual £'000
Total borrowing	53,199	8,137	61,336
Total investments	(22,189)	(2,643)	(24,832)
Net borrowing	31,010	5,494	36,504

Net interest received from investments in 2022/23 was £879,854 (£637,078 in 2021/22) and net interest paid on borrowing was £1,876,270 (£1,673,288 in 2021/22).

The overall investment property portfolio increased in value by £1.67 million and contracted income was approximately £4,480,000.

During 2022/23, the Council complied with its legislative and regulatory requirements of the Prudential Code.

Recommendation:

It is recommended that the Executive:

- (a) approves that the General Fund capital programme for 2022/23 be financed as set out in this report;
- (b) agrees that the additional expenditure incurred, amounting to £5,803 be financed retrospectively from unallocated capital resources; and
- (c) notes the treasury management activity for 2022/23.

Reason:

To provide the Executive with details of the capital and treasury management outturn in 2022/23 and to comply with the reporting requirements of the Code of Practice for Treasury Management.

Cost of proposals:

The necessary resources are available to finance the General Fund capital programme for 2022/23 including the additional expenditure of £5,803.

Appendices:

A: Capital Expenditure 2022/23

B: Economic Commentary by Treasury Advisors, Arlingclose

C: Prudential and Treasury Indicators 2022/23

Background papers: None

Reference papers:

Capital Programme and Capital Strategy 2023/24, Executive Committee, 6 February 2023

Finance Strategy, Capital Programme, Revenue Budget and Council Tax 2022/23, Executive Committee, 6 February 2023

Treasury Management Strategy and Prudential Indicators 2022/23, Council, 25 February 2022

CIPFA Code of Practice for Treasury Management

FAREHAM

BOROUGH COUNCIL

Executive Briefing Paper

Date:	03 July 2023
Subject:	Capital & Treasury Management Outturn 2022/23
Briefing by:	Head of Finance and Audit
Portfolio:	Policy and Resources

INTRODUCTION

1. This report provides the Executive with details of the capital and treasury management outturn for 2022/23 to comply with the reporting requirements of the Code of Practice for Treasury Management.

GENERAL FUND CAPITAL OUTTURN REPORT 2022/23

2. The capital programme for 2022/23, approved in February this year for the General Fund was £9,932,800. The actual capital expenditure, detailed in Appendix A, was £6,202,287 (£12.1 million in 2021/22) giving an overall variation of £3,730,513. A summary, including savings and additional expenditure, is summarised in the table below.

Portfolio	Revised Budget £	Actual £	Savings £	Additional Expenditure £	Carry forward £
Health & Public Protection	9,400	9,400	0	0	0
Streetscene	37,100	33,690	0	0	3,410
Leisure & Community	5,472,500	3,047,502	0	5,803	2,430,801
Housing	1,889,300	1,429,346	0	0	459,954
Planning & Development	118,000	103,929	(18,371)	0	(4,300)
Policy & Resources	2,406,500	1,578,420	(25,646)	0	802,434
Total	9,932,800	6,202,287	(44,017)	5,803	3,692,299

SAVINGS AND ADDITIONAL EXPENDITURE

3. Total savings of £44,017 were recognised for the following schemes:
 - Salterns Recreation Ground Seawall Repairs - £18,371
 - ICT Development Programme - £14,314
 - Managed Hangarage at Solent Airport - £11,332

4. The scheme where additional expenditure of £5,803 was incurred was:
 - Play Area Improvement Programme - £5,803 to be funded from the Community Infrastructure Levy.

CARRY FORWARDS TO 2023/24

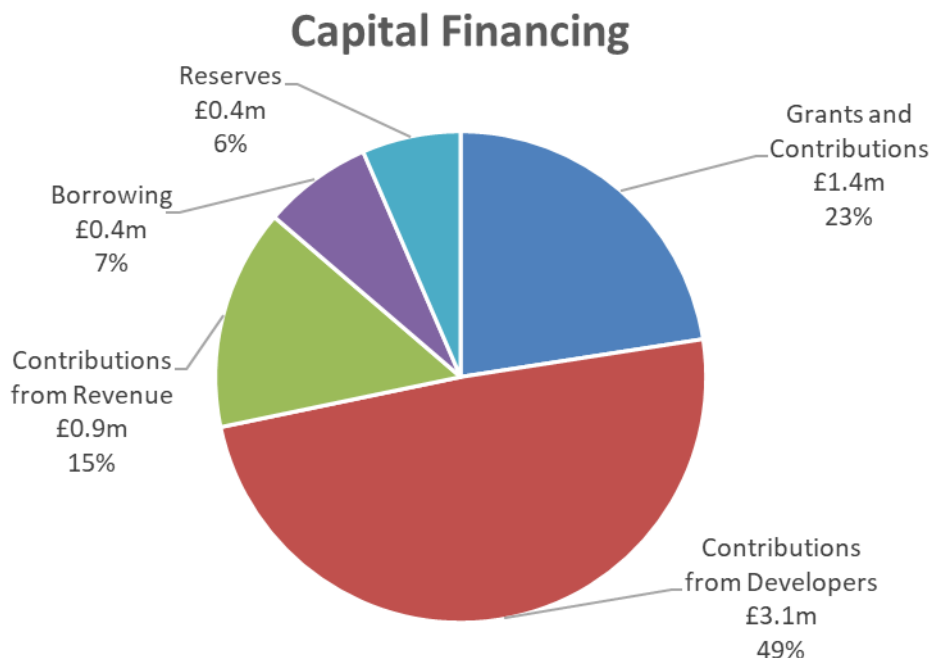
5. There are a number of schemes still in progress and a total net budget of £3,692,299 will be carried forward to 2023/24.
6. This includes £3,769,436 of budget carry forwards and £77,137 of expenditure incurred ahead of budget which will be carried forward to reduce next year's budget.
7. The largest budget carry forwards are for Fareham Live £2,380,991 and Disabled Facilities Grants £377,130.

CAPITAL PROGRAMME 2023/24 TO 2027/28

8. The General Fund capital programme will be reviewed by officers in light of the slippage and re-phasing of works and an updated programme for 2023/24 to 2027/28 will be presented to the Executive as part of the Finance Strategy for 2024/25.

CAPITAL FINANCING

9. The various methods used to finance the capital expenditure in 2022/23 are set out in the chart below.



10. The largest funding source for the capital programme was contributions from developers (49%) for Fareham Live, the Play Area Improvement Programme and Bus Shelters, totalling £3.1 million. Other grants and contributions funded a total of 23% of the programme, contributions from revenue 15%, borrowing 7% and capital reserves funded the remaining 6%.

SIGNIFICANT SCHEMES

11. Capital expenditure of £2,929,209 was incurred at **Fareham Live** during 2022/23. The construction project commenced in August 2022 and although the spend through 2022/23 wasn't in line with expectations the project is currently on track to be completed during the 2023/24 financial year.
12. A total of £674,043 has been spent on schemes at **Solent Airport at Daedalus**. Expenditure included £341,919 at Faraday Business Park for the fit out of Units 15 and 16, £187,057 for Aeronautical Ground Lighting and Performance Based Navigation and £93,668 on Managed Hangarage.
13. The **Vehicles and Plant Replacement programme** incurred expenditure of £363,968. This included two second-hand refuse vehicles, a ride on mower, a sweeper and fire truck for Solent Airport.
14. A total of 185 **Disabled Facilities Grants** totalling £1,272,870 were awarded in the year. These were fully funded from government grants.
15. A total of £298,084 has been spent on the **ICT Development Programme**. Expenditure included telephony upgrade, PC upgrades and laptops.

TREASURY MANAGEMENT OUTTURN REPORT 2022/23

16. The Chartered Institute of Public Finance and Accountancy's Treasury Management Code (the CIPFA Code) requires the Council to approve a treasury management annual report after the end of each financial year. This report fulfils the Council's legal obligation to have regard to the CIPFA Code.
17. The Council's Treasury Management Strategy 2022/23 was approved by full Council on 25 February 2022. The Council has borrowed and invested large sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The identification, monitoring and control of risk are therefore central to the Council's treasury management strategy.
18. The Prudential Code includes a requirement for local authorities to provide a Capital Strategy, a summary document approved by full Council covering capital expenditure and financing, treasury management and non-treasury investments. The Council's Capital Strategy, complying with CIPFA's requirement, was approved by full Council on 25 February 2022.
19. An economic commentary by the Council's Treasury Advisor, Arlingclose, can be found in Appendix B.

LOCAL CONTEXT

The treasury management position as at 31 March 2023 and the year-on-year change is shown in the table below.

	31 March 2022 Actual £'000	2022/23 Movement £'000	31 March 2023 Actual £'000
Long-term borrowing	40,000	8,000	48,000
Short-term borrowing	13,199	137	13,336
Total borrowing	53,199	8,137	61,336
Long-term investments	(11,889)	1,257	(10,632)
Short-term investments	0	(9,000)	(9,000)
Cash and cash equivalents	(10,300)	5,100	(5,200)
Total investments	(22,189)	(2,643)	(24,832)
Net borrowing	31,010	5,494	36,504

Note: the figures in the table are from the Balance Sheet in the Council's statement of accounts, but are adjusted to exclude operational cash, accrued interest and other accounting adjustments.

20. The Council pursued its strategy of keeping borrowing and investments below their underlying levels, known as internal borrowing, in order to reduce risk and keep interest costs low.
21. CIPFA's Prudential Code is clear that local authorities must not borrow to invest primarily for financial return and that it is not prudent for local authorities to make any investment or spending decision that will increase the capital financing requirement, and so may lead to new borrowing, unless directly and primarily related to the functions of the Authority. PWLB loans are no longer available to local authorities planning to buy investment assets primarily for yield unless these loans are for refinancing purposes.

BORROWING ACTIVITY

22. At 31 March 2023, the Council held £61.3 million of loans, an increase of £8.1 million on the previous year. The year-end borrowing position is shown in the table below.

	Balance on 31 March 2022 £'000	Balance on 31 March 2023 £'000	Average Rate
Long-term borrowing	40,000	48,000	3.55%
Short-term borrowing	10,000	10,000	2.58%
Portchester Crematorium	3,199	3,336	1.34%
Total borrowing	53,199	61,336	

23. The Council holds investments from Portchester Crematorium Joint Committee which are treated as temporary loans.
24. As outlined in the treasury strategy, the Council's main objective when borrowing has been to strike an appropriately low risk balance between securing lower interest costs and achieving cost certainty over the period for which funds are required, with flexibility to renegotiate loans should the Council's long-term plans change being a secondary objective.
25. The cost of both long and short-term borrowing rose dramatically over the year, with rates at the end of March around 2% to 4% higher than those at the beginning of April. Rate rises have been driven primarily by inflation and the need for central banks to

control this by raising interest rates.

26. A new HRA Public Works Loan Board (PWLB) rate of gilt yield plus 0.4% (0.4% below the currently available certainty rate) was announced on 15th March 2023. This discounted rate is to support local authorities borrowing for Housing Revenue Accounts and the delivery of social housing and is available from 15th June 2023, initially for a period of one year.

INVESTMENT ACTIVITY

27. The Council holds invested funds, representing income received in advance of expenditure plus balances and reserves held. During 2022/23 the Council's investment balances ranged between £20 million and £42 million due to timing differences between income and expenditure. The year-end position is shown in the table below.

	Balance on 31 March 2022 £'000	Balance on 31 March 2023 £'000	Average Rate
Externally Managed Pooled Funds	11,889	10,632	3.83%
Money Market Funds	9,000	5,200	4.09%
Banks	1,300	2,000	3.73%
Local Authorities	0	7,000	4.30%
Total Investments	22,189	24,832	

28. In previous years, opportunities to invest with other local authorities were available which are seen as low risk investments with reasonable rates.
29. Both the CIPFA Code and government guidance require the Council to invest its funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and risk of receiving unsuitably low investment income.

EXTERNALLY MANAGED POOLED FUNDS

30. £12 million of the Council's investments are invested in externally managed strategically pooled multi-asset and property funds where short-term security and liquidity are lesser considerations, and the objectives instead are regular income and long-term price stability. These funds generated an income return of £458,000.
31. These funds have no defined maturity date but are available for withdrawal after a notice period. Their performance and continued suitability in meeting the Council's medium to long-term investment objectives are regularly reviewed. Strategic fund investments are made in the knowledge that capital values will move both up and down on months, quarters and even years; but with the confidence that over a three-to five-year period total returns will exceed cash interest rates.
32. The Department for Levelling Up, Housing & Communities (DLUHC) published a consultation on the International Financial Reporting Standard 9 (IFRS 9) pooled investment fund statutory override, for fair value gains and losses on pooled investment funds which was due to expire with effect from 2023/24. The options under evaluation were to allow the override to lapse, to extend it, or to make it permanent. The override will be extended for two years and therefore remain in place for the 2023/24 and

2024/25 financial years.

33. Under the Regulations, gains and losses resulting from unrealised fair value movements relating to treasury pooled investment funds, that otherwise must be recognised in profit or loss under IFRS 9, are not charges to the revenue account, and must be taken into an unusable reserve account. The Council therefore treats these gains and losses in accordance with these Regulations.

INTEREST RECEIVED AND PAID

34. Bank Rate increased from 0.75% at the beginning of the year to 4.25% at the end of March 2023.
35. The net interest received in 2022/23 was £879,854 (£637,078 in 2021/22) against a revised budget £828,000 for the General Fund. Net interest paid for the Housing Revenue Account was £1,670,992 (£1,673,288 in 2021/22) against a revised budget of £1,630,000.

COMMERCIAL PROPERTY INVESTMENTS

36. The definition of investments in CIPFA's Treasury Management Code covers all the Council's financial assets as well as other non-financial assets which the Council holds primarily for financial return.
37. Since the Executive approval of a Commercial Property Investment Acquisition Strategy in January 2013, the Council has purchased 10 commercial investment properties, as summarised below.

Property Type	Purchase Cost £'000	Value at 31 March 2022 £'000	Value at 31 March 2023 £'000
Retail	27,783	21,745	21,785
Commercial (Industrial)	10,100	11,730	11,740
Other (Childcare)	1,890	2,210	1,960
Total	39,773	35,685	35,485

38. Since March 2022 the value of this portfolio has decreased by £0.2 million. Contracted income during this financial year was £2,393,000 per annum (compared to £2,715,000 in 2021/22).
39. The Investment portfolio has effectively maintained its value. Five of the properties saw moderate increases in value, whilst the other 5 saw moderate reductions in value. The upshot was a minimal decrease in the value of the entire portfolio. The cyclical nature of property and key lease events have had an effect on the value of the portfolio, but these are set against wider changes in the property market as commented on below. Examples of lease events are a new letting to B&M, of a previously vacant unit, which will commence following works to put the unit into repair.
40. Throughout the past 12 months any debts arising from the investment portfolio have continued to be managed closely.
41. The Council's total investment property portfolio is shown in the table below. Rising

interest rates, pressures of inflation, uncertainty in respect of future prices of utilities and the rising cost of living have all been features of a UK economy which has been unpredictable and uncertain in the last year. This has resulted in a softening of yields as the property market has deteriorated in the last year.

42. Our whole portfolio is relatively well-balanced and the general economic situation has had a different impact on the respective asset types. Our retail exposure is limited on the High Street and focused on out-of-town locations, with this performing better. The property type 'commercial' is predominantly made up of industrial premises and our industrial ground lease portfolio. The industrial sector remains strong, however, there has again been a softening of yields.

Property Type	Value at 31 March 2022 £'000	Value at 31 March 2023 £'000	Movement £'000
Retail	34,045	33,790	(255)
Commercial	23,682	25,245	1,563
Other	4,388	4,109	(279)
Office	4,740	5,370	630
Leisure	1,481	1,492	11
Total	68,336	70,006	1,670

43. The overall investment property portfolio has increased in value by £1.67 million (increase of £8 million in 2021/22). Contracted income was approximately £4,480,000 per annum (compared to £4,775,000 in 2021/22).
44. Property valuations are undertaken annually, to ensure that the Council's balance sheet reflects the current opinion of the value of the Council's assets. Fluctuations in value do not represent actual gains or losses, but do indicate market sentiment, which is often linked to rental income levels and lease terms and conditions.

PRUDENTIAL AND TREASURY INDICATORS

45. During 2022/23, all treasury management activities complied fully with the CIPFA Code and the Council's approved Treasury Management Strategy. Appendix C shows the actual prudential and treasury indicators for 2022/23.

SUMMARY

46. This report gives details of General Fund capital and treasury management outturn in 2022/23 in accordance with the reporting requirements set out in the CIPFA Code of Practice for Treasury Management.

RISK ASSESSMENT

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

Enquiries:

For further information on this report please contact Caroline Hancock (01329 824589).

APPENDIX A

CAPITAL EXPENDITURE 2022/23

	Budget £	Actual £	Savings £	Additional Expenditure £	Carry over to 2023/24 £
HEALTH AND PUBLIC PROTECTION					
CCTV Cameras	9,400	9,400			0
HEALTH AND PUBLIC PROTECTION TOTAL	9,400	9,400	0	0	0
STREETSCENE					
Bus Shelters	20,000	5,944			14,056
Play Area Safety Equipment and Surface Replacement	17,100	27,746			(10,646)
STREETSCENE TOTAL	37,100	33,690	0	0	3,410
LEISURE AND COMMUNITY					
Buildings					
Fareham Live	5,310,200	2,929,209			2,380,991
Community Buildings Review	80,000	30,190			49,810
	5,390,200	2,959,399	0	0	2,430,801
Play and Parks Schemes					
Play Area Improvement Programme	82,300	88,103		5,803	0
	82,300	88,103	0	5,803	0
LEISURE AND COMMUNITY TOTAL	5,472,500	3,047,502	0	5,803	2,430,801
HOUSING					
Home Improvements					
Disabled Facilities Grants	1,650,000	1,272,870			377,130
	1,650,000	1,272,870	0	0	377,130
Enabling					
Gordon Road Acquisition	163,400	132,746			30,654
Sea Lane, Stubbington - Self Builds	75,900	23,730			52,170
	239,300	156,476	0	0	82,824
HOUSING TOTAL	1,889,300	1,429,346	0	0	459,954
PLANNING AND DEVELOPMENT					
Car Parks					
Car Parks: Surfacing	20,000	24,300			(4,300)
	20,000	24,300	0	0	(4,300)
Coastal Protection					
Salterns Recreation Ground Seawall Repairs	98,000	79,629	(18,371)		0
	98,000	79,629	(18,371)	0	0
PLANNING AND DEVELOPMENT TOTAL	118,000	103,929	(18,371)	0	(4,300)

	Budget £	Actual £	Savings £	Additional Expenditure £	Carry over to 2023/24 £
POLICY AND RESOURCES					
Replacement Programmes					
Vehicles and Plant Replacement Programme	494,700	363,968			130,732
ICT Development Programme	399,700	298,084	(14,314)		87,302
	894,400	662,052	(14,314)	0	218,034
Operational Buildings					
Civic Offices Improvement Programme	200,000	79,654			120,346
Depot Asset Management Works	224,500	17,252			207,248
	424,500	96,906	0	0	327,594
Property Developments					
Osborn Road Multi-Storey Car Park	100,000	105,000			(5,000)
166 Southampton Road Repairs	100,000	40,419			59,581
	200,000	145,419	0	0	54,581
Solent Airport at Daedalus Schemes					
Faraday Business Park	352,700	341,919			10,781
Site Wide Investment	279,900	31,265			248,635
Aeronautical Ground Lighting and Performance Based Navigation	150,000	187,057			(37,057)
Taxiway Maintenance	0	20,134			(20,134)
Managed Hangarage	105,000	93,668	(11,332)		0
	887,600	674,043	(11,332)	0	202,225
POLICY AND RESOURCES TOTAL	2,406,500	1,578,420	(25,646)	0	802,434
GENERAL FUND TOTAL	9,932,800	6,202,287	(44,017)	5,803	3,692,299

ECONOMIC COMMENTARY BY TREASURY ADVISORS ARLINGCLOSE APRIL 2023

Economic background: The war in Ukraine continued to keep global inflation above central bank targets and the UK economic outlook remained relatively weak with the chance of a mild recession. The economic backdrop during the January to March period continued to be characterised by high energy and commodity prices, high inflation, and the associated impact on household budgets and spending.

