

FAREHAM

BOROUGH COUNCIL

Report to the Executive for Decision 04 November 2019

Portfolio:	Policy & Resources
Subject:	Annual Review of the Corporate Strategy 2017-2023 and Local Service Agreements 2018-2019
Report of:	Director of Leisure and Community
Corporate Priorities:	All Corporate Objectives Apply

Purpose:

The Council's performance management framework requires the Executive to undertake an annual review of the corporate vision and priorities. The purpose is to confirm future priorities and to update the wording where necessary, and to provide an overview of the Council's performance for the 2018/19 financial year. The outcome of the Corporate Strategy review will influence budgets and local service agreements for the next financial year.

Executive summary:

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

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

Recommendation/Recommended Option:

It is recommended that the Executive:

- recommends to the Council the amendments to the strategy document, as set out in paragraph 8 of this report, along with any other amendments arising from the review, and;
- notes the Council's performance for the 2018/19 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 2018/19 financial year.

Cost of proposals:

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

Appendix A: Corporate Strategy 2017-2023

Appendix B: Local Services Agreements April 2018-March 2019

Background papers: None

Reference papers: None

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Executive Briefing Paper

Date:	04 November 2019
Subject:	Annual Review of the Corporate Strategy 2017-2023 and Local Service Agreements 2018-2019
Briefing by:	Director of Leisure and Community
Portfolio:	Policy and Resources

INTRODUCTION

1. The Council's performance management framework requires the Executive to undertake an annual review of the corporate vision and priorities. The purpose is to confirm future priorities and update the wording where necessary. The outcome of the review will influence the budgets and local service agreements for the next financial year.
2. This is the second 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 proposed changes 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.
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 seventh update since the Local Service Agreements were implemented in 2012.
5. A copy of the Local Service Agreements document updated with the details for the 2018/19 financial year is attached as Appendix B.

ANNUAL REVIEW OF THE CORPORATE STRATEGY 2017-2023

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

Providing Housing Choices

- Progress is being made in the delivery of Welborne Garden Village, following Buckland Development Limited's submission of a revised outline planning application, which was consulted upon during early 2019.
- The Council was awarded £300,000 in capacity funding to help bring forward Welborne Garden Village.
- A special Fareham Today was published in June 2019, outlining issues and options for the Council's emerging Local Plan. These issues and options were consulted on during June and July 2019, with over 480 responses received.
- In summer 2019 the Council consulted on its Draft Affordable Housing Strategy. Once adopted the strategy will place the Council in a good position to maximise the delivery of new affordable homes.
- Fareham Street Aid agencies continue to work together to help vulnerable people off the streets, rather than helping them to live on the streets. The public are being encouraged to donate money and provisions to local charities who work with rough sleepers, rather than giving to them direct.

Protect and Enhance the Environment

- During June 2019 the Council consulted on plans for both a landmark sculpture, called a Gate Guardian, and a new aviation-themed play area at Daedalus Common, with residents asked to vote for their various designs. The Gate Guardian is being paid for using developer contributions from National Grid and both will be in place by summer 2020.
- There have been some delays to the works at Abbey Meadows, with the open space now due to formally open in 2020.
- Fareham celebrated another year of success at the South and South East in Bloom awards, with its 15th consecutive winning entry in the Small City category, receiving a Gold Award, and was declared Category Winner. Fareham in Bloom also received the County Award for Hampshire for the highest marked entry in the county.
- Holly Hill Woodland Park and the Sensory Garden in Fareham Town Centre retained their prestigious Green Flag Awards.
- Changes to glass recycling in the borough means that there is now no need to separate different coloured glass jars and bottles when using the Borough's bottle banks. Metal lids can also be left on, as the metal can now be recovered during the recycling process.

The Council launched its Give Plastic the Push campaign, to reduce the use of single use plastic (SUP) in the Borough. A SUP policy was created, which includes a commitment by the Council to stop its use of plastic straws, stirrers, and cups and to phase out the sale of drinks from SUP bottles at Fareham and Holly Hill Leisure Centres, Westbury Manor Museum and Ferneham Hall by 2020.

