

# FAREHAM

## BOROUGH COUNCIL

### **Report to Council**

#### **05 December 2019**

*Subject:* **Annual Review of the Corporate Strategy 2017-2023**

*Report of:* **Director of Leisure and Community**

#### **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 Policy and Resources Scrutiny Panel considered the review of the Strategy on 23 October 2019 and supported the proposed changes to the Strategy.

The Executive considered the outcome of the review at the 4 November 2019 meeting and agreed the recommended updates and changes to the Corporate Strategy. In addition to those detailed in the report, one additional amendment was also proposed, regarding the inclusion of the review date on the front page of the Corporate Strategy document.

The updated Corporate Strategy 2017-2023 is now presented for adoption by the Council.

#### **RECOMMENDATION**

It is recommended that the Council:

- a) notes the results of the annual review of the Corporate Strategy; and;
- b) approves the updates to the Corporate Strategy.

## **INTRODUCTION**

1. 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.
2. The Council's performance 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.
3. 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.
4. Any 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.

### **Progress made in delivery Corporate Priorities**

5. 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 Planning Committee granted outline planning permission for Welborne on 16 October 2019 and a detailed planning agreement will be finalised over the coming months.
- 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 15<sup>th</sup> 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, 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 in June 2019 to talk about drug misuse and other anti-social behaviour in Fareham town centre. A successful follow up meeting took place in October 2019 to update residents on measures taken to address the issues raised and brought together the Council, Police and support agencies, as well as community groups and residents. A new Street Aid donation card was also launched, make it easier for people to donate money to the Two Saints charity, rather than giving cash directly to individuals.
- 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.

### **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

6. Overall, the Corporate Strategy remains on track and it is proposed that the Council approves the following minor changes to the Corporate Strategy document; attached as Appendix A, which incorporates these changes:

- 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).

## **POLICY AND RESOURCES SCRUTINY PANEL**

7. The Policy and Resources Scrutiny Panel considered the report on the annual review of the Corporate Strategy and Local Service Agreements on 23 October 2019 and requested that the following changes be made:
  - On the report under the heading of Strong, Safe, Inclusive and Healthy Communities, on the last bullet point the word `intimated' be changed to `intimidated'.
  - On the Local Service Agreements document, the bullet point which read `Develop long term plans aimed at bringing the Ashcroft Arts Centre and Ferneham Hall together into a new and exciting single arts and entertainment venue' be removed from the Local Service Agreements, as this is no longer part of the Council's Corporate Strategy.
8. Subject to the amendments above, the Panel recommended the Corporate Strategy and Local Service Agreements report to the Executive for endorsement, when it considered the items at its meeting on 4 November 2019.

## **EXECUTIVE MEETING**

9. The Executive considered the report on the annual review of the Corporate Strategy and Local Service Agreements on 4 November 2019 and agreed the recommended proposed updates. In addition to those listed in the report, the following additional amendment to the Corporate Strategy was also recommended:
  - The inclusion of the date last reviewed on the front page of the Corporate Strategy document.
10. Subject to the amendment above, the Executive approved the recommended changes to the Corporate Strategy and the report can now be presented for adoption by the Council.

### **CONCLUSION**

11. This report is a key stage in the Council's performance management framework. The Council is invited to consider the results of the annual review and approve the updated Corporate Strategy 2017-2023.

**Appendices:** Appendix A – Corporate Strategy 2017-2023

**Background Papers:** None

**Reference Papers:** None

**Enquiries:** For further information please contact Lindsey Ansell (Ext. 4567).