Central Bank rhetoric and actions remained consistent with combatting inflation. The Bank of England, US Federal Reserve, and European Central Bank all increased interest rates over the period, even in the face of potential economic slowdowns in those regions.

Starting the financial year at 5.5%, the annual CPI measure of UK inflation rose strongly to hit 10.1% in July and then 11.1% in October. Inflation remained high in subsequent months but appeared to be past the peak, before unexpectedly rising again in February. Annual headline CPI registered 10.4% in February, up from 10.1% in January, with the largest upward contributions coming from food and housing. RPI followed a similar pattern during the year, hitting 14.2% in October. In February RPI measured 13.8%, up from 13.4% in the previous month. The current CPI and RPI rates on 23 June 2023 are 8.7% and 11.3% respectively.

Following the decision by the UK government under Rishi Sunak and Jeremy Hunt to reverse some of the support to household energy bills announced under Liz Truss, further support in the form of a cap on what energy suppliers could charge household was announced in the March Budget to run from April until end June 2023. Before the announcement, typical household bills had been due to rise to £3,000 a year from April.

The labour market remained tight albeit with some ongoing evidence of potential loosening at the end of the period. The unemployment rate 3mth/year eased from 3.8% April-June to 3.6% in the following quarter, before picking up again to 3.7% between October-December. The most recent information for the period December-February showed an unemployment rate of 3.7%.

The inactivity rate was 21.3% in the December-February quarter, slightly down from the 21.4% in the first quarter of the financial year. Nominal earnings were robust throughout the year, with earnings growth in December-February at as 5.7% for both total pay (including bonuses) and 6.5% for regular pay. Once adjusted for inflation, however, both measures were negative for that period and have been so throughout most of the year.

Despite household budgets remaining under pressure, consumer confidence rose to -36 in March, following readings of -38 and -45 in the previous two months, and much improved compared to the record-low of -49 in September. Quarterly GDP was soft through the year, registering a 0.1% gain in the April-June period, before contracting by (an upwardly revised) -0.1% in the subsequent quarter. For the October-December period was revised upwards to 0.1% (from 0.0%), illustrating a resilient but weak economic picture. The annual growth rate in Q4 was 0.6%.

The Bank of England increased the official Bank Rate to 4.25% during the financial year. From 0.75% in March 2022, the Monetary Policy Committee (MPC) pushed through rises at every subsequent meeting over the period, with recent hikes of 50bps in December and

February and then 25bps in March, taking Bank Rate to 4.25%. March's rise was voted by a majority of 7-2, with two MPC members preferring to maintain Bank Rate at 4.0%. The Committee noted that inflationary pressures remain elevated with growth stronger than was expected in the February Monetary Policy Report. The February vote was also 7-2 in favour of a hike, and again with two members preferring to keep Bank Rate on hold. The current Bank Rate on 23 June 2023 is 5%.

After reaching 9.1% in June, annual US inflation slowed for eight consecutive months to 6% in February. The Federal Reserve continued raising interest rates over the period with consecutive increases at each Federal Open Market Committee meetings, taking policy rates to a range of 4.75%- 5.00% at the March meeting.

From the record-high of 10.6% in October, Eurozone CPI inflation fell steadily to 6.9% in March 2023. Energy prices fell, but upward pressure came from food, alcohol, and tobacco. The European Central Bank continued increasing interest rates over the period, pushing rates up by 0.50% in March, taking the deposit facility rate to 3.0% and the main refinancing rate to 3.5%.

Financial markets: Uncertainty continued to be a key driver of financial market sentiment and bond yields remained relatively volatile due to concerns over elevated inflation and higher interest rates, as well as the likelihood of the UK entering a recession and for how long the Bank of England would continue to tighten monetary policy. Towards the end of the period, fears around the health of the banking system following the collapse of Silicon Valley Bank in the US and purchase of Credit Suisse by UBS caused further volatility.

Over the period the 5-year UK benchmark gilt yield rose from 1.41% to peak at 4.70% in September before ending the financial year at 3.36%. Over the same timeframe the 10-year gilt yield rose from 1.61% to peak at 4.51% before falling back to 3.49%, while the 20-year yield rose from 1.82% to 4.96% and then declined to 3.82%. The Sterling Overnight Rate (SONIA) averaged 2.24% over the period.

Credit review: In June Fitch revised the outlook on the UK sovereign to negative from stable. Moody's made the same revision to the UK sovereign, following swiftly after with a similar move for a number of local authorities and UK banks including Barclays Bank, National Westminster Bank (and related entities) and Santander.

During the last few months of the reporting period there were only a handful of credit changes by the rating agencies, then in March the collapse of Silicon Valley Bank (SVB) in the US quickly spilled over into worries of a wider banking crisis as Credit Suisse encountered further problems and was bought by UBS.

Credit Default Prices had been rising since the start of the period on the back of the invasion of Ukraine, and in the UK rose further in September/October at the time of the then-government's mini budget. After this, CDS prices had been falling, but the fallout from SVB caused a spike on the back of the heightened uncertainty. However, they had moderated somewhat by the end of the period as fears of contagion subsided, but many are still above their pre-March levels reflecting that some uncertainty remains.

On the back of this, Arlingclose reduced its recommended maximum duration limit for unsecured deposits for all UK and Non-UK banks/institutions on its counterparty list to 35 days as a precautionary measure. No changes were made to the names on the list.

As market volatility is expected to remain a feature, at least in the near term and, as ever, the institutions and durations on the Authority's counterparty list recommended by Arlingclose remains under constant review.

Local authorities remain under financial pressure, but Arlingclose continues to take a positive view of the sector, considering its credit strength to be high. Section 114 notices have been issued by only a handful of authorities with specific issues. While Arlingclose's advice for local authorities on its counterparty list remains unchanged, a degree caution is merited with certain authorities.

PRUDENTIAL, TREASURY AND COMMERCIAL INVESTMENT INDICATORS 2022/23

PRUDENTIAL INDICATORS

1) Capital Expenditure

The Council's capital expenditure and financing is summarised as follows:

Capital Expenditure and Financing	2022/23 Revised £'000	2022/23 Actual £'000	Difference £'000
Health & Public Protection	9	9	0
Streetscene	37	34	3
Leisure & Community	5,473	3,048	2,425
Housing	1,889	1,429	460
Planning & Development	118	104	14
Policy & Resources	2,406	1,578	828
Total General Fund	9,932	6,202	3,730
HRA	7,292	9,279	(1,987)
Total Expenditure	17,224	15,481	1,743
Capital Receipts	1,349	1,383	(34)
Capital Grants/Contributions	8,543	5,584	2,959
Capital Reserves	4,023	5,428	(1,405)
Revenue	1,177	893	284
Borrowing	2,132	2,193	(61)
Total Financing	17,224	15,481	1,743

2) Capital Financing Requirement

The Council's Capital Financing Requirement (CFR) measures the Council's underlying need to borrow for a capital purpose.

£'000	2021/22 Actual	2022/23 Revised	2022/23 Actual	2022/23 Difference
General Fund	60,245	55,513	55,234	279
HRA	51,054	52,733	53,118	(385)
Total CFR	111,299	108,246	108,352	(106)

The CFR decreased by £3,053 year on year as capital expenditure financed by debt was lower than the in-year minimum revenue provision payment (MRP) and transfers from capital receipts.

3) Gross Debt and the Capital Financing Requirement

In order to ensure that over the medium-term debt will only be for a capital purpose, the Council should ensure that debt does not, except in the short term, exceed the total of capital financing requirement. This is a key indicator of prudence.

£'000	2022/23 Revised	2022/23 Actual	Difference
Capital Financing Requirement	108,246	108,352	(106)
Less: Gross Debt	50,200	61,336	(11,136)
Under/(Over) Borrowing	58,046	47,016	(11,242)

Total debt remained below the Capital Financing Requirement during the period.

4) Operational Boundary and Authorised Limit for External Debt

The **operational boundary** is based on the Council's estimate of the most likely (i.e. prudent but not worst case) scenario for external debt. It links directly to the Council's estimates of capital expenditure, the capital financing requirement and cash flow requirements, and is a key management tool for in-year monitoring.

The **authorised limit** is the affordable borrowing limit determined in compliance with the Local Government Act 2003. It is the maximum amount of debt that the Council can legally owe. The authorised limit provides headroom over and above the operational boundary for unusual cash movements.

£'000	2022/23 Revised	2022/23 Actual	Complied
Operational Boundary	135,000	61,336	✓
Authorised Limit	143,000	61,336	✓

5) Financing Costs as % of Net Revenue Stream

This is an indicator of affordability and highlights the revenue implications of existing and proposed capital expenditure by identifying the proportion of the revenue budget required to meet financing costs, net of investment income.

	2022/23 Revised	2022/23 Actual	Difference
General Fund	5%	6%	1%
HRA	13%	16%	3%

TREASURY MANAGEMENT INDICATORS

The Council measures and manages its exposures to treasury management risks using the following indicators.

1) Principal Sums Invested for longer than a year

The purpose of this indicator is to control the Council's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the long-term principal sum insured to final maturities beyond the period end were:

£M	2022/23 Revised	2022/23 Actual	Complied
Principal sums invested > 364 days	14	11	✓

2) Maturity Structure of Borrowing

This indicator is set to control the Council's exposure to refinancing risk. The upper limits on the maturity structure of fixed rate borrowing were:

Maturity structure of borrowing	Upper Limit	2022/23 Actual	Complied
	%	%	
- Loans maturing within 1 year	50	22	✓
- Loans maturing within 1 - 2 years	50	0	✓
- Loans maturing within 2 - 5 years	50	0	✓
- Loans maturing within 5 - 10 years	50	0	✓
- Loans maturing in over 10 years	100	78	✓

3) Housing Revenue Account (HRA) Ratios

As a result of the HRA Reforms in 2012, the Council moved from a subsidy system to self-financing and was required to take on £49.3 million of debt. The table below shows additional local indicators relating to the HRA in respect of this debt.

	2022/23 Revised	2022/23 Actual	Difference
HRA Debt £'000	49,268	49,268	-
HRA Revenues £'000	14,228	13,819	(409)
Number of HRA Dwellings	2,419	2,401	(18)
Ratio of Debt to Revenues	3.46:1	3.57:1	0.11
Debt per Dwelling £	£20,369	£20,520	£151
Debt Repayment Fund £'000	£6,840	£6,840	-

COMMERCIAL INVESTMENT INDICATORS

The Council measures and manages its exposures to commercial investments using the following indicators.

1) Proportionality

The Council is dependent on profit generating investment activity to achieve a balanced revenue budget. The table below shows the proportion of expenditure funded by investment income.

£'000	2021/22 Actual	2022/23 Revised	2022/23 Actual
Gross service expenditure	46,686	45,915	46,245
Investment income	4,645	4,463	5,668
Proportion	9.9%	9.7%	12.3%

2) Total Risk Exposure

This indicator shows the Council's total exposure to potential investment losses.

Total Investment Exposure	2021/22 Actual £'000	2022/23 Revised £'000	2022/23 Actual £'000
Treasury Management Investments	22,189	15,000	24,832
Commercial Investments	68,336	68,336	70,006
Total	90,525	83,336	94,838

The variation in the revised to actual is due to a higher level of investments held than anticipated at year end, partly due an increase in capital receipts.

3) How Investments are Funded

Government guidance is that these indicators should include how investments are funded. Since the Council does not normally associate particular assets with particular liabilities, this guidance is difficult to comply with. However, the following investments could be described as being funded by borrowing. The remainder of the Council's investments are funded by usable reserves and income received in advance of expenditure.

Investments Funded by Borrowing	2021/22 Actual £'000	2022/23 Revised £'000	2022/23 Actual £'000
Treasury Management Investments	0	0	0
Commercial Investments	30,272	29,479	29,479
Total	30,272	29,479	29,479

4) Rate of Return Received

This indicator shows the investment income received less the associated costs, including the cost of borrowing where appropriate, as a proportion of the sum initially invested.

Investments Net Rate of Return	2021/22 Actual	2022/23 Revised	2022/23 Actual
Treasury Management Investments	3.2%	4.1%	4.4%
Commercial Investments	5.0%	3.5%	5.1%
Total	4.6%	3.7%	5.0%

FAREHAM

BOROUGH COUNCIL

Report to Policy and Resources Scrutiny Panel

Date **18 September 2023**

Report of: **Head of Finance and Audit**

Subject: **GENERAL FUND AND HOUSING REVENUE ACCOUNT
OUTTURN 2022-23**

SUMMARY

The Policy and Resources Scrutiny Panel is asked to consider and review the Executive's proposals for the General Fund and Housing Revenue Account Outturn 2022/23. The Assistant Chief Executive Officer will refer any proposals or comments of the Panel to the Executive meeting on 9 October 2023.

RECOMMENDATION

That any proposals or comments of the Panel be referred to the Executive at its meeting on 9 October 2023.

Enquiries:

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

Appendix A: Report to Executive meeting on 3 July 2023 – General Fund and Housing Revenue Account Outturn 2022/23.

FAREHAM

BOROUGH COUNCIL

Report to the Executive for Decision 03 July 2023

Portfolio:	Policy and Resources
Subject:	General Fund & Housing Revenue Account Outturn 2022/23
Report of:	Head of Finance and Audit
Corporate Priorities:	A dynamic, prudent and progressive Council

Purpose:

This report provides the Executive with details of the actual revenue expenditure for 2022/23 for the General Fund and Housing Revenue and Repairs Account.

Executive summary:

The General Fund actual net revenue expenditure on services for 2022/23 totals £10,080,693 which is £1,111,007 less than the revised budgeted amount for the year. The main reasons for this are higher income in some areas, such as parking charge income, where recovery was quicker than anticipated or additional grant income was received. However, there have still been pressures on the budgets in the year, in particular for the homelessness and waste collection services.

Taking account of financing and non-service budgets, the final net budget outturn position requires a drawing from reserves of £744,267, compared to an anticipated £1,239,500 drawing set out in the revised budget agreed by the Executive in February 2022.

This reduced drawing from reserves will help protect the council's financial position going forward. Some trends in increased expenditure such as fuel prices have continued during 2022/23, income streams are still not all at the levels they were 5 years ago and the Government's financial support schemes are now disappearing. The Council's underlying financial position has therefore worsened and was highlighted in the Medium-Term Finance Strategy. A new Opportunities Plan is therefore in the process of being developed to help bridge the forecasted funding gap.

The final figures for the Housing Revenue and Repairs Account (HRA) in 2022/23 show that the HRA revenue reserve has been increased by £127,023. Overall, total HRA Reserves have decreased by £1.154 million.

Recommendation/Recommended Option:

It is recommended that the Executive notes the contents of the report.

Reason:

To enable the completion of the General Fund expenditure programme for 2022/23 and to ensure that the balances on the Housing Revenue and Repairs Accounts as at 31 March 2023 will be available in future years and that 2023/24 budgets are sufficient to meet the level of work programmed.

Cost of proposals:

There are no additional costs relating to the recommendations.

Appendices: **A:** Actual General Fund Service Expenditure to 31 March 2023

B: Detailed Housing Revenue and Repairs Account to 31 March 2023

Background papers: None

Reference papers: Report to Executive 10 January 2022 Finance Strategy, Revenue Budget and Council Tax 2022/23 (included a revised revenue budget for 2021/22).

Report to the Executive 7 February 2022 Finance Strategy, Capital Programme, Revenue Budget and Council Tax 2021/22 (included a revised revenue budget for 2021/22).

Report to the Executive 7 February 2022 Housing Revenue Account Budgets and Capital Plans 2022/23(included a revised revenue budget for 2021/22)

Report to Executive 9 January 2023 Finance Strategy, Revenue Budget and Council Tax 2023/24 (included a revised revenue budget for 2022/23).

Report to the Executive 6 February 2023 Finance Strategy, Capital Programme, Revenue Budget and Council Tax 2023/24 (included a revised revenue budget for 2022/23).

Report to the Executive 6 February 2023 Housing Revenue Account Budgets and Capital Plans 2023/24(included a revised revenue budget for 2022/23).

FAREHAM

BOROUGH COUNCIL

Executive Briefing Paper

Date:	03 July 2023
Subject:	General Fund & Housing Revenue Account Outturn 2022/23
Briefing by:	Head of Finance and Audit
Portfolio:	Policy and Resources

INTRODUCTION

1. This report brings together the outturn position for the General Fund along with the Housing Revenue and Repairs Accounts for the financial year 2022/23.
2. This has been a difficult year for the Council's finances due to local and national impacts, including the impacts of the cost-of-living crisis. Particular financial pressures have included:
 - A continued recovery in the amount of revenue income collected in some areas, although some have not yet met pre-pandemic levels.
 - Additional costs incurred in delivering day to day services such as fuel and utilities.
 - A contraction in the economy that is changing demand for certain services.
 - Reduced Government one-off funding to offset the impact of national pressures, such as New Burdens Grants and discretionary housing grants.
3. This report details the resulting end of year position for both the General Fund and Housing Revenue and Repairs Accounts and compares the actual spend against the revised budgets.

EMPLOYEE EXPENDITURE 2022/23

4. The total 'cost of employment' budgets set for the General Fund and Housing Revenue Account for 2022/23 was £20,355,300. The actual expenditure for 2022/23 was £19,805,916 giving an underspend for the year of £549,384 or 2.70% when compared to the final budget.
5. There was an underspend from salaries and associated costs of £666,997 which has arisen from vacancies that have occurred during the year. These have been slightly offset by an increase in agency payments (£9,292), severance payments (£46,798), recruitment costs (£22,870) and other employee related expenses (training and medical

related) of £38,653 that have been made during the year.

THE GENERAL FUND OUTTURN POSITION 2022/23

6. The General Fund actual net revenue expenditure for 2022/23 totalled £10,080,693 which is £1,111,007 less than the budget approved by the Executive in February 2023. This reflects both an increase in the Council's service income as well as reduced expenditure in some service areas.
7. The overall position for the General Fund shows a spend of £778,694 over the revised which is reduced by £34,427 once the financing element is brought in leaving a final position of £744,267. However, it should be noted that the revised budget included a £1.2million provision from the General Fund Reserve which once applied would mean that £465,000 of reserves would be returned to the General Fund reserves. The Executive had agreed In January and February that this could be used to support the revenue budgets.
8. The actual position shown does not include any contribution from the General Fund Reserve Applying this use of reserves would remove the overspend and mean that the reserve would be better off at the end of the financial year than was anticipated.
9. The following table summarises the position:-

ACTUAL REVENUE EXPENDITURE TO 31 MARCH 2023			
	Revised Budget 2022/23 £	Actual 2022/23 £	Variation £
Committees			
Licensing & Regulatory Affairs	639,200	658,621	19,421
Planning	729,400	706,129	-23,271
Executive - Portfolio			
- Health and Public Protection	803,400	488,740	-314,660
- Housing	2,370,900	1,917,517	-453,383
- Leisure and Community	43,600	-31,725	-75,325
- Planning and Development	1,853,500	1,412,429	-245,971
- Policy and Resources	114,000	-56,625	-170,652
- Streetscene	4,832,800	4,985,635	152,835
Total Service Budgets	11,386,800	10,080,693	-1,111,007
Accounting Adjustments	4,273,900	1,208,019	-3,260,981
Other Budgets	-4,673,400*	477,282	5,150,682
Net Budget	10,987,300	11,765,994	778,694
Financing	-10,987,300	-11,021,727	-34,427
Net Total	0	744,267	744,267

Final Position (Excess spend)			744,267
Use of General Fund Reserve			-744,267

**This includes the £1.2million General Fund Reserve provision*

10. The detailed position on each service is set out in Appendix A. The main reasons for the variations for key council services are set out in the later paragraphs of this report.