Strong, Safe and Inclusive and Healthy Communities

- The Council has received almost £1.4million to deliver four sustainable measures aimed at ensuring air quality across Fareham remains compliant and nitrogen dioxide levels are not exceeded. The four measures include: providing better infrastructure for walking and cycling; providing real time information on bus stops; improving traffic signals at Market Quay; and; introducing a scheme to encourage Fareham taxi drivers to upgrade their older old diesel vehicles.
- In response to concerns raised by residents and local businesses, the Council held a special CAT meeting to talk about drug misuse and other anti-social behaviour in Fareham town centre, with a follow up meeting due to take place in October.
- The multi-storey car parks in Fareham Town Centre are now secured overnight, following complaints from shoppers who feel intimidated by rough sleepers and drug users.

Maintain and Extend Prosperity

- Traders in Fareham Town Centre were invited to a business breakfast meeting with Council staff to discuss how the Council and traders can work together and for any issues or concerns to be raised.
- A new vision for Daedalus was drawn up, with the vision's plans for the next three to five years including: provision of new commercial buildings; provision of more community facilities; improved airport infrastructure; and; consideration of expansion opportunities.
- In June 2019 a consultation was undertaken asking for comments on Fareham's town centre car parks. The views received will help decide on the best parking equipment for the car parks and whether we should offer a greater choice of ways to pay.

Leisure Opportunities for Health and Fun

- Following consultation, the Council's vision to remodel Ferneham Hall into a new arts and entertainment venue with a community focus was updated to include a larger main auditorium and the provision of a flexible studio space. Ferneham Hall will be closing in January 2020 for a period of up to two years whilst the works are carried out.
- Thousands of people attended a special weekend event at Solent Airport at Daedalus to commemorate 75 years since D-Day. As well as static aircraft, a classic car display, and arena and stage events, visitors were treated to a number of aerial displays.
- In 2018 a review was undertaken of all play areas in the borough and a five-year plan of improvements was put in place. Four play areas were improved during 2018/19 with another four due for completion early October 2019. An additional four are currently being consulted on, with improvements due to take place during autumn 2020.

A Dynamic, Prudent and Progressive Council

- A new Corporate Project Team was established to bring forward some of the projects on the Opportunities Plan, which could bring in savings and income generation to help bridge the predicted funding gap of £1 million by 2021/22.
- Systems thinking interventions continue to be carried out in customer facing services. As well as helping us provide a better service to our customers, the changes to how we provide our services have realised savings of £1.1 million, with additional future savings anticipated.
- The average score for the quarterly 10/10 customer satisfaction surveys conducted by customers facing services that have gone through a systems thinking intervention was 9.3 out of 10, highlighting the benefits of embedding a systems thinking approach to service design.
- An intervention review of Committee Services resulted in the dissolution of the Policy Development and Review Panels and Scrutiny Board Meetings, with a new Scrutiny Panel created for each of the six portfolios, each scheduled to meet 4 times per municipal year. As these Scrutiny Panels are linked to Executive portfolios, it has enabled a shift in focus to encourage involvement in the Council's Corporate Priorities and the improvement actions identified in the Corporate Strategy 2017-2023.
- The Council's PR and Communications department was recognised for its outstanding work when the team was named Public Sector Team of the Year at the Chartered Institute of Public Relations Pride Awards in November 2018.
- The Southampton and Fareham Legal Services Partnership team were named National Legal Team of the Year in the Lawyers in Local Government Awards in November 2018.

PROPOSED CHANGES

8. Overall, the Corporate Strategy remains on track and it is proposed that the Executive recommends that the Council approves the following minor changes to the current Corporate Strategy document, attached as Appendix A:
 - Add 'the award winning' in front of Solent Airport at Daedalus in the opening paragraph (High Flying Plans, page 5).
 - Delete paragraph three regarding the Solent Enterprise Zone and replace with the Daedalus Vision:

'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' (High Flying Plans, page 5).
 - Amend the number of Community Centres in the borough from 18 to 17, to reflect the sale of the former Locks Heath Memorial Hall site (Safe and Healthy, page 6).
 - Update the number of football pitches in the borough from 24 to 27 (Safe and Healthy, page 6).

