

FAREHAM

BOROUGH COUNCIL

Report to Policy and Resources Scrutiny Panel

Date **19 November 2018**

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

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

SUMMARY

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

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

RECOMMENDATION

It is recommended that the Policy and Resources Scrutiny Panel:

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

INTRODUCTION

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

Progress made in delivering Corporate Priorities

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

Providing Housing Choices

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

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

Protect and Enhance the Environment

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

Strong, Safe, Inclusive and Healthy Communities

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

Maintain and Extend Prosperity

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

Leisure Opportunities for Health and Fun

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

Dynamic, Prudent and Progressive Council

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

income and enabling better partnership working with these organisations.

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

External impacts

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

Any matters arising from reviews and/or inspections

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

Annual Audit

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

Proposed changes

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

NO2 levels in small areas of the Borough:

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

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

Appendices: Appendix A: Corporate Strategy 2017 – 2023

Background Papers: None

Reference Papers: None

Enquiries:

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