OUTTURN POSITION FOR THE KEY COUNCIL SERVICES

11. The Council has a number of services that would be considered as major or demand led services as they have a large impact on the council tax and any major variation in these budgets could lead to unacceptable rises in council tax. The details are shown in the following table:-

Service	Revised Budget 2022/23 £	Actual 2022/23 £	Variation £	
Parking Services	-246,800	-455,601	-208,801	☺
Local Plan	1,019,600	855,936	-163,664	☺
Parks, Open Spaces and Grounds Maintenance	1,954,600	1,823,848	-130,752	☺
Commercial Estates	-789,000	-842,344	-53,344	☺
Interest on Balances	-828,000	-879,854	-51,854	☺
Planning Appeals	154,700	144,093	-10,607	☺
Investment Properties	-2,494,900	-2,504,539	-9,639	☺
Local Land Charges	-18,500	-27,301	-8,801	☺
Solent Airport and Daedalus	-460,800	-462,415	-1,615	☺
Housing Benefit Payments	44,800	45,398	598	☺
Trade Waste	-154,400	-134,038	20,362	☹
Tree Management	402,000	423,433	21,433	☹
Planning Applications	235,800	261,054	25,254	☹
Local Tax Collection	1,018,900	1,084,534	65,634	☹
Street Cleansing	1,045,000	1,150,017	105,017	☹
Homelessness	902,100	1,027,466	125,366	☹
Waste & Recycling Total	1,506,300	1,713,489	207,189	☹

12. The main variations in the key services are detailed as follows:-

- (a) **Parking Services** achieved almost £209,000 higher income compared to the budget for the year. The income budget was adjusted to reflect the actual level of income received for coastal and town centre parking as the service recovers from the pandemic and also took into account the effects from the cost of living crisis. Town centre parking income ended up at around £180,000 more than budgeted and coastal parking came in on budget for the year. Season ticket sales were also more than budgeted by £9,000. Employee and Premises costs were both under budget but these were offset by extra spend on supplies and services mainly on equipment purchases and bank charges.
- (b) The **Local Plan** service has seen an underspend of £163,000 of which £70,000 is due to staff vacancy savings. The plan was adopted on 5 April 2023 and the budgeted costs for publicity, promotion, additional legal works and venue hire weren't needed resulting in an additional saving of £43,000. The council also received some unbudgeted income for the Biodiversity Net Gain project and for works undertaken on behalf of the Partnership for South Hampshire.
- (c) **Parks, Open Spaces and Ground Maintenance** is showing an underspend of £131,000 mainly due to staff costs being below budget due to vacant posts and also less need for agency staff resulting in a saving against budget. These underspends have been offset by an increase in the cost of repairing and maintaining the aging vehicle and plant fleet required to undertake the work and increased fuel costs.
- (d) **Commercial Estates** showed additional net income of £53,000 which is mainly due to savings on repairs and maintenance of buildings along with savings on the use of consultants during the year.
- (e) **Interest on balances** is showing £52,000 more than the budget for the year. Interest rates during 2022/23 have been steadily increasing during the year to finish at a high of 4.25% which has meant that the Council has received more interest on its investments.
- (f) **Planning Appeals** during the year have shown an underspend of £10,600 against the revised budget. Generally planning appeal costs are met by the individual parties involved but occasionally costs can be awarded against a party if they are judged to have acted unreasonably. In 2022/23 there were 2 main appeals: these being Land at Newgate Lane East at a cost of £73,000 and land east of Cartwright Drive that cost £12,000. The costs shown against these appeals are external legal and consultants costs and do not include officer time.
- (g) **Investment Properties** was £10,000 above budgeted income. The rents received from the properties was £10,000 over the budgeted income with spend on property repairs being £25,000 over the budget although this was offset by savings on consultant fees of the same amount.
- (h) **Local Land Charges** is showing a £9,000 underspend against the revised budget. Income for the year was £5,000 under the budget for the year, and legal costs associated with providing the service were £14,000 less than budgeted.
- (i) **Solent Airport and Daedalus** is showing additional net income of £2,000 for the financial year. There was an increase in income due to the collection of service charges and a tenant on site for longer than budgeted. This slightly offset the increase in airport operations expenditure. The overall surplus for the service has

been reduced due to the write-off of some charges that have been deemed uncollectable. The surplus from this service will be used to offset prior year deficits.

- (j) **Housing benefits payments** were £1,000 over the budget for the year. The amount paid out in benefits was less than anticipated by £559,000 which was offset by reduced income from grant received with a small amount due for prior year adjustments giving reduced income against budget of £430,000. There was also additional income from money owed due to overpaid benefits and there was a reduction in the bad debts provision for doubtful debts totalling £128,000.
- (k) **Planning Applications** net expenditure was a reduction against the budget of just over £25,000. The income from planning applications was £36,000 over budget as the number of applications increased during the financial year but this was offset by a reduction in the income from the Welborne application where the income should be received in the current year. There was also additional spend on consultants and legal fees for advice on some larger applications.
- (l) **Trade Waste** is showing a £20,000 increase in spend compared to budget for the year. The income budget was increased slightly from budget by £6,000 but this has been offset by small increases in spend in relation to vehicles including repairs and fuel costs along with increased use of agency staff for the service.
- (m) **Tree Management** is showing an overspend for the year of just over £21,000. This is mainly due to the Ash Dieback tree programme that commenced in January 2022 with £32,000 being spent during the financial year. These works will continue to be an issue in future years as the majority of Ash trees in the borough will be affected. The rest of the tree works in the borough came in on budget. Several insurance claims were settled during the year at a cost of just under £7,000.
- (n) **Local tax collection** is showing an underspend for the year of just under £66,000 which is mainly due to variations in income received from summons costs and government grants that were £63,000 below the budget. There were savings in employees costs due to vacancies within the team but these were offset by additional spending on printing costs.
- (o) **Street Cleansing** is showing an overspend for the year of £105,000. The main reason for the overspend in this service area has been around the vehicles used to provide the service. Routine repairs and fuel have both seen an increase in spending during the year and this has been made worse by the requirement to hire vehicles to continue to provide the service when regular vehicles are not usable.
- (p) The **Homelessness** service is showing an overspend of £125,000. The service continues to experience extremely high levels of demand following the pandemic along with the impact of the war in Ukraine and continues to rely on bed and breakfast emergency accommodation. This area was overspent by £123,000 against revised budget which had already been increased to reflect the level of emergency accommodation being provided in this way. Some of the grant income that has been received will be carried over to the current financial year as it has not been spent during 2022/23. A very small underspend was recognised against the Rough Sleeping Initiatives grant funding for 2022/23 which will be returned to the Department for Levelling Up, Housing and Communities.

- (q) The **Waste, Recycling and Garden Waste Service** is showing an overspend for the year of £207,000. The main reason for this increase was around the vehicles used for the services that was showing an increase of £159,000 over the budget mainly due to repair and maintenance of vehicles due to an aging fleet along with additional fuel and hire costs. There was also an increase over budget of over £141,000 for employee expenses including agency staff and overtime. This has all been offset to some extent by increased income of £58,000 from the Garden Waste service and also additional recycling income of £54,000.

THE COUNCIL'S FUNDAMENTAL PARTNERSHIPS

13. The table below shows the end of financial year performance relating to the Council's element of each of the fundamental partnerships:-

Service	Revised Budget 2022/23 £	Actual 2022/23 £	Variation £	
Building Control Partnership	197,600	225,185	25,585	☹️
Community Safety & CCTV Partnership	250,100	173,181	-76,919	😊
Project Integra	8,000	7,805	-195	😊
Portchester Crematorium Joint Committee	-170,000	-170,000	0	😊
Environmental Health Partnership	1,592,000	1,554,441	-37,559	😊

14. There are no particular causes for concern within the Council's fundamental partnerships.

OTHER BUDGETS

15. These budgets are used where spend or income cannot be shown against a specific service. Most are accounting entries that ensure that items such as depreciation or other capital charges do not have an impact on the council tax or where a service provided is funded from reserves.

HOUSING REVENUE AND REPAIRS ACCOUNT

Revenue Account

16. On 6 February 2023, the Executive approved the revised budgets for the Housing Revenue and Repairs Account (HRA). At this time, it was estimated that the HRA would break even for the 2022/23 financial year. Income levels have exceeded the expenses and charges made to the HRA, and a surplus of £127,023 has been achieved, further replenishing the HRA Revenue Reserve. Other Reserves have decreased by £1.154 million. This is shown in the table below and detailed in Appendix B.
17. Actual rent income was higher than the revised budget figure, and the 2021/22 actual. The number of void properties has stabilised but remains at a high level. Rent arrears

have increased which had been anticipated as a result of the cost-of-living crisis and the bad debt provision budget had been increased to reflect this. Budgets were also increased to take account of higher utility costs within the HRA. Overall Management and Finance expenditure was lower than the revised budget.

18. Revenue repairs expenditure has risen during the year and was higher than the revised budget figure. This is partly due to cost inflation borne by the Fareham Housing team and our network of contractors and partly due to increased need and demand for works.
19. Capital Improvements are higher than budgeted overall with actual spend of works to homes being higher than the proportion of this budget allocated to that purpose. This has meant that when financing these capital programme schemes this year the sources have been met from the specific allocated fund but a much larger draw on the Major Repairs Reserve has been needed. We have been able to maintain the full contribution to the Debt Repayment Fund for this financial year. This position is shown in the table below and detailed in Appendix B.
20. The HRA has recorded a surplus for 2022/23 of £127,023 as shown in the table below and in more detail at Appendix B. The surplus of £127,023 has replenished the HRA Revenue Reserve, and other Reserves have also decreased by £1.154 million.

	Actual 2021/22 £'000	Revised Budget 2022/23 £'000	Actual 2022/23 £'000
Income	-12,900	-13,374	-13,819
Management and Finance	5,166	6,102	5,826
Revenue Repairs	3,065	3,296	3,553
Capital Improvements	3,499	3,470	3,582
Surplus(-)/Deficit	-1,170	-506	-858
Transfer from Capital Development Fund	-740	-519	-545
Transfer to Debt Repayment Fund	1,140	1,025	1,140
Transfer to Leaseholder and Capital Receipts Reserves	139	0	136
Transfer of Balance to(-)/from(+) Revenue Reserve	-631	0	-127

HRA Capital Programme

21. The table below summarises the capital spend in the year against the revised budget which shows a higher spend than anticipated on HRA Capital Improvements. This area of spend will be reviewed again over the coming year as the next detailed programme of works is compiled. The overspent budgets against Improvements and Modernisation and New Builds are proposed to be carried forward.

22. Expenditure classified as Acquisitions was for one former council home acquired from private ownership this financial year.
23. The new build scheme at Capella Close was fully completed during the year. Construction work commenced at Queens Road and continued at Sir Randal Cremer House in Portchester with works very near to completion at the end of the financial year. Work to enable approved development schemes at Coldeast Scout Hut and Assheton Court have also progressed during the year.

CAPITAL PROGRAMME	Budget 2022/23 £'000	Actual 2022/23 £'000	Carry over to 2023/24 £'000
HRA Improvements and Modernisations	3,000	4,940	-1,940
New Builds	3,954	4,220	-266
Acquisitions	283	103	180
Vehicles	40	0	40
Civica Asset management	15	15	0
CAPITAL PROGRAMME - TOTAL	7,292	9,278	-1,986

This spend has been funded as follows:

	£000
Use of Major Repairs Reserve to fund capital expenditure on HRA assets	4,756
Capital spend not increasing the asset value funded by the HRA Revenue Reserve	118
Homes England Grant funding to meet development costs	770
Capital Development Fund	545
S106 Developer Contributions	365
1:4:1 Capital Receipts to meet development costs	801
Other Housing Capital Receipts to meet acquisition costs	177
Borrowing	1,746
Total funding	9,278

HRA Reserves

24. A summary of reserves held by the HRA at the end of the year is set out below. HRA reserves have decreased overall by £1.154 million

25. Reserve	Purpose of Reserve	2021/22 Closing Balance £'000	2022/23 Transfers In £'000	2022/23 Transfers Out £'000	2022/23 Closing Balance £'000
HRA Revenue Reserve	To fund unexpected operating costs	1,210	127	0	1,337
Exceptional Expenditure Reserve	To fund any exceptional demands upon expenditure	1,500	3,553	-3,553	1,500
Major Repairs Reserve	To fund capital expenditure on HRA assets	1,993	2,919	-4,755	157
Capital Housing Development Fund	To fund new developments	545	0	-545	0

Debt Repayment Fund	To repay debt	5,700	1,140	0	6,840
Leaseholder Reserve	To fund major repairs on blocks containing leasehold properties	484	189	-53	620
1:4:1 Receipts	To fund 40% of costs of new acquisitions and new build Station Road scheme	1,879	625	-801	1,703
Total Reserves		13,311	8,553	9,707	12,157

¹The transfer in of £2,919,254 is the in-year depreciation charge

26. The combined balance on all Housing Revenue Account reserves is £12,157 million.

RISK ASSESSMENT

27. An assessment of the risks and opportunities associated with this decision has been carried out and it is considered that there are no significant risks. However, the report does highlight there remain areas of concern within the Council's financial position in future years.

CONCLUSION

28. This report outlines the financial position during 2022/23 for the General Fund and the Housing Revenue and Repairs Account including effects of the cost-of-living crisis and how this could continue to influence spending in future financial years.
29. The General Fund is showing that there is a requirement for a contribution from reserves of £744,267 in order to balance the end of year accounts against the revised budget contribution of just over £1.2million. It is important not to underestimate the effect that the cost-of-living crisis could continue to have on services during the 2023/24 financial year as well as future years. With this in mind the reserves balance after the 2022/23 reduction will be closely monitored and the effect of this will be reviewed in the Medium-Term Finance Strategy later in 2023.
30. The combined balance on all Housing Revenue Account reserves is £12.157 million which is a decrease of £1.154m.
31. Members are asked to note the contents of the report in the context of the funding gap highlighted in the last Medium term Finance Strategy.

Enquiries:

For further information on this report please contact Neil Wood. (Tel 01329 824506)

APPENDIX A

ACTUAL REVENUE EXPENDITURE TO 31 MARCH 2023

	Revised Budget 2022/23 £	Actual 2022/23 £	Variation 2022/23 £
Licensing & Regulatory Affairs Committee			
Hackney Carriage & Private Hire Vehicles	900	-34,252	-35,152
Licensing	4,900	-5,282	-10,182
Health and Safety	151,900	163,854	11,954
Election Services	481,500	534,300	52,800
	639,200	658,621	19,421
Accounting Adjustments in service	0	41,422	41,422
	639,200	700,043	60,843
Planning Committee			
Processing Applications	235,800	261,054	25,254
Planning Advice	212,900	172,039	-40,861
Enforcement of Planning control	126,000	128,943	2,943
Appeals	154,700	144,093	-10,607
	729,400	706,129	-23,271
Accounting Adjustments in service	0	208,622	208,622
	729,400	914,751	185,351

	Revised Budget 2022/23 £	Actual 2022/23 £	Variation 2022/23 £
Health and Public Protection			
Pest Control	71,500	58,223	-13,277
Food Safety	145,000	131,447	-13,553
Air Quality and Pollution	183,800	166,332	-17,468
Community Safety	250,100	173,181	-76,919
Emergency Planning	60,700	53,669	-7,031
Clean Borough Enforcement	246,000	270,729	24,729
Off-Street Parking	-246,800	-455,601	-208,801
Cemeteries	-104,500	-134,425	-29,925
Building Control	197,600	225,185	27,585
	<hr/> 803,400	<hr/> 488,740	<hr/> -314,660
Accounting Adjustments in service	138,900	280,780	141,880
	<hr/> 942,300	<hr/> 769,520	<hr/> -172,780
Housing			
Housing Grants and Home Improvements	37,900	23,128	-14,772
Housing Options	30,400	36,649	6,249
Housing Benefit Payments	44,800	45,398	598
Housing Benefit Administration	463,200	464,137	937
Homelessness	902,100	1,027,466	125,366
Housing Advice	712,300	153,915	-558,385
Housing Strategy	198,700	194,126	-4,574
Local Land Charges	-18,500	-27,301	-8,801
	<hr/> 2,370,900	<hr/> 1,917,517	<hr/> -453,383
Accounting Adjustments in service	46,500	555,510	509,010
	<hr/> 2,417,400	<hr/> 2,473,027	<hr/> 55,627
Leisure and Community			
Community Grants	286,300	242,093	-44,207
Community Development	282,100	305,463	23,363
Ferneham Hall	208,000	92,851	-115,149
Leisure Centres	-891,200	-841,038	50,162
Community Centres	158,400	168,906	10,506
	<hr/> 43,600	<hr/> -31,725	<hr/> -75,325
Accounting Adjustments in service	1,952,700	2,003,042	50,342
	<hr/> 1,996,300	<hr/> 1,971,317	<hr/> -24,983

	Budget 2022/23 £	Actual 2022/23 £	Variation 2022/23 £
Planning and Development			
Flooding and Coastal Management	116,000	50,090	-65,910
Public Transport	35,900	35,885	-15
Tree Management	402,000	423,433	21,433
Conservation & Listed Building Policy	66,900	66,548	-352
Sustainability & Biodiversity	18,000	-19,462	-37,462
Local Plan	1,019,600	855,936	-163,664
	<u>1,658,400</u>	<u>1,412,429</u>	<u>-245,971</u>
Accounting Adjustments in service	283,400	373,765	90,365
	<u>1,941,800</u>	<u>1,786,194</u>	<u>-155,606</u>
Policy and Resources			
Democratic Representation and Management	1,312,600	1,270,880	-41,720
Commercial Estates	-789,000	-842,344	-53,344
Investment Properties	-2,494,900	-2,504,539	-9,639
Solent Airport and Daedalus	-460,800	-462,415	-1,615
Public Relations, Comms and Consultation	635,600	587,278	-48,322
Unapportionable Central Overheads	-23,400	-11,633	11,767
Corporate Management	739,500	666,095	-73,405
Economic Development	175,500	155,492	-20,008
Local Tax Collection	1,018,900	1,084,534	65,634
	<u>114,000</u>	<u>-56,652</u>	<u>-170,652</u>
Accounting Adjustments in service	1,061,400	-4,115,470	-5,176,870
	<u>1,175,400</u>	<u>-4,172,122</u>	<u>-5,347,522</u>

	Budget 2022/23 £	Actual 2022/23 £	Variation 2022/23 £
Streetscene			
Parks, Open Spaces and Grounds Maintenance	1,954,600	1,823,848	-130,752
Countryside Management	184,900	183,243	-1,657
Street Cleansing	1,045,000	1,150,017	105,017
Public Conveniences	230,600	174,605	-55,995
Household Waste	1,114,100	1,238,575	124,475
Trade Refuse	-154,400	-134,038	20,362
Recycling	992,000	977,734	-14,266
Garden Waste Collection	-599,800	-502,819	96,981
Street Furniture	65,800	74,470	8,670
	<hr/> 4,832,800	<hr/> 4,985,635	<hr/> 152,835
Accounting Adjustments in service	986,100	1,860,348	874,248
	<hr/> 5,818,900	<hr/> 6,845,983	<hr/> 1,027,083
TOTAL - Before adjustments	11,191,700	10,080,693	-1,111,007
Total Adjustments	4,469,000	1,208,019	-3,260,981
TOTAL - After adjustments	<hr/> 15,660,700	<hr/> 11,288,712	<hr/> -4,371,988
Other Budgets	-4,673,400	477,282	5,150,682
TOTAL including Other Budgets	<hr/> 10,987,300	<hr/> 11,765,994	<hr/> 778,694

DETAILED HOUSING REVENUE AND REPAIRS ACCOUNT to 31 MARCH 2023

	Actual 2021/22 £'000	Revised Budget 2022/23 £'000	Actual 2022/23 £'000
Income			
Rents - Dwellings	-11,243	-11,712	-12,027
Rents – Garages	-348	-362	-375
Rents – Other	-19	-20	-6
Service Charges (Wardens, Extra Assistance, Heating)	-625	-650	-666
Cleaning	-175	-185	-175
Grounds Maintenance	-123	-128	-144
Other Fees and Charges	-45	-37	-38
Leaseholder Service Charges and Insurance	-69		-67
Service Charges Repairs	-220	-280	-213
Other income	-33	0	-108
	-12,900	-13,374	-13,819
Management and Finance			
General Administrative Expenses	2,675	2,492	2,864
Sheltered Housing Service	512	583	559
Grounds Maintenance	240	267	277
Communal Cleaning	224	247	201
Communal Heating Services	103	247	214
Communal Lighting	42	84	61
Rents, Rates and Other Taxes	306	186	252
Corporate and Democratic Core	74	82	79
Corporate Management	62	69	67
Unapportioned Overhead	0	0	12
Bad Debts Provision	-36	150	128
Bad Debts Written off	14	35	0
Debt Management Expenses	30	30	35
Interest Payable and Similar Charges	1,720	1,830	1,902
Interest Earned on Internal Balances	-119	-200	-205
Pension Fund Adjustments	-681	0	-620
	5,166	6,102	5,826
Revenue Repairs	3,065	3,296	3,553
Capital Improvements			
Depreciation	2,759	2,951	2,919
Revenue Contribution to Capital	740	519	663
Transfer to Debt Repayment Fund	1,140	1,025	1,140
Transfer to Leaseholder Reserve	124	0	136
Transfer to Capital Receipts Reserve	15	0	0
Contribution from Capital Development Fund	-740	--519	-545
Surplus(-)/Deficit for Year	-631	0	-127

FAREHAM

BOROUGH COUNCIL

Report to Policy and Resources Scrutiny Panel

Date 18 September 2023

Report of: Assistant Director (Democracy)

Subject: ANNUAL REVIEW OF CORPORATE STRATEGY 2017-2023 AND
LOCAL SERVICE AGREEMENTS 2022-2023

SUMMARY

At its meeting on 9 October 2023, the Executive will be considering a report on the Annual Review of the Corporate Strategy 2017-2023 and Local Service Agreements 2022-2023.