- Amend the end of the third paragraph, to reflect Ferneham Hall's closure 'with the building set to close for refurbishment at the beginning of 2020' (Safe and Healthy, page 6).
- Update the jigsaw graphic with current data, '1160 football pitch bookings between September 2018 and April 2019' (Safe and Healthy, page 6).
- Update paragraph one with the latest figures for owner occupied homes in the borough to read '86%' (Home is where the Heart is..., page 7).
- Amend the opening date of Abbey Meadows open space to '2020' (The Great Outdoors, page 8).
- Update the number of consecutive years that Fareham in Bloom has received a Gold Award from 14 to 15 on paragraph 4 (The Great Outdoors, page 8).
- Change the colour of the Conservation Areas jigsaw, to make it easier to read (The Great Outdoors, page 8).
- Amend the number of Community Centres in the borough from 18 to 17, to reflect the sale of the former Locks Heath Memorial Hall site (It's the Little Things that Matter, page 13).
- Amend the first bullet point to reflect the name given to the public open space at Daedalus:
 - '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' (Priority Two, page 15).
- Add 'Complete July 2017' to bullet point three to reflect the new public open space at Coldeast (Priority Two, page 15).
- Add a new bullet point to reflect the Council's 'Give Plastic the Push' campaign:
 - 'Continue with our 'Give Plastic the Push' campaign, aiming to reduce the use of single use plastic in the Borough' (Priority Two, page 15).
- Add a new bullet point to reflect the Council's commitment to tackling climate change:
 - 'Develop an action plan to mitigate and adapt to impacts of climate change in Fareham and reduce our carbon footprint' (Priority Two, page 15).
- Amend bullet point four to include the air quality measures supported:
 - 'Deliver four sustainable measures supported as part of the Council's 'Let's Clear the Air' campaign, aimed at ensuring nitrogen dioxide levels do not exceed national guidelines' (Priority Three, page 16).
- Amend the email address given for comments to 'consultation@fareham.gov.uk' (Strategic Framework, page 20).

9. 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.
10. Overall, performance across the indicators is comparable to previous years. There have been some significant changes in several areas as outlined below:
 - Expenditure on community funding in 2018/19 decreased by approximately £60,000 compared to the previous year. There were also 10 less grants awarded in 2018/19 than in 2017/18. The decrease in expenditure can be attributed to a further £90,000 committed but not paid in the 2018/19 financial year. This included £40,000 for Locks Heath Free Church and £16,000 for Sarisbury Athletic Cricket Club, which have since been paid.
 - 91% of abandoned vehicles were removed within 5 working days, which is an 8% increase on the previous year.
 - Over 19,000 people visited Westbury Manor Museum, which represents an increase of 19% on the previous year.
11. Appendix B shows a copy of the Local Service Agreements document updated with the details for the 2018/19 financial year. As in the previous year, the document contains simplified text and infographics to feel more engaging.
12. This year, a separate section has been added to each priority, highlighting any challenges that we are currently faced with.

10/10 SURVEYS

13. It was agreed at a meeting of the Executive on 7 December 2015, that the 10/10 surveys would replace the then biennial Resident's Survey as the main way for measuring resident satisfaction.
14. The quarterly 10/10 customer service surveys enable individual service areas to collect high quality feedback in a timely and less resource intensive way. The 10/10 surveys have so far focused on customer facing service areas that have worked through a systems thinking intervention.
15. The 10/10 survey approach involves Head of Services/Intervention Leads telephoning a random selection of customers and asking three questions:
 - a. **Question 1:** What does good service look like to you?
 - b. **Question 2:** Please rate the service you received from 1 to 10, with 1 being very bad and 10 very good.
 - c. **Question 3:** If we didn't get 10, what can we do next time to make sure we do?
16. These open-ended questions allow us to track satisfaction levels and analyse comments on specific areas that could be improved further. Service leads can then action these where necessary.
17. The following services conduct quarterly 10/10 surveys, with Streetscene due to conduct these from October 2019:

- a. Housing
- b. Building Services – Responsive Repairs
- c. Benefits
- d. Development Management
- e. Environmental Health
- f. Council Tax and Business Rates

18. Some areas that have undertaken an intervention, such as Parking Enforcement, are less likely to provide useful customer satisfaction data. This is because people are not likely to be satisfied about anything to do with being issued with a Penalty Charge Notice. More customer facing service areas will undertake 10/10 surveys as they process through their own interventions.

Housing

19. During 2018/19, the average overall score given by customers was 9.7. The lowest score received was 8 out of 10. Many customers focused on the quality of service provided by officers, with examples such as 'really helpful', 'wonderful' and 'very, very good'.
20. When those that did not give a maximum score were asked what we could do to get a 10, the following comments were given:
 - Shorten the length of time waiting for property to be ready
 - Provide better information

Building Services – Responsive Repairs

21. Housing tenants told us that, when requesting a repair, the most important thing for them is for us to repair the problem, quickly and at the first visit.
22. During 2018/19, the average overall score given by customers was 9.5. The lowest score received was a 7 out of 10. Some of the comments from those that did not give a maximum score included:
 - Not sorting the problem, the first time
 - The Council could have come out quicker

Benefits

23. When asked what matters to them, Benefits customers wanted the Council to help them claim and to understand their entitlement. The majority were very happy with the service provided, with comments such as 'thorough', 'patient' and 'supportive' mentioned several times.
24. During 2018/19, the average overall score given by Benefits customers was 9.9. The lowest score received was 8 out of 10, however this customer did not know what we could do to make it a 10.

Development Management

25. The intervention within Development Management focused on the planning application decision process. Response to the 10/10 surveys indicated that the following issues were important to customers, with one customer advising that they use Fareham as the benchmark:
- Getting planning permission and being dealt with fairly
 - Contact with Officer and consistent advice
26. The average score given by customers was 8.9 out of 10 during 2018/19. The lowest score given was 7 out of 10, with the customer feeling that the officer's judgement was too 'by the book' with local factors not considered.

Environmental Health

27. The Environmental Health 10/10 surveys cover a wide area including pest control, noise/smoke complaints and licensing. Response to the 10/10 surveys indicated that the following are important to our customers:
- Getting the noise or smoke stopped
 - Eradicating rodent problems
28. During 2018/19, the average score given by Environmental Health customers was 8.3 out of 10. The lowest score given was a 1, where the customer felt that they weren't taken seriously, and the case was closed. The case has subsequently been reopened for investigation. Of the other scores below 10, the following comments were received:
- Didn't hear back after making complaint
 - Attending to problem earlier – same day response
29. There were however several positive comments including 'very good' and 'brilliant service', particularly about the pest control service the Council provides.

Council Tax and Business Rates

30. Following interventions within the Council Tax and Business Rates team, 10/10 surveys are now being conducted within this area.
31. The average score given was 9.9 for 2018/19, although this only reflects one month of data. Customers advised that the service they had received was efficient and helpful with all questions answered and relevant information provided.

FINANCIAL IMPLICATIONS

32. Whilst there are no anticipated financial implications associated with the Local Service Agreements, any cost implications of amending any of the Council's priorities would need to be calculated and reflected in the Council's medium-term financial strategy.

CONCLUSION

33. 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.

34. The Council's performance across most Local Service Agreements is broadly comparable or better than in previous years.
35. The 10/10 surveys indicate a high level of customer satisfaction with the customer facing services that have undertaken a systems thinking intervention. Officers have taken on board any possible areas for improvement identified in the feedback.

Enquiries:

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