The Council's performance management framework requires the Executive to undertake an annual review of the corporate vision and priorities. The purpose is to confirm future priorities and to update the wording where necessary.

The Local Service Agreements provide an overview of how the Council is performing alongside the Corporate Strategy and is an opportunity to consider how well the Council is performing.

RECOMMENDATION

The Policy and Resources Scrutiny Panel is invited to comment on the Annual Review of the Corporate Strategy 2017-2023 and Local Service Agreements 2022-2023 Executive Report.

Appendices: **Appendix A:** Annual Review of the Corporate Strategy 2017-2023 and Local Service Agreements 2022-2023 Executive Report

Appendix B: Corporate Strategy 2017-2023 – current

Appendix C: Proposed updates to the Corporate Strategy – 2023

Appendix D: Local Service Agreements April 2022 – March 2023

Enquiries:

For further information on this report please contact Kat Hillman (01329 824443)

FAREHAM

BOROUGH COUNCIL

Report to the Executive for Decision 9 October 2023

Portfolio:	Policy and Resources
Subject:	Annual Review of Corporate Strategy 2017-2023 and Local Service Agreements 2022/23
Report of:	Assistant Director (Democracy)
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 update the wording where necessary and to provide an overview of the Council's performance for the 2022/23 financial year. This is the final review for the current 2017-2023 Corporate Strategy, with the adoption of a new Corporate Strategy for 2023-2029 due in October 2023.

Executive summary:

The Corporate Strategy provides a clear focus on the most important issues to be addressed for the 2017-2023 period. This annual review is an opportunity to consider progress made in delivering corporate priorities during 2022-2023 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. The annual review is an opportunity to consider how well the Council is performing, both as a whole and in key service areas.

Recommendation/Recommended Option:

It is recommended that the Executive:

- a) Agrees the proposed revisions to the Corporate Strategy, as set out in Appendix B of this report.
- b) Recommends the Annual Review of the Corporate Strategy 2017-2023 to Council for approval, subject to any further amendments.
- c) Notes the Council's performance for the 2022/2023 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 2022/2023 financial year.

Cost of proposals:

None.

Appendices: **A:** Corporate Strategy 2017-2023 – current
 B: Proposed updates to the Corporate Strategy - 2023
 C: Local Service Agreements April 2022 – March 2023

Background papers:

Reference papers:

DRAFT

FAREHAM

BOROUGH COUNCIL

Executive Briefing Paper

Date:	9 October 2023
Subject:	Annual Review of Corporate Strategy 2017-2023 and Local Service Agreements 2022/23
Briefing by:	Assistant Director (Democracy)
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.
2. The 2017-2023 Corporate Strategy was adopted by the Council on 14 December 2017. This is the sixth and final review of the current Corporate Strategy, with the adoption of a new Corporate Strategy for 2023-2029 due in October 2023. A copy of the current Corporate Strategy 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. Details of the proposed updates to the wording in the Corporate Strategy are attached as Appendix B.
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 tenth update since the Local Service Agreements were implemented in 2012 (a Local Service Agreements review did not take place for the 2019-2020 year due to the COVID-19 pandemic).
5. A copy of the Local Service Agreements document, updated with the details for the 2022-2023 financial year, is attached as Appendix C.

ANNUAL REVIEW OF THE CORPORATE STRATEGY 2017-2023

6. The Corporate Strategy sets out the Council's priorities for 2017-2023 and shows how we have planned to ensure that Fareham remains a prosperous, safe, and attractive place to live and work.
7. The Strategy sets out six Corporate Priorities. Progress on each priority in the year 2022 - 2023 is set out below:

Providing Housing Choices

- The Council's Local Plan, which plans for the provision of new homes, and employment space across the Borough up to 2037 has now been adopted.
- The Council continued to deliver affordable rent housing, with the opening of affordable housing for older people at Station Road in Portchester.
- We supported the development of a shared ownership development at Capella Close in Hill Head.

Protect and Enhance the Environment

- This year, the Council opened the Queen Elizabeth II Platinum Jubilee Park at Daedalus. The 40-acre park features a network of accessible paths and cycle routes, dog exercise area and various habitats. Around 21,000 trees have been planted in the area.
- A trial of the use of biofuel (HVO) in our garden waste collection vehicles and smaller diesel vehicles was successfully completed this year.

Strong, Safe, Inclusive and Healthy Communities

- 'Fareham in Bloom' has been bringing our community together for over 25 years. The competition ran virtually again in 2022, with hundreds of entries across six categories.
- The delivery of a new Garden Village at Welborne took a further step forward with the formal submission of the Strategic Design Code and Streets Manual this year. A Strategic Outline Business Case for a proposed railway station has been commissioned.

Maintain and Extend Prosperity

- The Council has continued to support local businesses with a series of projects, including the ongoing Live Love Local campaign. We also launched the Fareham Start-Up Launchpad programme in partnership with the Solent Local Enterprise Partnership and held the first Fareham Business Expo.
- All four business units at Faraday Business Park are now occupied.
- Planning permission to replace Osborn Road multi-storey car park with a surface car park has been approved.

Leisure Opportunities for Health and Fun

- Work to remodel Ferneham Hall into Fareham Live is now well underway, with demolition work beginning on site in September 2022.
- The Council continues with its work to enhance our play areas with a range of inclusive equipment. This year, communication boards were installed at Kenwood Road, Kites Croft Close and Blackbrook Park.

A Dynamic, Prudent and Progressive Council

- We have continued to ensure that our residents have the opportunity to comment on the things that matter to them with regular summer Community Action Team (CAT) meetings taking place across the Borough. An additional meeting and exhibition took place at Daedalus relating to the consultation on the installation of Aeronautical Ground Lighting (AGL) at Solent Airport.
- The Council has conducted public consultations throughout the year, including those on the Local Plan, Play Areas, the Osborn Road Car Park, Public Space Protection Orders (PSPO) and Ward Boundaries.

EXTERNAL IMPACTS

8. The Council supported our residents with the rising Cost of Living through the provision of information and signposting for support with travel costs, household bills, housing and benefits, and community pantries.
9. The community support offer from the Council was updated to ensure that the many charities and voluntary organisations that offer help and support to our residents are appropriately signposted.

ANNUAL AUDIT

10. The Council's external auditors, Ernst and Young, provide an Auditor's Annual Report which covers the Council's accounts for the previous year. The most recent report received for the year ended 31 March 2022 concluded that there were no risks of significant weaknesses in the Council's Value for Money arrangements for 2021/22.

PROPOSED CHANGES TO THE CORPORATE STRATEGY DOCUMENT

11. The Corporate Strategy has remained on track throughout its six-year lifespan. It is proposed that the Executive recommends that the Council approves the minor revisions to the Corporate Strategy document, attached as Appendix B.
12. This will be the final version of the 2017-2023 Corporate Strategy with the adoption of the 2023-2029 Corporate Strategy and its six revised Corporate Priorities planned for October 2023, subject to agreement.
13. 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 2022-2023

14. 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.

15. Overall, the Council's performance indicators show our services are performing well with some measures returning to pre-pandemic levels.
16. Some service indicators have improved compared to 2021/22, such as:
 - The number of Environmental Health inspections carried out has increased by 41, from 374 to 415.
 - The proportion of people in Fareham claiming Jobseeker's Allowance decreased from 1.9% in 2021/22 to 1.7% in 2022/23, which is 1.1% below the South East regional average of 2.8%.
 - There has been an increase of 350,706 visits to Fareham and Holly Hill Leisure centre rising from 878,037 to 1,228,743 in 2022/2023.
17. Some service indicators have not improved since 2021/22, such as:
 - The occupancy rate of retail units in the town centre has not changed from 2021/2022, remaining at 75%.
 - We attended 86.9% of housing repair appointments on time which is a decrease of 1.77% from 2021/22. The average time taken to complete a housing repair increased from 12.51 days to 14.2 days.
 - The percentage of Business Rates that were collected decreased from 98.43% to 96.40%, as the current economic climate has made collection significantly more challenging.
18. Appendix C shows a copy of the Local Service Agreements document updated with the details for the 2022/23 financial year.

10/10 SURVEYS

19. During the COVID-19 pandemic, 10/10 surveys were temporarily put on hold. These have not yet resumed, and there is no 10/10 survey data available for 2022/23.

FINANCIAL IMPLICATIONS

18. There are no anticipated financial implications associated with the proposed updates to the current Corporate Strategy 2017-2023 or the Local Service Agreements update.

CONCLUSION

19. 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.
20. The Council's performance across most Local Service Agreements is broadly comparable to previous years.

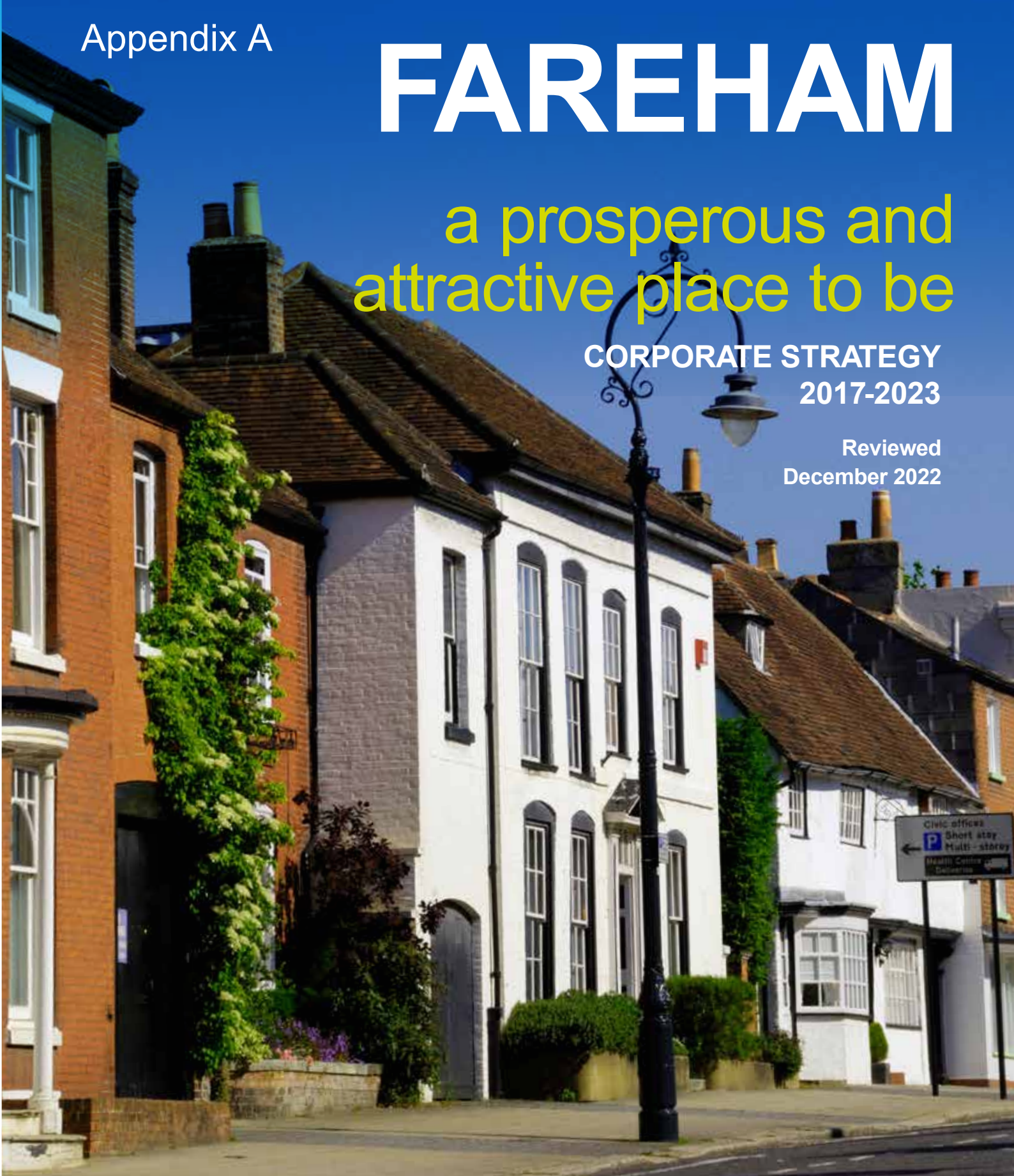
Enquiries: For further information on this report please contact Kat Hillman (01329 824443)

FAREHAM

a prosperous and
attractive place to be

CORPORATE STRATEGY
2017-2023

Reviewed
December 2022



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.

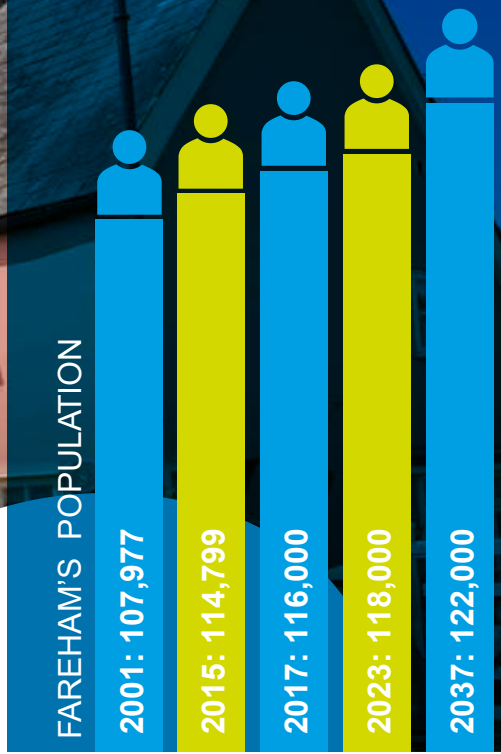
Yet despite this reduction, as you will read, we have exciting plans for the next few years that will provide benefits to many people working and living within the Borough of Fareham.

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

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


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

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

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

OPEN FOR BUSINESS

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

A woman with blonde hair is smiling and holding a large, blue and white 'OPEN' sign. The sign is partially obscured by the text on the left. The background is a blurred outdoor setting with green neon lights.

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.

We helped local businesses affected by the COVID-19 pandemic and paid out over £64 million in business grants and reliefs as part of a package of measures announced by the Government.

A yellow callout box with a white circle on the right side, containing a quote. The box is partially overlapping the woman's image.

“...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. Four business units at Faraday Business Park at Daedalus (completed 2021) are available for



occupiers, and all the new aviation hangars are now occupied.

Two of the four Faraday units are already occupied.

The new Gate Guardian sculpture has been installed adjacent to the Peel Common roundabout.

The Daedalus Financial Strategy was adopted by the Council in March 2022. The overarching principle is that the Council’s interest in the whole Daedalus site should make a sustained positive contribution to the Council’s overall financial position and, as a minimum, the revenue costs associated with operating and investing in Daedalus should be cost neutral to council taxpayers.



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 refurbishments of Holly Hill Leisure Centre and Fareham Leisure Centre.

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 46 children's play areas (this includes the new area at Abbey Meadows which was opened to the public in July 2021), 6 skate parks and 5 outdoor gyms. 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 Fareham Live, a new arts and entertainment venue, with the building currently closed for refurbishment. The project was paused during the COVID-19 pandemic but restarted in 2021.

66% of adults aged 16+ in Fareham are considered to be active (defined as doing at least 150 minutes of physical activity each week)



HOME is where the HEART is...

Fareham residents are, on the whole, well housed. More than 86% of homes are now owner occupied, which is much higher than the county and national averages. 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 wheelchair swing has been installed at Holly Hill to complement a range of inclusive equipment (complete 2022). A new open space and play area, Abbey Meadows, is now fully open at Titchfield.

2021 was the 25th anniversary of the annual 'Fareham In Bloom' competition. In response to the COVID-19 pandemic we successfully ran it virtually, with over 150 entries across six categories.

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. Whilst we were unable to hold the usual CAT meetings during the COVID-19 pandemic, 2021 saw a return to in-person consultation meetings. In 2022 consultations on the Local Boundary Review and Taxi Licencing Policy were undertaken. These ensure our residents continue to have the opportunity to comment on the things that matter to them.

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



Our website contains all the Council's latest news and copies of the Council's Online magazine 'Fareham Today'. Digital screens in Fareham Shopping Centre (installed in 2022) provide a further opportunity for us to share 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.



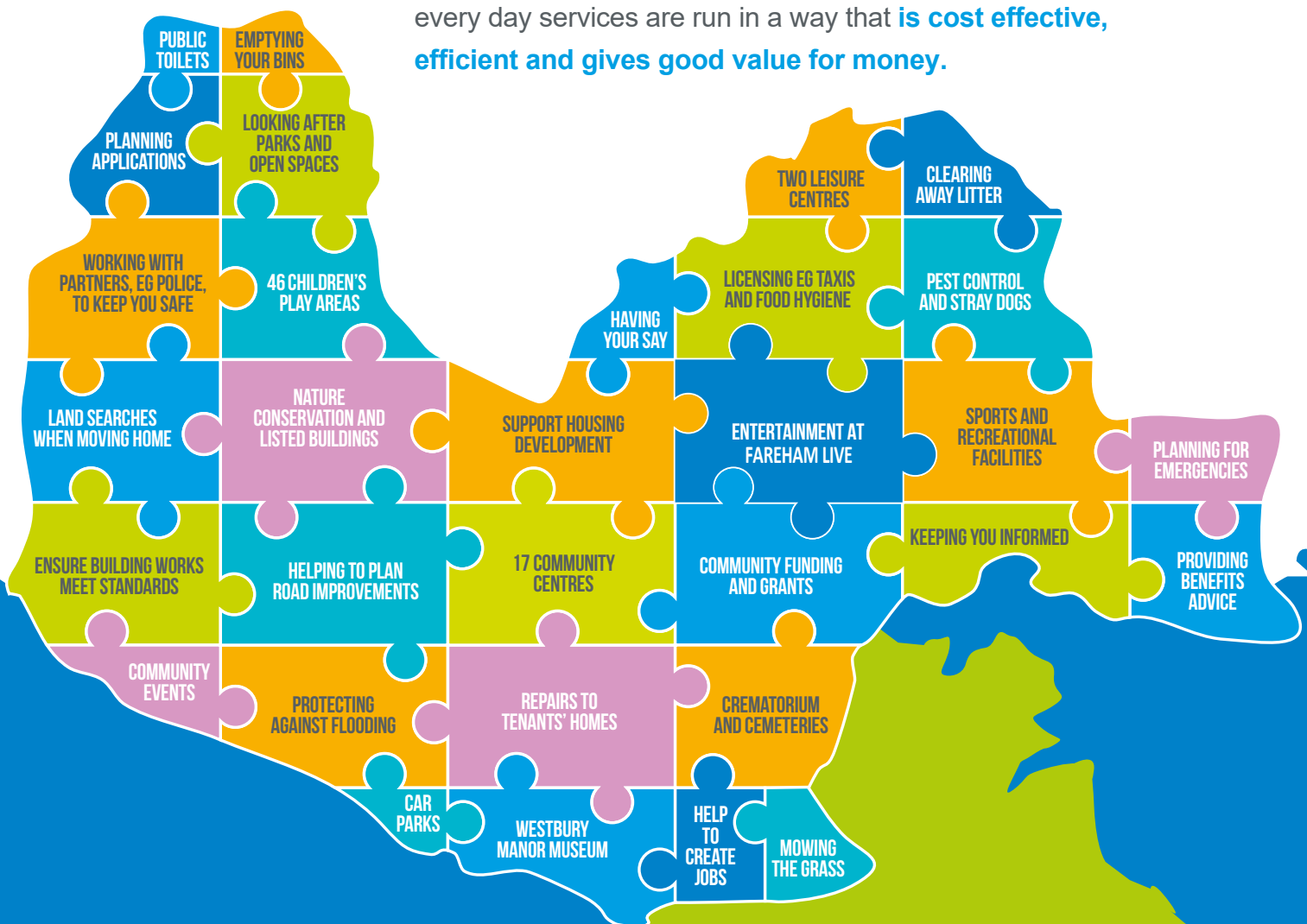
6 DYNAMIC, PRUDENT AND PROGRESSIVE COUNCIL

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. Outline planning consent for Welborne, including Junction 10 improvements for the M27, was granted in 2021.
- 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).
- Support the development of affordable housing at Rose Court (complete in 2021) and begin work on affordable rent housing for older people at Station Road in Portchester.



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

PRIORITY two

PROTECT AND ENHANCE THE ENVIRONMENT

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

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

- Transform the fields and verges on the boundary of Daedalus into 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 a major coastal defence scheme at Hill Head (complete December 2017).
- Increase our recycling rates and reduce the amount of household waste. 'Clip and Collect' garden waste subscription service launched 2021.
- Continue with our 'Give Plastic the Push' campaign. New anti-littering campaign 'No More Rubbish Excuses' launched March 2022.
- 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.
- Trial the use of biofuel (HVO) in our garden waste collection vehicles and smaller diesel vehicles for a period of 12 months.
- Celebrate the Queen's Platinum Jubilee by sponsoring two areas of tree planting - Queen's Copse and Platinum Copse (opened 2022).

"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



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 WELBORNE...”

- 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. (Complete November 2020.)

- 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. (Complete January 2020.)

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.
- 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, unlocking new employment opportunities to enable business to relocate and grow their business on the site, alongside investment in airport services and facilities.
- Support the construction of major highway schemes across the Borough to include the Stubbington Bypass (opened 2022), improvements to the southern section of Newgate Lane and a redesigned “all moves” Junction 10 on the M27.
- Encourage a broader choice of Further Education provision in the Borough, including T Levels.
- Implement plans to replace Osborn Road multi-storey car park with a surface car park.
- 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.
- Support the area’s diverse range of unique, independent shops and food and drink businesses to bounce back after the challenges of the pandemic with the launch of the Live Love Local message in 2021.



“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, Fareham Live, with a community focus. This project has now restarted following a pause during COVID-19.
- 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 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 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.
- Manage delivery of the Government's Grants to help support Fareham-based businesses in response to COVID-19.



Holly Hill



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

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

Corporate Strategy - Proposed Changes 2022/23

Page and paragraph	Current text	Proposed change
Front page	Reviewed December 2022	Reviewed December 2023
Page 4	We helped local businesses affected by the COVID-19 pandemic and paid out over £64 million in business grants and reliefs as part of a package of measures announced by the Government.	We helped local businesses following the COVID-19 pandemic with a series of projects, including the Live Love Local campaign. In 2023 we launched The Fareham Start-Up Launchpad programme in partnership with the Solent Local Enterprise Partnership and held the first Fareham Business Expo.
Page 5	Two of the four Faraday units are already occupied.	All four of the Faraday units are now occupied.
Page 6	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. The project was paused during the COVID-19 pandemic but restarted in 2021.	Work to remodel Ferneham Hall into Fareham Live, a new arts and entertainment venue, is now well underway. Demolition work on site began in September 2022.
Page 8	A wheelchair swing has been installed at Holly Hill to complement a range of inclusive equipment (complete 2022).	A range of inclusive equipment has been installed across Fareham play areas. These include a wheelchair swing at Holly Hill (complete 2022) and communication boards at Kenwood Road, Kites Croft Close and Blackbrook Park (complete 2023).
Page 8	2021 was the 25th anniversary of the annual 'Fareham In Bloom' competition. In response to the COVID-19 pandemic we successfully ran it virtually, with over 150 entries across six categories.	'Fareham In Bloom' has been bringing our community together for over 25 years. The competition ran virtually again in 2022, with hundreds of entries across six categories.
Page 9	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. Whilst we were unable to hold the usual CAT meetings during the COVID-19 pandemic, 2021 saw a return to in-person consultation meetings. In 2022 consultations on the Local Boundary Review and Taxi Licencing Policy were undertaken.	Regular summer Community Action Team (CAT) meetings take place across the Borough and where there is a local 'hot topic' of interest to residents. In 2022/2023 consultations on the Local Plan, Play Areas, the Osborn Road Car Park, Public Space Protection Orders (PSPO) and Ward Boundaries were undertaken. These ensure our residents continue to have the opportunity to comment on the things that matter to them.

	These ensure our residents continue to have the opportunity to comment on the things that matter to them.	
Page 14	Enable the delivery of a new Garden Village at Welborne, providing thousands of new homes, new jobs, new schools, and new leisure facilities. Outline planning consent for Welborne, including Junction 10 improvements for the M27, was granted in 2021.	Enable the delivery of a new Garden Village at Welborne, providing thousands of new homes, new jobs, new schools, and new leisure facilities. Outline planning consent for Welborne, including M27, Junction 10 improvements was granted in 2021. The Welborne Strategic Design Code and Streets Manual were formally submitted (complete 2023) and a Strategic Outline Business Case for a proposed railway station has been commissioned.
Page 14	Support the development of affordable housing at Rose Court (complete in 2021) and begin work on affordable rent housing for older people at Station Road in Portchester.	Support the development of affordable housing at Rose Court (complete in 2021) and affordable rent housing for older people at Station Road in Portchester (complete 2023). Support the development of a shared ownership development at Capella Close in Hill Head (complete 2023).
Page 15	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.	Open the Queen Elizabeth II Platinum Jubilee Park at Daedalus (complete 2022). The 40-acre park features a network of accessible paths and cycle routes, dog exercise area and various habitats. Around 21,000 trees have been planted in the area.
Page 15	Create Abbey Meadows, a new park in Titchfield, providing easy access to the countryside for local people.	Create Abbey Meadows, a new park in Titchfield, providing easy access to the countryside for local people (opened in 2021).
Page 15	Trial the use of biofuel (HVO) in our garden waste collection vehicles and smaller diesel vehicles for a period of 12 months.	Trial the use of biofuel (HVO) in our garden waste collection vehicles and smaller diesel vehicles for a period of 12 months (complete 2023).
Page 17	Support the construction of major highway schemes across the Borough to include the Stubbington Bypass (opened 2022), improvements to the southern section of Newgate Lane	Support the construction of major highway schemes across the Borough to include the Stubbington Bypass (opened 2022), improvements to the southern section of Newgate Lane

	and a redesigned “all moves” Junction 10 on the M27.	(complete) and a redesigned “all moves” Junction 10 on the M27.
Page 17	Implement plans to replace Osborn Road multi-storey car park with a surface car park.	Implement plans to replace Osborn Road multi-storey car park with a surface car park – planning permission granted 2023.

*Date when the Council agree changes to document

Additional updates following CXMT

Page and paragraph	Current text	Proposed change
Page 14	Prepare a new Local Plan, which will plan for the provision of new homes, and employment space, across the Borough up to 2037.	Adopt a Local Plan, which plans for the provision of new homes, and employment space, across the Borough up to 2037 (complete 2023).



Local Service Agreements How are we doing?

**Performance from
April 2022 to March 2023**

Introduction

This document gives an overview of how the Council is performing and provides more detail about Council services and its 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.

In previous years the Council has conducted 10/10 surveys to gather customer feedback on their experience of Council services. These surveys were suspended during the pandemic as resources were focused on the Council's emergency response. These surveys will be resumed in 2023/24.



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 (Adopted April 2023).
- 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, by increasing the provision of Council owned temporary accommodation.
- Working with Fareham Street Aid partners to help those sleeping rough in the Borough and to help vulnerable people off the streets.
- Implement the new Homelessness and Rough Sleeping Strategy (adopted March 2022) to ensure the Council meets the duties laid out in the Homeless Reduction Act.

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

- Develop a more in-depth understanding of the Council's housing stock through commencement of a full stock condition survey.
- 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 2022/23?



Providing Housing Choices



11 new shared ownership homes completed at Capella Close (Hill Head).
Converted 2 properties in Arundel Drive providing affordable homes for families with a disabled family member.



£65,000 granted from government to move forward plans for rail services at Welborne



Local Plan approved by government appointed inspector

86.90%



responsive repairs appointments attended on time, a decrease of 2% from 2021/22. The Council took on average 14.2 days to complete a housing repair.



Launched a scheme to match homeless people with potential employers and provide them with job application and interview skills

159



Council homes improved through additional insulation and/or solar panel provision

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 Hill Head (Hill Head complete 2017);
- 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 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.
- Managing the Council's transition to become carbon neutral whilst being cost effective.
- Ensuring that alongside new development in the Borough, improved habitats are provided for wildlife.

How did we do in 2023/23?



Protect and Enhance the Environment

100%



of abandoned vehicles were removed on time, in line with statutory time frames.

100%



of offensive graffiti and fly-tipped waste was removed within 5 working days.

68 homes

received fully-funded energy efficiency improvements as part of the Warmer Homes programme

Opened New Queen Elizabeth II Platinum Jubilee Park at Daedalus



100%



of refuse and recycling bins were collected on time with 35.68% of household waste sent for reuse, recycling and composting.



Coastal Partners secured £457,500 of funding to assess and develop long-term coastal management options at Fareham Quay and Alton Grove to Cadour Drive



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 (complete November 2020).
- 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 (completed).
- Review our approach to engaging with our tenants living in council-owned properties to ensure they are safe, are listened to and have access to redress when things go wrong.

What else are we doing?

Reducing crime and disorder

- Providing CCTV coverage across the Borough.
- 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.
- Carrying out necessary enforcement where building regulations are breached.
- Ensuring all new and existing properties have appropriate addresses.

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 2022/23?



Strong, Safe, Inclusive and Healthy Communities



Installed a wheelchair swing at Holly Hill Play Area and inclusive communication boards at 3 of our other play areas



£69,436

worth of grants were paid out in community funding

415

Environmental health inspections carried out

264

vehicles licenced

7 Days



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



2 Days

it took on average to deal with **change of circumstances in Benefit claims**



90% 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.
- Enhancing the prosperity and vibrancy of Fareham town centre through comprehensively masterplanned regeneration.
- 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.
- Redeveloping Osborn Road car park.

Challenges

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

How did we do in 2022/23?



Maintain and Extend Prosperity

1.7%



of working age residents in Fareham were claiming Jobseeker's Allowance. This is below the South East regional average of 2.8%



£1 million

received from the government's Shared Prosperity Fund to help Fareham communities and businesses

75%



of shops in Fareham town centre were occupied, this figure remains the same as 2021/22

The Council partnered with the Solent Enterprise Partnership to launch a mentoring programme for business start ups



Two new businesses, All4 Logistics and DFS Composites, moved into Faraday Business Park at Daedalus

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).

What else are we doing?



Providing leisure and cultural opportunities

- Remodelling Ferneham Hall into Fareham Live, a new community arts and entertainment venue, providing a balanced programme of arts and entertainments activities.
- Providing improved and accessible 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.
- Organising community events to enable people to come together, have fun and celebrate.
- Providing opportunities for residents and visitors to the Borough to explore the local history.

Challenges

- Providing accessible play equipment in our play areas.



How did we do in 2022/23?



Leisure Opportunities for Health and Fun



Construction work commenced to remodel Fareham Live, our new community arts and entertainment venue.

We also received £50,000 to provide a changing places toilet to ensure everyone can enjoy our new facilities.



10,653 visited Westbury Manor Museum, an increase of over 1,000 since 2021/22



63.1% 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 in line with the national average of 63.1%.



719,489 Visitors to Fareham Leisure Centre



509,254 Visitors to Holly Hill Leisure Centre



5,000 people attended our beacon lighting event at Portchester Castle to celebrate the Platinum Jubilee

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 limitations 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 2022/23?



A Dynamic, Prudent and Progressive Council

£1,972.60



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

From this Fareham Borough Council only takes a sum of £180 to help fund your services. Fareham receives just over 8% of the Council Tax you pay compared to Hampshire County Council who receive 74%.

96.4%



of business rates due were collected. This is a decrease of 2.3% on the previous year

39%



residents turned out to vote in local elections in May 2022

2.75



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

Electoral Review completed

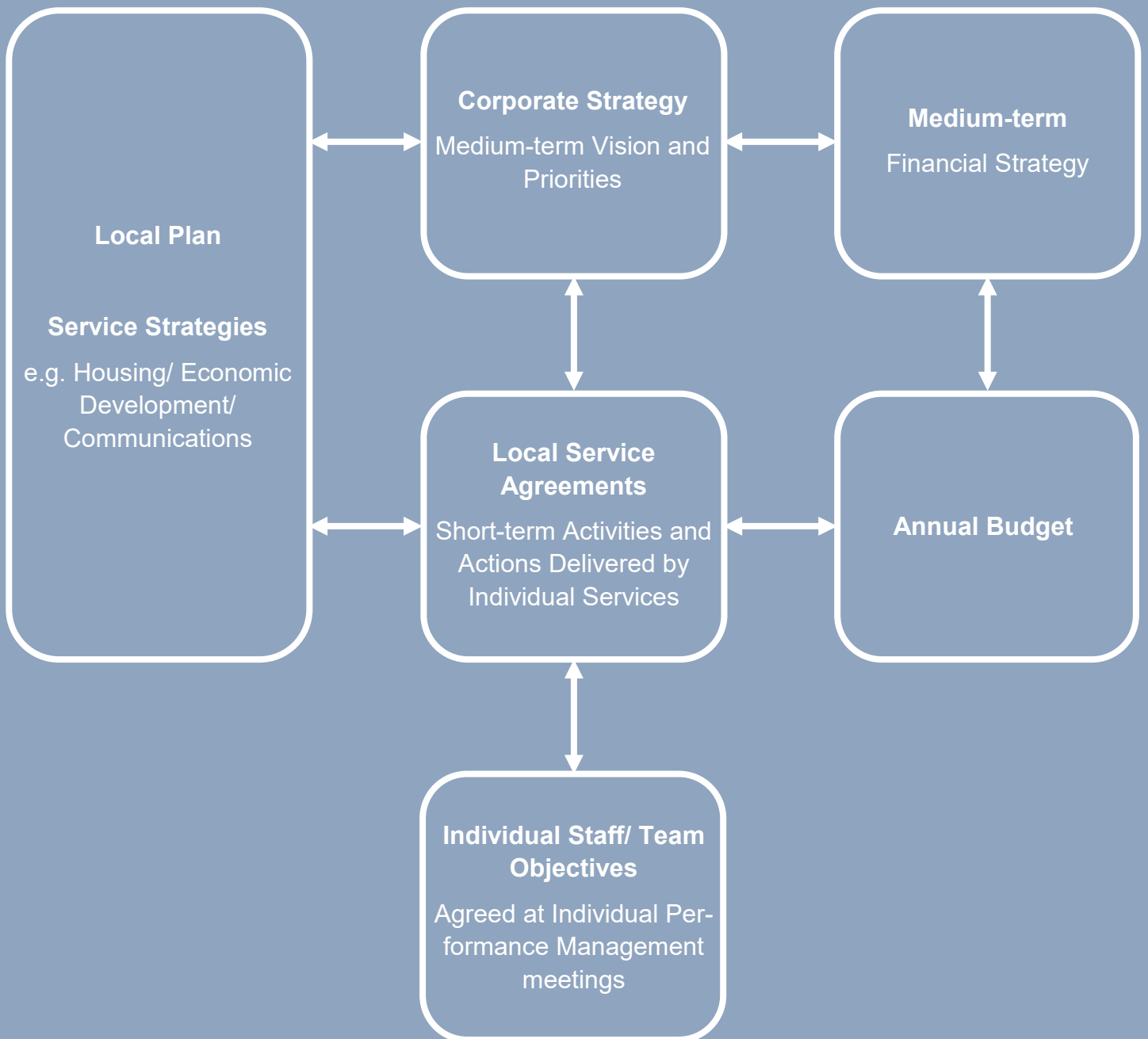
From May 2024 Fareham will have an additional ward and Councillor to ensure equal representation across the Borough



98.3%

of Council Tax due was collected

Strategic Framework



FAREHAM

BOROUGH COUNCIL

Report to Policy and Resources Scrutiny Panel

Date **18 September 2023**

Report of: **Assistant Director (Democracy)**

Subject: **CORPORATE STRATEGY 2023-2029**

SUMMARY

The Council's existing Corporate Strategy covers the period 2017–2023. To ensure that we retain a current Corporate Strategy, work has been undertaken to prepare a new Corporate Strategy to cover the period 2023–2029.

At its meeting on 9 October 2023, the Executive will be asked to consider a report outlining the outcomes of the public consultation on the draft Corporate Strategy 2023-2029 with the recommendation that the Strategy be agreed.

RECOMMENDATION

The Policy and Resources Scrutiny Panel is invited to comment on the Corporate Strategy 2023-2029 Executive Report.

Appendices: **Appendix A:** Corporate Strategy 2023-2029 Executive Report
 Appendix B: Draft Corporate Strategy 2023-2029
 Appendix C: Full Analysis of Consultation Responses

Enquiries:

For further information on this report please contact Kat Hillman (01329 824443)

Report to the Executive for Decision

09 October 2023

Portfolio:	Policy and Resources
Subject:	Corporate Strategy 2023-2029
Report of:	Assistant Director (Democracy)
Corporate Priorities:	All Corporate Priorities Apply

Purpose:

Following agreement at Executive on 15 May 2023, the draft Corporate Strategy 2023-2019 was circulated for public consultation. This report summarises the outcome of the consultation.

Executive summary:

The Council's Corporate Strategy is a key document within the Council's Strategic Framework, setting out our Vision and Priorities for the Borough. It influences our medium-term budget planning, day to day service delivery and the large-scale projects that we will undertake in the future.

Our existing Corporate Strategy covers the period 2017–2023. To ensure that we retain a current Corporate Strategy, work has been undertaken to prepare a new Corporate Strategy to cover the period 2023–2029.

On 15 May 2023, the Executive agreed that the draft Corporate Strategy 2023–2029 be circulated for public consultation. As a result of this, a four-week public consultation ran 5 June 2023 – 3 July 2023.

Prior to the consultation, some minor changes were made to the text colour in the draft Strategy to ensure that the document met online accessibility criteria.

Recommendation/Recommended Option:

It is recommended that the Executive:

- (a) Notes the outcomes of the public consultation and agrees the draft Corporate Strategy 2023-2029; and
- (b) Recommends the Corporate Strategy 2023-2029 to Council for approval, subject to any further amendments.

Reason:

The existing Corporate Strategy for Fareham Borough Council expires in 2023. To maintain a current Corporate Strategy for the Council a new Strategy document must be adopted.

Cost of proposals:

The financial implications of the projects listed under each of the Council's Priorities would need to be reflected in the Council's medium-term financial strategy.

Appendices:

A: Draft Corporate Strategy 2023-2029

B: Full analysis of consultation responses

Background papers:

Reference papers: Report to the Executive 15 May 2023 – Draft Corporate Strategy 2023-2029

FAREHAM

BOROUGH COUNCIL

Executive Briefing Paper

Date:	09 October 2023
Subject:	Corporate Strategy 2023-2027
Briefing by:	Assistant Director (Democracy)
Portfolio:	Policy and Resources

INTRODUCTION

1. The Corporate Strategy sets out the Council's vision and priorities and shows how we plan to ensure that Fareham remains a prosperous, safe, and attractive place to live and work. It guides the work of the Council, influences our medium-term budget planning, our approach to day-to-day service delivery and the large-scale projects we will undertake in the future.
2. The Strategy functions alongside other key documents and strategies, such as our Local Plan, to make up the Council's Strategic Framework. These documents ensure that the work of the Council is coordinated, consistent and delivers on our Vision for the Borough.

BACKGROUND

3. The existing Corporate Strategy covers the period 2017–2023. To ensure that we retain a current Corporate Strategy, work has been undertaken to prepare a new Corporate Strategy to cover the period 2023–2029.
4. The new draft Corporate Strategy has been developed to ensure that it reflects the views and values of the organisation, management, and staff. The Chief Executive and his management team, as well as the Council's Executive, have been closely involved with the preparation of the new draft Strategy. Additionally, an all-staff survey and senior managers' workshop were undertaken.
5. Feedback received from all staff engagement activities has influenced the new draft Corporate Strategy, including the updated vision, values, and priorities.

6. The draft Corporate Strategy 2023-2029 was presented to the Executive on 15 May 2023, where it was agreed that the document be circulated for public consultation. A four-week public consultation asking for feedback on the six priorities set out in the draft corporate Strategy 2023-2029 ran 5 June 2023–3 July 2023. The consultation took the form of an online survey, with paper copies also available. It was promoted through the e-Panel, social media channels and at the summer CAT meetings.
7. The Corporate Strategy will cover a period of six years but will be reviewed annually. With a new Senior Leadership Team now in place, and an updated Comms and Engagement Strategy in development, the Council is currently experiencing a period of change. The annual review will be an opportunity to ensure that the Corporate Strategy continues to reflect the values, vision and priorities of the Council.
8. Prior to the consultation taking place, the text colour on the draft Corporate Strategy 2023-2029 was amended to ensure that it passed the online accessibility test. The amended version is included as Appendix A.

CONSULTATION OUTCOMES

9. A total of 74 responses were received in response to the consultation. The consultation asked for residents' reactions to the proposed Corporate Priorities. All the priorities were broadly welcomed and there were no overarching themes or concerns to emerge from the responses. A full analysis of the responses is included as Appendix B.
10. A new Comms and Engagement Strategy is currently being developed to ensure that the Council is engaging with residents in a meaningful and transparent way. This will ensure that the Council is reassured that we have received a representative response to consultations and that our values, vision and priorities continue to reflect the views of all residents.
11. Residents had the option of recording a 'neutral' or 'don't know' response. These have been excluded from the summary analysis below.
12. **Provides Housing Choices**
 - A majority (60%) of respondents answered positively with either 'agree or strongly agree' when asked to what extent they agreed with the approach to priority 1, whilst 20% responded with either 'disagree or strongly disagree'. Of those:
 - 7 respondents (9%) expressed concern that there is a lack of infrastructure to support housing developments in the Borough.
 - 6 respondents (8%) would like additions to the priority. These included additional infrastructure, increased use of brown sites and abandoned homes and provision of adequate green spaces.

13. Respond To Climate Change and Protect the Environment

- A majority (60%) of respondents answered positively with either 'agree or strongly agree' when asked to what extent they agreed with the approach to priority 2, whilst 14% responded with either 'disagree or strongly disagree'. Of those:
- 5 respondents (7%) wanted to see an expansion of the Council's recycling collections, whilst 3 respondents (4%) questioned the pollution created by Solent Airport and how that was justified.
- 6 respondents (8%) would like to see a commitment to expanding recycling in the Borough added to this priority, whilst 3 respondents (4%) would like subsidies for new environmental technologies and 2 respondents (3%) would like to see a commitment to electric vehicle charge points in the Borough added to priority 2.

14. Strong, Safe and Healthy Communities

- Almost half (47%) of respondents answered positively with either 'agree or strongly agree' when asked to what extent they agreed with the approach to priority 3, whilst 32% responded with either 'disagree or strongly disagree'. Of those:
- 7 respondents (9%) disagreed with the Longfield Avenue development, and the lack of existing infrastructure was again raised as an issue by 5 respondents (7%).
- A total of 31% of respondents would like additions to this policy. The most common (by 5 respondents, 7%) being that residents would like to see proposals for how infrastructure in the Borough will cope with new housing developments.

15. Promote Economic Development

- Almost half (48%) of respondents answered positively with either 'agree or strongly agree' when asked to what extent they agreed with the approach to priority 4, whilst 27% responded with either 'disagree or strongly disagree'. Of those:
- 12 respondents (16%) disagreed with the development of Solent Airport at Daedalus, whilst 9 respondents (12%) noted that there is a need to regenerate Fareham Town Centre as a priority and 6 respondents (8%) were concerned that the new Osborn Road surface car park would not be large enough.
- 37% of respondents wanted to add to this priority. Responses were evenly split between the development of public transport links, provision of further parking in the town centre and a need to address the number of empty shops and business premises in the Borough.

16. Leisure Opportunities for Wellbeing and Fun

- Over half (57%) of respondents answered positively with either 'agree or strongly agree' when asked to what extent they agreed with the approach to priority 5, whilst 15% responded with either 'disagree or strongly disagree'. Of those:
- 7 respondents (9%) disagreed with Fareham Live, whilst 5 respondents (7%) disagreed with the development at Longfield Avenue.
- Almost a third of respondents (30%) would add to this priority. The most frequent comment (7 respondents, 9%) was that respondents would like to see an expansion and improvement to the cycle and walking infrastructure in the Borough as part of this

priority. 2 respondents (3%) asked that parking charges at green spaces and coastal areas be stopped to support this priority.

17. **Responsive, Inclusive and Innovative Council**

- 51% of respondents answered positively with either 'agree or strongly agree' when asked to what extent they agreed with the approach to priority 6, whilst 24% responded with either 'disagree or strongly disagree'. Of those:
- 2 respondents (3%) stated that they did not believe transitioning to a cloud-based server would improve data security, whilst 2 respondents (3%) suggested that the priority needed more detail and transparency.
- 22% of respondents would like to see additions to this priority. These were clarity around the Council's plans to generate additional income and a view that the Council should listen to residents' views, respond, and take appropriate action.

18. **Any Further Comments**

- Respondents left a further 10 comments under this question. The most common answers (3 each) related to services provided by Hampshire County Council and concerns that resident's views are not listened to.

SUMMARY

19. There has been a general decline in the number of responses received to online consultation surveys since the COVID-19 pandemic. The consultation on the current Corporate Strategy 2017-2023 attracted 98 responses (25% higher than the draft new Strategy). A new Comms and Engagement strategy is being developed to support effective engagement going forward.

20. Most responses were positive, answering with either 'agree or strongly agree' to four of the priorities. Over 40% of responses were positive, answering with either 'agree or strongly agree' for the other two priorities.

21. Whilst there were no clear overarching themes, several issues were raised across multiple priorities. These are addressed by supporting strategy documents across the Council:

- *Lack of infrastructure to support housing development:* The Fareham Borough Council Local Plan has recently been adopted which sets out the Council's planning strategies up until 2037. In developing the Local Plan, the Council consulted in line with the Fareham Borough Statement of Community Involvement which lists the people, communities and organisations we consult with. Included in the list are statutory bodies, service and utility providers who are responsible for supporting infrastructure in the Borough (for example, Hampshire County Council as the Highways Authority and Southern Water). This ensures that all agencies involved with

housing developing are signed up to the same commitment to planning strategies in the Borough.

- When dealing with planning applications for major development, the Council requires applicants to provide details of any identified infrastructure essential in order to make the proposal acceptable in planning terms. The type and scale of infrastructure provided, or financial contributions towards such infrastructure, will vary on a case-by-case basis but might include, for example, measures to improve school facilities close to a housing site, improvements and upgrades to roads, footpaths and cycleways and affordable housing to help meet the locally identified need for an area.
- The Council is committed to maintaining open spaces across the Borough. Policy NE10 (Protection and Provision of Open Space) requires that the loss of open space is replaced by at least equivalent or better in terms of quantity, quality and accessibility. This includes allotments and community gardens. Strategic Policy TIN1 (Sustainable Transport) in the adopted Local Plan provides that development should contribute to the delivery of cycle, pedestrian and other non-road user routes and connect with existing and future public transport network.
- *Development of land at Longfield Avenue:* This development remains open for public comment pending a planning decision. The site itself is included in the Local Plan 2037 as a Housing Allocation site. The criteria set out above for planning applications for major developments has been applied at Longfield Avenue.
- *Continued investment in Solent Airport at Daedalus:* Daedalus is a key employment site within the Borough, with Solent Airport having a critical role to play in attracting businesses and visitors to the site. The Daedalus Financial Strategy was approved by the Executive on 7 March 2022, and incorporated into the Council's medium-term investment plan. In 2015 the Council adopted a Vision and Outline Strategy for Daedalus, which was revisited in 2018 in a report updating on the progress made in fulfilling the Council's stated objectives for Solent Airport at Daedalus and business parks.
- *Fareham Town Centre:* Town centres across the country have been affected by the collapse of the department store sector, shifts in customers' shopping habits, and many high street brands either moving online or disappearing altogether. Whilst Fareham town centre has much to offer residents and visitors, it has been affected by these national trends. The Council has recently decided to set aside over £30m of funding to support a significant regeneration programme. Major investments are currently being made with the development of Fareham Live, and the forthcoming demolition of Osborn Road multi-storey car park in favour of a new surface car park. Work will be undertaken over the coming months to create a draft Regeneration Framework for public consultation and partner engagement alongside a detailed request for appropriate funding to support a further programme of regeneration work going forward.

FINANCIAL IMPLICATIONS

22. The financial implications of the projects listed under each of the Council's Priorities would need to be reflected in the Council's medium-term financial strategy.

CONCLUSION

23. The revised draft Corporate Strategy 2023-2029, attached as Appendix A, has been reviewed and the text adjusted to meet accessibility requirements.
24. Responses to the six priorities which form the basis of the draft Corporate Strategy 2023-2029 were generally positive. The concerns raised by respondents are addressed in detail by the Council in specific Strategy documents.
25. Minor changes to the draft Corporate Strategy 2023-2029 have been made as a result of the consultation. The Corporate Strategy is reviewed annually, and further engagement will be undertaken at the time of the next review to ensure that the document continues to reflect the Council's values, vision, and priorities.

NEXT STEPS

26. Following agreement of the draft Corporate Strategy 2023-2029, including any amendments as a result of the public consultation, the document will be recommended to full Council on 26 October 2023 for adoption and publication.
27. The current Corporate Strategy 2017-2023 has been in place for six years and will receive its final updates for publication in line with the adoption of the new Corporate Strategy.

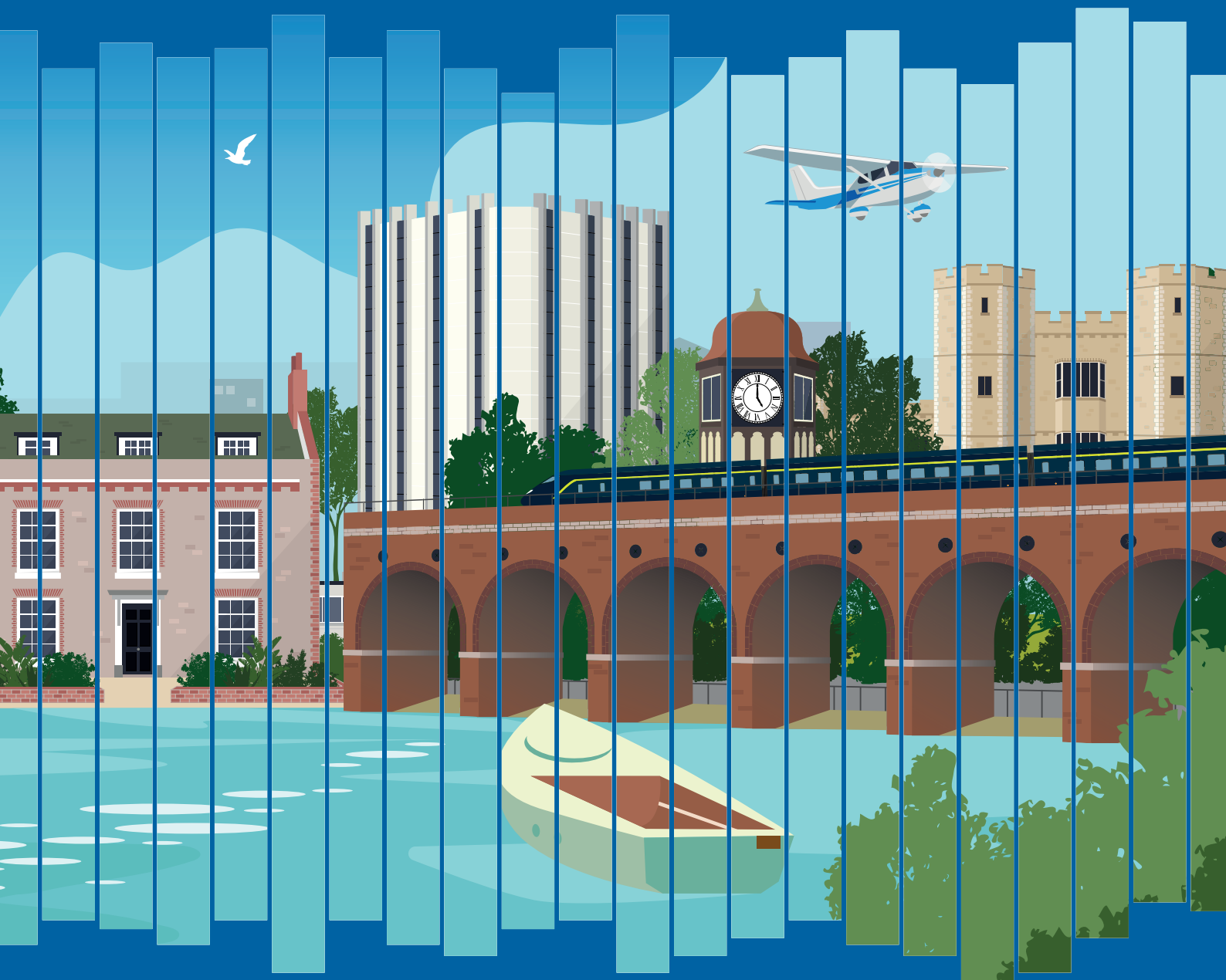
Enquiries:

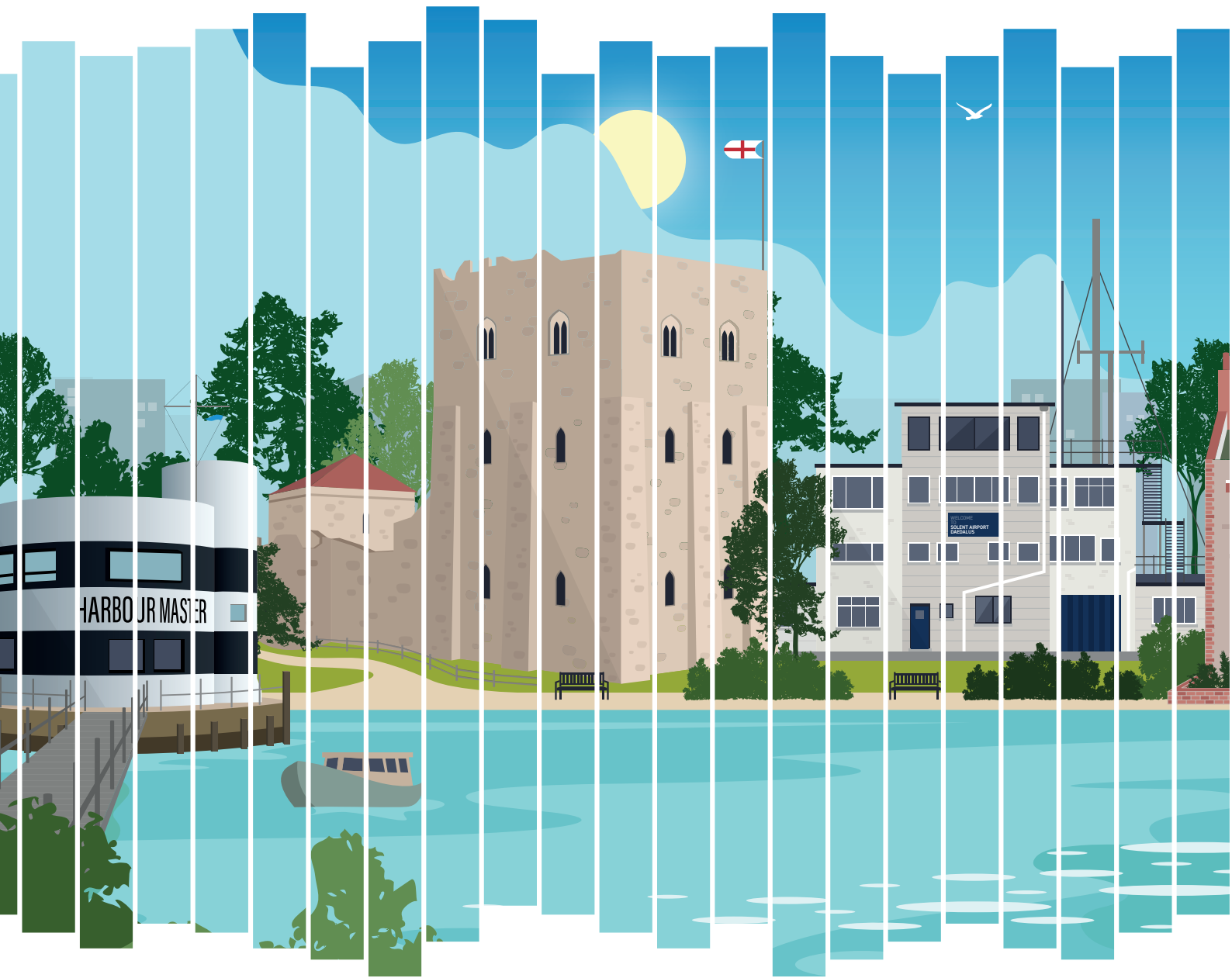
For further information on this report please contact Kat Hillman, Senior Policy Research and Engagement Officer (01329 824443).

FAREHAM

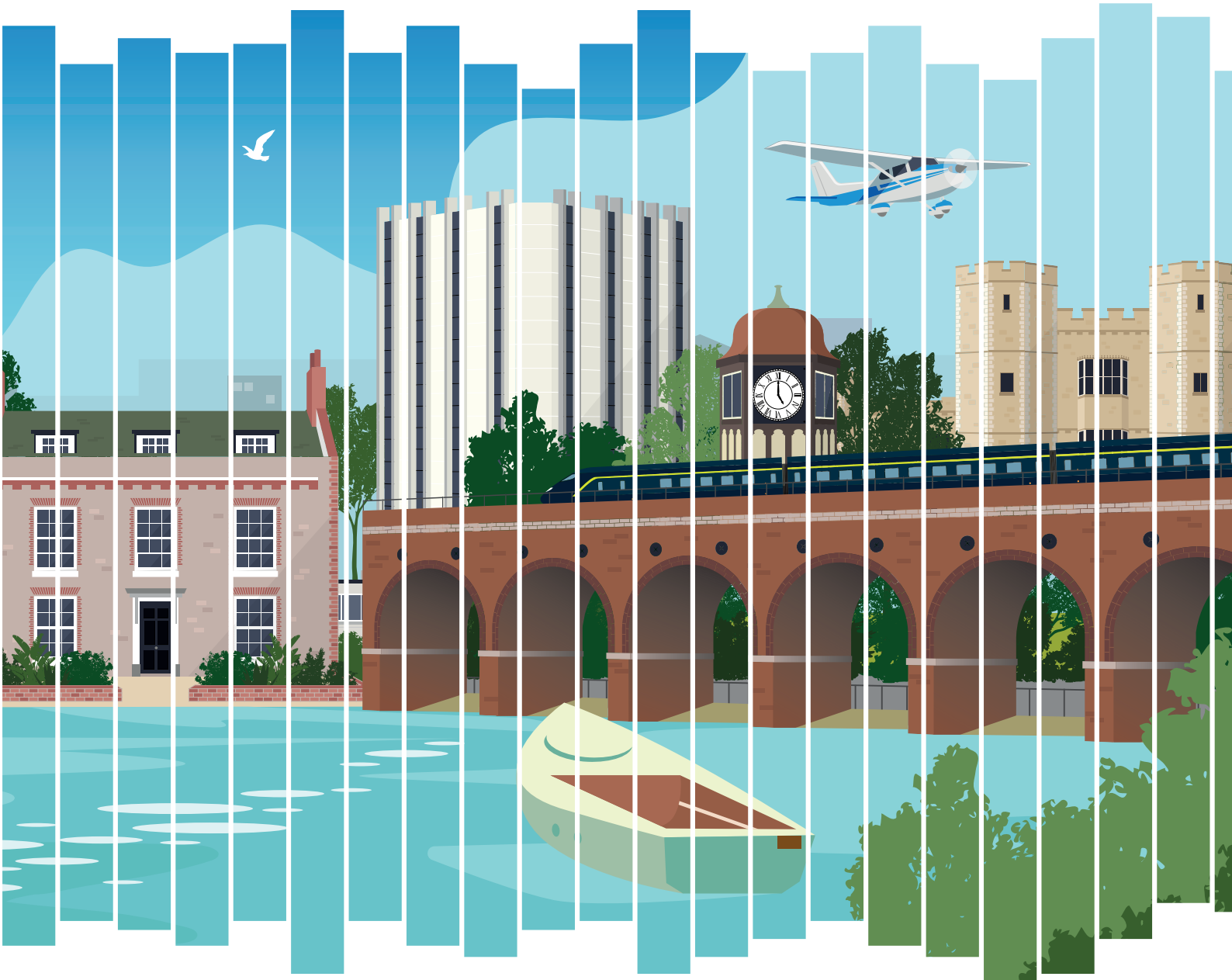
a great place to live and work

CORPORATE STRATEGY 2023-2029





Fareham is a great place to live and work



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

WELCOME TO OUR CORPORATE STRATEGY



What is a Corporate Strategy?

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



Our Strategy comprises three distinct yet interlinking elements



Our Vision
sets out our overall goal for the Borough



Our Values
describe the Council's approach to service delivery



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

How do we decide our Corporate Strategy?

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



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

Our Strategy guides the work of the Council

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

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



Wallington Village

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

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

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

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

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



SINCE OUR LAST CORPORATE STRATEGY



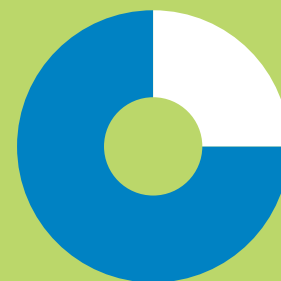
Our Corporate Strategy is written with our residents at the heart of what we do and considers local issues as well as the changing world around us.



Who lives in Fareham?

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

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



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

Finances

The Council takes pride in its careful financial planning.



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

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

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



Our Environment

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

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

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

114,500
estimated number of
people living in Fareham

CORPORATE STRATEGY OVERVIEW



Our Vision for the Council

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



Our Values

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

OPENNESS

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

COMMITMENT

Striving to meet the needs of our customers

LEADERSHIP

Embracing our leadership role within the Borough

COLLABORATION

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

CONSTANT IMPROVEMENT

Striving for continual improvement and value for money

MAKING A DIFFERENCE DAY-TO-DAY



Customers are at the heart of everything we do.

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



OUR PRIORITIES

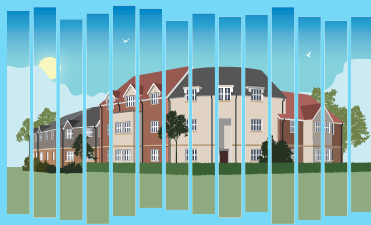


Our Priorities will guide how we direct our resources over the next six years. Working towards our Priorities while upholding our Values will ultimately help us achieve our Vision.

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



Welborne Garden Village



PROVIDE HOUSING CHOICES

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

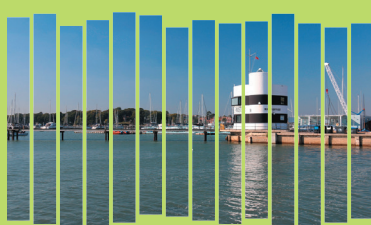
1



PROMOTE ECONOMIC DEVELOPMENT

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

4



RESPOND TO CLIMATE CHANGE AND PROTECT THE ENVIRONMENT

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

2



LEISURE OPPORTUNITIES FOR WELLBEING AND FUN

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

5



STRONG, SAFE AND HEALTHY COMMUNITIES

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

3

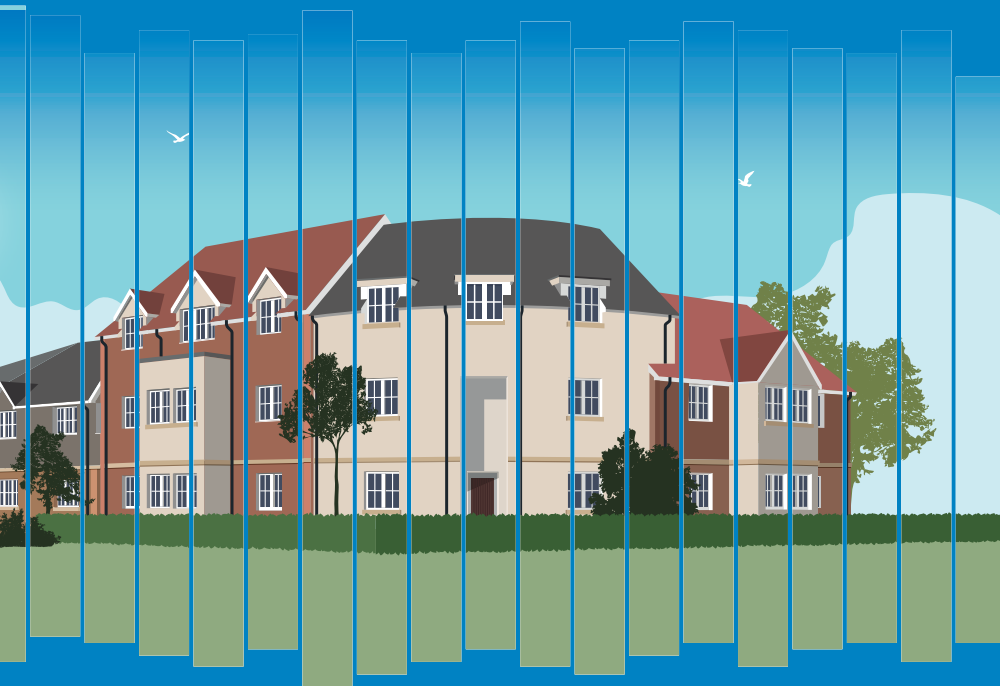


RESPONSIVE, INCLUSIVE AND INNOVATIVE COUNCIL

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

6

PRIORITY ONE PROVIDE HOUSING CHOICES



1

← Sir Randal Cremer House, Portchester

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

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

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

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

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

27%

of households in
Fareham occupied
by people living alone

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

PRIORITY ONE WHAT WE WILL DO



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

1

Our key projects for the next six years are to:

Enable the delivery of a new Garden Village at Welborne

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

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

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

Prepare a new Affordable Housing Supplementary Planning Document

Deliver a new sheltered housing scheme at Assheton Court

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

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



Welborne Garden Village

80%+
of homes in
Fareham are
owner-occupied

PRIORITY TWO RESPOND TO CLIMATE CHANGE AND PROTECT THE ENVIRONMENT



2



← Fareham Creek

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

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

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

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

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

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

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

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

PRIORITY TWO WHAT WE WILL DO



2

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

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

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

Our key projects for the next six years are:

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

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

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

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

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

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

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

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



Hill Head beach

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

PRIORITY THREE STRONG, SAFE AND HEALTHY COMMUNITIES



3



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

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

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

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

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

PRIORITY THREE WHAT WE WILL DO



3

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

Our key projects for the next six years are:

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

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

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

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

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

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



← Fareham Market

PRIORITY FOUR PROMOTE ECONOMIC DEVELOPMENT



4



← Faraday Business Park

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

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

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

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

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

We will produce a Town Centre Regeneration Vision and Masterplan

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

PRIORITY FOUR WHAT WE WILL DO



4

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

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

Our key projects for the next six years are:

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

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

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

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

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

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



Fareham town centre

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

PRIORITY FIVE LEISURE OPPORTUNITIES FOR WELLBEING AND FUN



5



← Fareham Live – artist's impression

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

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

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

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

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

£17m

**investment in
improvements for
Fareham Live**

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

PRIORITY FIVE WHAT WE WILL DO



5

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



Illustration of inclusive splash pad at Fareham Leisure Centre

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

Our key projects for the next six years are to:

Launch our new community arts and entertainment venue: Fareham Live

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

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

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

Develop new and improved community leisure facilities at Henry Cort Drive

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



Abbey Meadows play area

PRIORITY SIX

A RESPONSIVE, INCLUSIVE AND INNOVATIVE COUNCIL



6



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

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

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

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



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

PRIORITY SIX WHAT WE WILL DO



6

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

Our key projects for the next six years are to:

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

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

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

Launch a new Communications and Engagement Strategy

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

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

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



Fareham Council offices



Fareham Creek

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

KEEPING UP WITH THE CORPORATE STRATEGY



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



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

LOCAL SERVICE AGREEMENTS

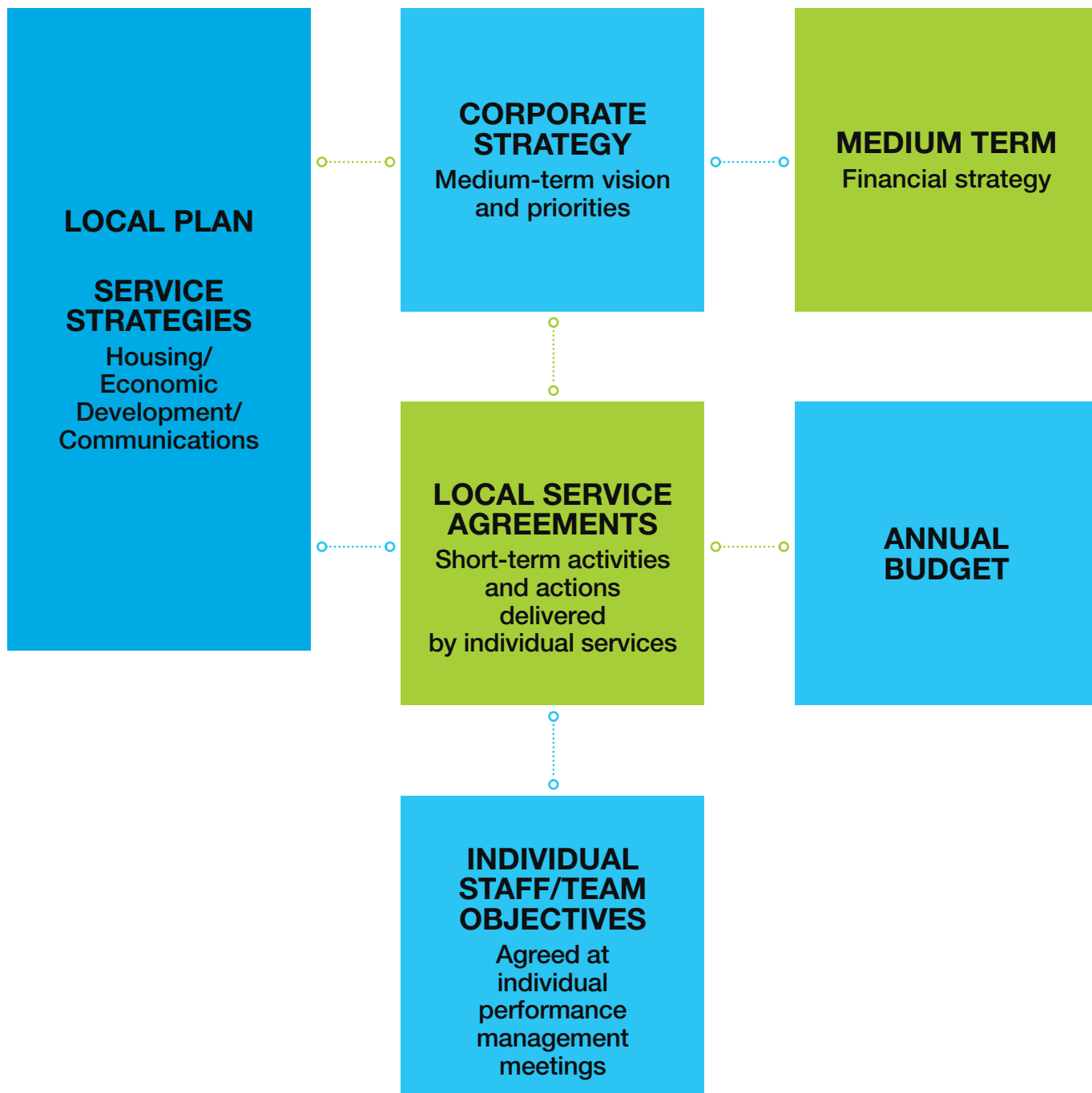
These enable residents to see how Council services are performing

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

SOCIAL MEDIA CHANNELS

We post regular updates on Facebook, X and Instagram





GLOSSARY OF TERMS



Affordable Housing Supplementary Planning Document

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

All moves Junction 10

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

CEMAST

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

Climate Change Action Plan

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

Cloud Based Servers

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

Community Infrastructure Levy (CIL)

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

Council Housing Regeneration Strategy

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

CETC

Fareham College's Civil Engineering Training Centre.

Fareham Housing Regeneration Strategy

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

Net-zero ready

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

Operational Carbon Emissions

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

Planning Obligations

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

The Planning Obligations Supplementary Planning Document

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

Rewilding

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

Sheltered Housing Scheme

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

Solent Enterprise Zone

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

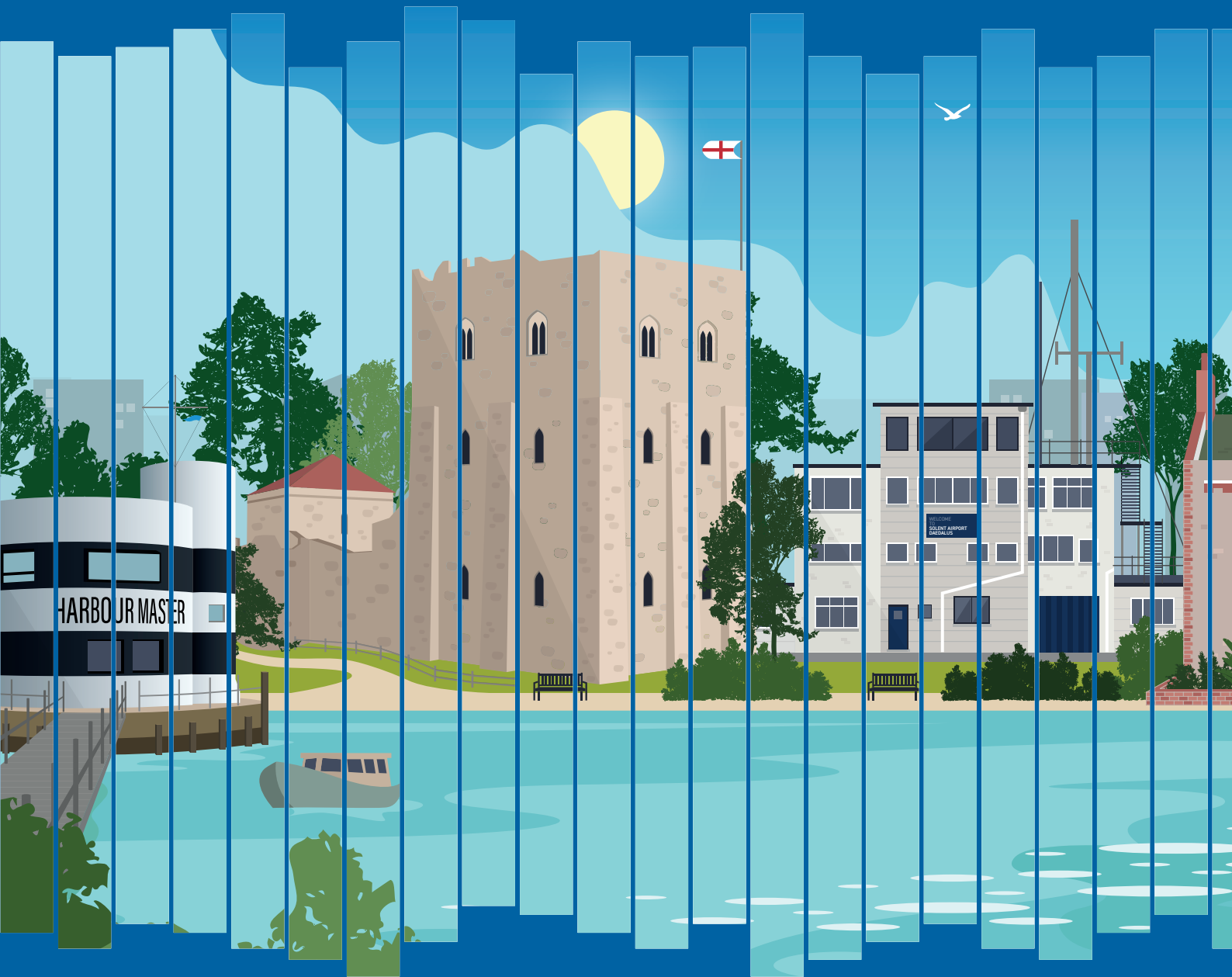
Strategic Housing Sites

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



Solent Airport at Daedalus

www.fareham.gov.uk



Appendix B - Draft New Corporate Strategy 2023-2029 Consultation Analysis

Fareham Borough Council is preparing its new Corporate Strategy which will help inform budget planning, day-to-day service delivery and the large-scale projects we will complete over the next six years. An online survey was produced to gather feedback from local residents to understand if they agreed with our approach and if they thought anything was missed. The survey took place from 5 June to 5 July and received a total of 74 responses. The following analysis outlines the main results and themes to emerge.

1. To what extent do you agree with our approach to priority 1 - Provides Housing Choices?

Agree	52%
Neutral	19%
Disagree	11%
Strongly Disagree	9%
Strongly Agree	8%
Don't know	2%

- 60% of respondents answered positively with either 'agree or strongly agree' when asked to what extent they agreed with the approach to priority 1. While 19% of respondents felt neutral.
- Compared with 20% that responded with either 'disagree or strongly disagree'.

2. If you would like to tell us why, please enter your comments here:

Themes	Comments
There is no infrastructure to support the many housing developments. Schools, surgeries, hospitals and roads are already overloaded.	7
Areas of green land are being lost	2
Deliver Welborne in a timely manner	2
Welborne is unnecessary/ I don't agree with it	3

- The most common theme in response to priority 1 with 7 comments, was that there is already a lack in infrastructure therefore, there was concern over how new housing developments will be supported.
- The second most frequent theme was that residents thought Welborne was unnecessary or that they did not agree with the development.

3. Would you add anything to this priority?

No	71%
Yes	29%

4. What would you add to this priority?

Themes	Comments
Provide infrastructure	3
Strategy to find and develop brown sites and abandoned homes	2

Make sure there are adequate park areas and green spaces	1
the Council should describe how it will support those threatened by loss of their home and those who are homeless (in particular how it will address rough sleeping).	1

- The most frequent response from residents was concern over the infrastructure provision in the Borough.
- Another common suggestion was that existing brown field sites were prioritised as development areas.

5. To what extent do you agree with our approach to Priority 2 - Respond To Climate Change and Protect the Environment?

Agree	48%
Neutral	21%
Strongly Agree	18%
Disagree	11%
Strongly Disagree	3%
Don't know	-

- 66% of respondents answered positively with either 'agree or strongly agree' when asked to what extent they agreed with the approach to priority 1. Compared with 14% that responded with either 'disagree or strongly disagree'. While 21% of respondents felt neutral.

6. If you would like to tell us why, please enter your comments here:

Themes	Comments
Expand recycling collection	5
Why promote a local airport with its associated pollution and then seek other ways to reduce pollution	3
No real concrete commitment here.	3
Where is the science that this should be a priority	2

- The main response to question 6 was why the Council has not expanded its recycling collection.
- Another reoccurring theme was questioning the pollution that Solent Airport creates and how that is justified.

7. Would you add anything to this priority?

No	65%
Yes	35%

8. What would you add to this priority?

Themes	Comments
Expand recycling collection	6
New environmental technologies e.g. solar panels, heat-exchange pumps etc/ subsidise for households	3
Provision of electric vehicle charging points across the Borough	2
Encourage more cycling and provide safe routes for bikes. Better buses running more frequently to encourage greater use of public transport.	1

- The most common response was that residents would like to see an expansion of recycling collection options in the Borough.
- The second most frequent theme was that the Council should encourage new environmental technologies in new properties and provide subsidies for households.
- Another common theme was that respondents would like to see the provision of electric charging points across the Borough.

9. To what extent do you agree with our approach to Priority 3 - Strong, Safe and Healthy Communities?

Agree	33%
Strongly Disagree	19%
Neutral	18%
Strongly Agree	14%
Disagree	13%
Don't know	3%

- 47% of respondents answered positively with either 'agree or strongly agree' when asked to what extent they agreed with the approach to priority 1. While 18% of respondents felt neutral.
- 32% that responded with either 'disagree or strongly disagree'.

10. If you would like to tell us why, please enter your comments here:

Themes	Comments
Disagree with the Longfield Avenue development - green space	7
Lack of infrastructure Need more available services for people who already live here	5
Maintain strategic gap	2
Aviation will increase pollution	2

- The most frequent response to question 10 was that respondents disagreed with the Longfield Avenue development.
- Another popular theme was that residents emphasised the lack of infrastructure already.

11. Would you add anything to this priority?

No	69%
Yes	31%

12. What would you add to this priority?

Themes	Comments
Housing Development <ul style="list-style-type: none"> - Overcrowded - Infrastructure provision - Standards/requirements 	5
Monitor the air quality but take active measures.	3
Focus on the town centre improvements	2
Access to health and other key services	2
Maintain quality of sea and beaches	1

- The most common response was that residents would like to see proposals for how infrastructure in the Borough will cope with the new housing developments.
- Another frequent suggestion was that the Council monitor the air quality in the Borough.

13. To what extent do you agree with our approach to Priority 4 - Promote Economic Development?

Agree	31%
Neutral	25%
Strongly Agree	17%
Strongly Disagree	15%
Disagree	12%
Don't know	-

- 48% of respondents answered positively with either 'agree or strongly agree' when asked to what extent they agreed with the approach to priority 1. While 25% of respondents felt neutral.
- Compared with 27% that responded with either 'disagree or strongly disagree'.

14. If you would like to tell us why, please enter your comments here:

Themes	Comments
Disagree with the development of the airport at Daedalus	12

The need to regenerate Fareham Town Centre is a top priority	9
Osborn Road surface car park won't be large enough	6
No focus on other centres eg Portchester	2

- The most significant negative response was that 12 residents disagree with the development at Solent Airport @ Daedalus.
- The second most common answer was that more priority should be placed on the town centre regeneration.
- Another reoccurring comment was that respondents stated the new Osborn Road surface car park will be too small to accommodate the needs of the town centre.

15. Would you add anything to this priority?

No	64%
Yes	37%

16. What would you add to this priority?

Themes	Comments
Continue to develop public transport links	2
Provide further parking in the town centre	2
Address the number of empty shops and business premises	2
Regeneration of Portchester precinct	1

- A key theme was that respondents would like to see further development public transport links.
- Another popular comment was that the Council should look to provide further parking in the town centre.

17. To what extent do you agree with our approach to Priority 5 - Leisure Opportunities for Wellbeing and Fun?

Agree	44%
Neutral	27%
Strongly Agree	13%
Strongly Disagree	8%
Disagree	7%
Don't know	2%

- 57% of respondents answered positively with either 'agree or strongly agree' when asked to what extent they agreed with the approach to priority 1. While 27% of respondents felt neutral.
- Compared with 15% that responded with either 'disagree or strongly disagree'.

18. If you would like to tell us why, please enter your comments here:

Themes	Comments
Disagree with Fareham Live	7
Disagree with Longfield Avenue - Keep the green space - Bad for the environment	5
Open green space, conservation areas and allotments are important	2

- There was a high number of comments disagreeing with the developments at Fareham Live and Longfield Avenue.

19. Would you add anything to this priority?

No	71%
Yes	30%

20. What would you add to this priority?

Themes	Comments
Expand and improve cycle and walking infrastructure - Ensure pathways and roads are fit for use	7
Stop parking charges at green spaces/coastal eg Wicor rec - Parking permits per household	2
Create green, healthy, clean spaces for people to visit	2
Fareham Town Centre have no village hall/meeting hall for low key/low-cost activities	1

- The most frequent comment that respondents suggested was the improvement and expansion of cycling and walking infrastructure.
- Another popular comment was that residents would like to see charging at green spaces and coastal areas stopped.

21. To what extent do you agree with our approach to Priority 6 - Responsive, Inclusive and Innovative Council?

Agree	35%
Neutral	25%
Strongly Agree	16%
Disagree	13%
Strongly Disagree	11%
Don't Know	-

- 51% of respondents answered positively with either 'agree or strongly agree' when asked to what extent they agreed with the approach to priority 1. While 25% of respondents felt neutral.

- Compared with 24% that responded with either 'disagree or strongly disagree'.

22. If you would like to tell us why, please enter your comments here:

Themes	Comments
Transitioning to cloud-based servers does not improve data security	2
More detail/transparency	2
You ask for feedback/comments and as far as I can see you ignore them	1
The "Opportunities Plan to generate additional revenue" implies that part of this could be investment of council taxpayer's money in schemes which may or may not be successful and which are therefore risky.	1

- Some respondents stated that they did not believe transitioning to a cloud-based server would improve data security.
- A few comments suggested that the priority needed more detail and transparency.

23. Would you add anything to this priority?

No	78%
Yes	22%

24. What would you add to this priority?

Themes	Comments
Definition and limits as to what the council may do to generate additional revenue	3
Listen to residents' views and respond and take action to their needs	2

- The most frequent response was that there needs to be clarity around what the Council may do to generate additional income.
- A few respondents stated that the Councils should listen to the views of residents and take action.

25. If you have any further comments, please leave them below

Themes	Comments
Hampshire County Council issues <ul style="list-style-type: none"> - Potholes - Services 	3
Listen to your residents	3
Stick to dealing with the basics well	2
More detail and transparency	2

- The most common answer from respondents were problems with services associated with Hampshire County Council such as road maintenance. There was also the suggestion of putting pressure on the County.
- Another frequent comment was that residents felt that their concerns will not be listened to regarding the new strategy.

FAREHAM

BOROUGH COUNCIL

Report to Policy and Resources Scrutiny Panel

Date **18 September 2023**

Report of: **Assistant Chief Executive Officer**

Subject: **EXECUTIVE BUSINESS**

SUMMARY

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

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

The relevant notices for decisions taken are attached for consideration.

RECOMMENDATION

It is recommended that Members consider the items of Business discharged by the Executive and make any comments or raise any questions for clarification.

FAREHAM

BOROUGH COUNCIL

2023/24
Decision No.
2462

Record of Decision by Executive

Monday, 3 July 2023

Portfolio	Policy & Resources
Subject:	Capital & Treasury Management Outturn 2022-23
Report of:	Head of Finance and Audit
Corporate Priority:	Dynamic, prudent and progressive Council

Purpose:

This report provides the Executive with details of the capital and treasury management outturn for 2022/23 to comply with the reporting requirements of the Code of Practice for Treasury Management. The report also seeks approval for the proposed methods of financing the General Fund capital programme.

Actual capital expenditure on General Fund schemes in 2022/23 was £6,202,287 (£12.1 million in 2021/22) compared with the revised capital programme of £9,932,800. The overall variance was £3,730,513. A detailed analysis of the variations is given in Appendix A to the report.

Total savings from individual projects of £44,017 were achieved, additional expenditure of £5,803 on others was incurred and a total of £3,692,299 will be carried forward into 2023/24. Details of the various methods used to finance this expenditure are set out in the report.

Full details of Treasury Management investment and borrowing activity in 2022/23 are also set out in the report and are summarised below:

	31 March 2022 Actual £'000	2022/23 Movement £'000	31 March 2023 Actual £'000s
Total borrowing	53,199	8,137	61,336
Total investments	(22,189)	(2,643)	(24,832)
Net borrowing	31,010	5,494	36,504

Net interest received from investments in 2022/23 was £879,854 (637,078 in 2021/22) and net interest paid on borrowing was £1,876,270 (£1,673,288 in 2021/22)

The overall investment property portfolio increased in value by £1.67 million and contracted income was approximately £4,480,000.

During 2022/23, the Council complied with its legislative and regulatory requirements of the Prudential Code.

Options Considered:

A correction to the table at paragraph 37 of the report was noted to clarify that under the Property type column it should state “Other (Childcare)”.

As recommendation.

Decision:

RESOLVED that the Executive:

- (a) approves that the General Fund capital programme for 2022/23 be financed as set out in the report;
- (b) agrees that the additional expenditure incurred, amounting to £5,803 be financed retrospectively from unallocated capital resources; and
- (c) notes the treasury management activity for 2022/23.

Reason:

To provide the Executive with details of the capital and treasury management outturn in 2022/23 and to comply with the reporting requirements of the Code of Practice for Treasury Management.

Confirmed as a true record:

Councillor SDT Woodward (Executive Leader)

Monday, 3 July 2023

FAREHAM

BOROUGH COUNCIL

2023/24
Decision No.
2453

Record of Decision by Executive

Monday, 19 June 2023

Portfolio	Policy & Resources
Subject:	Solent Airport Investment Programme
Report of:	Director of Planning and Regeneration
Corporate Priority:	Maintain and extend prosperity

Purpose:

To review the existing programme of investment at Solent Airport, Daedalus and to consider further investment to address safety and compliance issues and extend the services that the airport offers to its customers.

The existing programme of investment at Solent Airport, Daedalus was approved on 07 March 2022. Much of this work is now in progress however some elements require review.

Further investment in the airport is required to enable its continued safe operation and to continue to deliver the Councils Vision to develop a vibrant and sustainable airfield. The proposed programme of investment in the control tower, fuelling facilities and hangarage is required to support existing airside activities.

Options Considered:

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

At the invitation of the Executive Leader, Councillors N R Gregory and Ms S Pankhurst addressed the Executive on this item.

As recommendation.

Decision:

RESOLVED that the Executive agrees that:

- (a) the Capital Programme allocation for Taxiway Maintenance of £2,700,000 be reduced to £1,700,000;

- (b) the Capital Programme allocation for £1,100,000 for the Aeronautical Ground Lighting System be increased to £2,800,000;
- (c) the Capital Programme allocation of £25,000 for installation of self-fuelling facilities be removed;
- (d) the Capital Programme allocation of £400,000 for aircraft parking be removed;
- (e) £25,000 be added to the Capital Programme for essential repairs to bring Hangar P back into use;
- (f) £165,000 be added to the Capital Programme for new airport fuel supply assets;
- (g) £380,000 be added to the Capital Programme for immediate improvements to the Visual Control Room at the Control Tower on safety grounds; and
- (h) the Director of Planning and Regeneration, following consultation with the Executive Member for Policy and Resources, be delegated authority to award contracts for each of the above Schemes.

Reason:

Investment is required both to ensure the continued safe operation of the airport and to maintain and grow the airport's competitive position by removing some of the identified operational constraints. Proposals for investment in the airport are regularly reviewed to ensure that they remain valid and continue to offer appropriate returns.

Confirmed as a true record:

Councillor SDT Woodward (Executive Leader)

Monday, 19 June 2023

FAREHAM

BOROUGH COUNCIL

2023/24
Decision No.
2459

Record of Decision by Executive

Monday, 3 July 2023

Portfolio	Policy & Resources
Subject:	Osborn Road multi-storey car park
Report of:	Director of Planning and Regeneration
Corporate Priority:	Maintain and extend prosperity

Purpose:

An update on progress and a request to delegate authority to award a contract for the demolition of the existing Osborn Road multi-storey car park and construction of a new surface car park.

A scheme has now been developed to provide a new surface car park on the site of the existing Osborn Road multi-storey car park. This report updates members on the scheme and requests authority to award a contract for these works.

Options Considered:

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

As recommendation.

Decision:

RESOLVED that the Executive:

- (a) notes the progress on the project to date; and
- (b) approves that delegated authority to award contracts for these works be given to the Director of Planning and Regeneration, following consultation with the Executive Member for Policy and Resources.

Reason:

To support the regeneration of Fareham town centre and to be a key driver of further development and investment.

Confirmed as a true record:
Councillor SDT Woodward (Executive Leader)

Monday, 3 July 2023

FAREHAM

BOROUGH COUNCIL

2023/24
Decision No.
2463

Record of Decision by Executive

Monday, 3 July 2023

Portfolio	Policy & Resources
Subject:	Lease of Open Space, Warsash Recreation Ground
Report of:	Director of Planning and Regeneration
Corporate Priority:	Dynamic, prudent and progressive Council

Purpose:

The report seeks authority to publish a notice under Section 123 of the Local Government Act 1972 (as amended) in a local newspaper, which specifies that the Council is proposing to grant a lease for a period of 10 years on a small section of open space at Warsash Recreation ground to allow a Telecommunications Mast and associated apparatus to be erected.

The report also seeks delegated authority to the Executive Member for Policy and Resources to consider any representations received in response to the published notice, to determine whether the public interest in granting the lease outweighs any negative impacts raised in representations received, and to therefore decide whether to grant the lease to install telecommunications apparatus on Warsash Recreation Ground.

Mobile network coverage has been provided in Warsash for many years by a roof top base station at Warsash Maritime Academy in Newtown Road. The site owner is looking to dispose of part of the site for residential development. The redevelopment of part of the Warsash Maritime Academy site will involve the demolition of the building where the roof top station is currently located.

The Companies that deliver mobile telephone coverage/internet services have highlighted that to avoid the creation of a large 'coverage gap' in Warsash, a new mast must be provided prior to the removal of the existing apparatus.

Fareham Borough Council, in its capacity as the local planning authority, received an application to install a 20m high telecommunications mast and associated apparatus at the Warsash Recreation Ground on Osborne Road, in July 2021. For the reasons set out in the Executive Briefing Paper, the telecommunications operator is entitled to proceed to undertake the works from a planning perspective. The Council has subsequently been approached in its capacity as landowner of the proposed site to grant a lease for the telecommunications mast and associated apparatus.

The Government has granted extensive powers to mobile service providers to enable them to install their apparatus on third party land. The relevant legislation is The Electronic Communications Code 2017 (known as 'The Code'). In short, requests from mobile services providers are difficult to resist and to achieve this the prejudice caused must outweigh the public benefit of having access to a choice of a high-quality telecoms network and not be capable of monetary compensation.

The Council has commissioned specialist legal advice who have advised that the likelihood of resisting this request is very low. Given the above, the terms of the lease have been provisionally agreed in principle but prior to granting this the Operator has accepted the Council will need to comply with the provisions of Section 123 of the Local Government Act 1972 (as amended). This requires the Council to advertise the intention to grant a lease of Open Space for two consecutive weeks in a local newspaper and to consider comments received in response to assess any positive or negative impacts of the proposals.

Options Considered:

As recommendation.

Decision:

RESOLVED that the Executive:

- (a) authorises the publication of a notice under Section 123 of the Local Government Act 1972 (as amended) in a local newspaper for two consecutive weeks; and
- (b) agrees to delegate authority to the Executive Member for Policy and Resources to consider any representations received in response to the notice referred to in recommendation (a) above, to determine whether the public interest in granting the lease outweighs any negative impacts raised in representations received, and therefore to decide whether to grant the lease to install telecommunications apparatus on Warsash Recreation Ground.

Reason:

There are limited grounds for objection to the proposed mast under The Electronics Communications Code 2017, but the Council must observe the provisions of S.123 of the Local Government Act 1972.

Confirmed as a true record:

Councillor SDT Woodward (Executive Leader)

Monday, 3 July 2023

FAREHAM

BOROUGH COUNCIL

2023/24
Decision No.
2461

Record of Decision by Executive

Monday, 3 July 2023

Portfolio	Policy & Resources
Subject:	General Fund & Housing Revenue Outturn 2022/23
Report of:	Head of Finance and Audit
Corporate Priority:	Dynamic, prudent and progressive Council

Purpose:

This report provides the Executive with details of the actual revenue expenditure for 2022/23 for the General Fund and Housing Revenue and Repairs Account.

The General Fund actual net revenue expenditure on services for 2022/23 totals £10,080,693 which is £1,111,007 less than the revised budgeted amount for the year. The main reasons for this are higher income in some areas, such as parking charge income, where recovery was quicker than anticipated or additional grant income was received. However, there have still been pressures on the budgets in the year, in particular for the homelessness and waste collection services.

Taking account of financing and non-service budgets, the final net budget outturn position requires a drawing from reserves of £744,267, compared to an anticipated £1,239,500 drawing set out in the revised budget agreed by the Executive in February 2022.

This reduced drawing from reserves will help protect the Council's financial position going forward. Some trends in increased expenditure such as fuel prices have continued during 2022/23, income streams are still not all at the levels they were 5 years ago, and the Government's financial support schemes are now disappearing. The Council's underlying financial position has therefore worsened and was highlighted in the Medium-Term Finance Strategy. A new Opportunities Plan is therefore in the process of being developed to help bridge the forecasted funding gap.

The final figures for the Housing Revenue and Repairs Account (HRA) in 2022/23 show that the HRA revenue reserve has been increased by £127,023. Overall, total HRA Reserves have decreased by £1.154 million.

Options Considered:

As recommendation.

Decision:

RESOLVED that the Executive notes the content of the report.

Reason:

To enable the completion of the General Fund expenditure programme for 2022/23 and to ensure that the balances on the Housing Revenue and Repairs Accounts as at 31 March 2023 will be available in future years and that 2023/24 budgets are sufficient to meet the level of work programmed.

Confirmed as a true record:

Councillor SDT Woodward (Executive Leader)

Monday, 3 July 2023

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

Document is Restricted

FAREHAM

BOROUGH COUNCIL

2023/24
Decision No.
2469

Record of Decision by Executive Leader (Delegated Decision)

Wednesday, 6 September 2023

Portfolio	Executive Leader
Subject:	Amendments to the Areas of Executive Portfolio Responsibility
Report of:	Assistant Director (Democracy) & Deputy Monitoring Officer
Corporate Priority:	Constitution

Purpose:

To consider revisions to the areas of Executive responsibility to Executive members for the remainder of the 2023/24 municipal year.

The Council's Standing Orders with respect to Meetings allows the Executive Leader to determine the areas of executive responsibility and to discharge Executive functions in accordance with S9E Local Government Act 2000 (SO 31 & 32).

The current list of Executive responsibilities is attached as Appendix A to this report.

The Executive Leader gives notice that he intends to implement the revisions to the list of executive responsibilities, as attached at Appendix B to this report, with effect from 07 September 2023:

Options Considered:

As recommendation.

Decision:

RESOLVED that the Executive Leader approves the amendments to the Executive portfolios as set out in Appendix B to the report.

Reason:

To secure the effective administration of Council business.

Confirmed as a true record:

Executive Leader (Councillor Seán Woodward)

Wednesday, 6 September 2023