

FAREHAM

a prosperous and
attractive place to be

CORPORATE STRATEGY
2017-2023

Reviewed
December 2021



PLANNING FOR FAREHAM'S FUTURE

Prosperous, safe, attractive...

Our corporate strategy for Fareham Borough Council sets out our priorities for the next few years, from 2017 to 2023, and shows how we have planned to ensure that Fareham remains a prosperous, safe and attractive place to live and work.

Our approach has been led by a number of factors. First and foremost, our residents, customers, partners and others have told us what is important to them. Our research has also highlighted a range of external influences we need to consider such as economic and social factors and indeed changes to the way our residents live and work.

One factor that cannot be ignored is the continuing reduction in government funding awarded to Fareham Borough Council.

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

By focusing on these we believe we can help make sure that Fareham continues to be a great place to live and work.

“...FAREHAM
CONTINUES TO
BE A GREAT
PLACE TO LIVE
AND WORK.”



A GREAT PLACE

TO LIVE...

Located in an area of some 30 square miles along the south coast of Hampshire between Portsmouth and Southampton, Fareham is a popular and attractive place to live. It is well connected to the M27 motorway and has good rail links to London and the wider rail network. There is also easy access to ferry ports and Southampton airport.

Fareham is growing. Our population has steadily increased over the last 30 years and that trend is expected to continue. People are living longer and we have an increasingly ageing population.

For example, Fareham has experienced the largest rise in the number of residents aged

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

FAREHAM'S POPULATION

2001: 107,977

2015: 114,799

2017: 116,000

2023: 118,000

2037: 122,000

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

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

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

OPEN FOR BUSINESS

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

A well-educated workforce makes Fareham an attractive proposition for local businesses. The local talent pool is rich with potential employees equipped with all the skills they need to meet their needs and, whilst Fareham salaries tend to be higher than the national average, they remain well below London-weighted salaries.

The proportion of Fareham residents educated to college level and above is higher than both the south east region and the country as a whole. This is a boost to businesses both in Fareham and its neighbouring cities.

Fareham is a hard-working Borough with the percentage of local people in work higher than both regional and national averages. By contrast the number of residents claiming out of work benefits is low.

We helped local businesses affected by the COVID-19 pandemic and paid out £56 million in business grants and reliefs as part of a package of measures announced by the Government. Our Environmental Health team were also on hand to provide guidance to businesses to enable them to operate safely.

“...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.

In October 2021, the construction of four new business units at Faraday Business Park at Daedalus was completed and they are now ready for occupiers.

Over the coming years, the new development at Welborne, which lies to the north of Fareham, will also play a significant role in creating jobs for the Borough.



SAFE AND HEALTHY

Fareham is a safe and healthy place to live and work. Overall crime levels are low when compared to similar Boroughs in the area.

Life expectancy is higher than the national average for both men and women and our residents are generally healthier than most other areas in the country. Deprivation levels across the Borough are generally very low, but there are some small pockets of deprivation within Fareham town.

Fareham is a great place to be healthy and has a variety of sports and leisure facilities for residents to enjoy. We have invested significantly in facilities such as the multi-million pound Holly Hill Leisure Centre which opened in 2016, with £6.8m recently invested to improve facilities at 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.

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 new open space, Abbey Meadows is set to open in 2020 (open space opened in 2020 but awaiting completion of play area in 2021).

The COVID-19 pandemic meant that we couldn't hold our annual Fareham In Bloom competition in the normal way. We did, however, run it as a successful virtual competition, where we received over 100 entries across six categories.

The great outdoors 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 have been unable to hold the usual CAT meetings with residents during the COVID-19 pandemic, we successfully ran our first virtual exhibitions for the Local Plan and Balancing the Books consultations, ensuring our residents still had the opportunity to comment on the things that matter to them.

Residents can have their say using an online Customer Engagement Panel (the E-Panel) to help customers better understand how we work, have their say and increase openness and transparency. They can also take part in various consultations that take place throughout the year.

Social media is important too. Residents can contact the Council directly on Facebook and Twitter, both of which are used to keep customers up-to-date with useful information including details of any new consultations taking place, public meetings or local events.

Our website contains all the Council's latest news and copies of the Council's Online magazine 'Fareham Today' whilst Council Connect, in Fareham shopping centre, is also a good place to check for information.

Sign up for the Council's e-panel at:
www.fareham.gov.uk/epanel

Check out any current consultations at:
www.fareham.gov.uk/consultations

**SIGN UP TO OUR
ONLINE CUSTOMER
ENGAGEMENT PANEL
(THE E-PANEL) AND JOIN
IN THE CONVERSATION**



OUR VISION

Fareham is a prosperous, safe and attractive place to live and work. This has occurred through careful management and development, as well as constant attention to our environment and the needs of our communities. Our vision for Fareham's future is based upon the assumption that residents want to preserve all that is good about Fareham, whilst increasing prosperity, providing new homes for our growing communities and making it an even more inclusive and attractive place to live and work.

“FAREHAM IS A PROSPEROUS, SAFE AND ATTRACTIVE PLACE TO LIVE AND WORK.”

OUR VALUES

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

OUR CORPORATE VALUES

Listening and being responsive to our customers

Recognising and protecting the identity of existing communities

Enhancing prosperity and conserving all that is good

Being efficient, effective and providing value for money

Leading our communities and achieving change for the better

“LEISURE
OPPORTUNITIES
AVAILABLE FOR
RESIDENTS AND
VISITORS ALIKE...”

OUR PRIORITIES

We will achieve our vision by focusing our efforts and resources on six corporate priorities:



1 PROVIDING HOUSING CHOICES

by working with our key partners to enable and support a diverse housing market so that residents have access to good quality housing that is affordable and offers a choice of tenures. We will take positive steps to prevent homelessness and assist individuals and families in finding good quality accommodation.



2 PROTECT AND ENHANCE THE ENVIRONMENT

by ensuring that Fareham remains a clean and attractive place to live and work. We will make sure that our heritage and natural environment are conserved and enhanced for future generations. We will also minimise the impact on the environment by reducing our use of natural resources; minimising the generation of waste and maximising the collection of recyclable materials.



3 STRONG, SAFE, INCLUSIVE AND HEALTHY COMMUNITIES

by working with others to provide an environment where people of all ages feel safe. We will give people greater influence over the decisions that affect their lives and build more inclusive communities by providing easy access to information and services provided by the Council. We will also ensure that measures are in place to protect the health and safety of people who live, work or visit the Borough.



4 MAINTAIN AND EXTEND PROSPERITY

by working with others to continue to support and promote the economic vitality of the Borough. Developing and improving vibrant town and district centres offering a range of shopping, leisure and employment opportunities, together with the delivery of an employment-led vision for Daedalus will be vital to achieving this.



5 LEISURE OPPORTUNITIES FOR HEALTH AND FUN

so that residents and visitors of all ages can socialise with other members of our communities; participate in arts and entertainment activities; and improve their fitness and health.



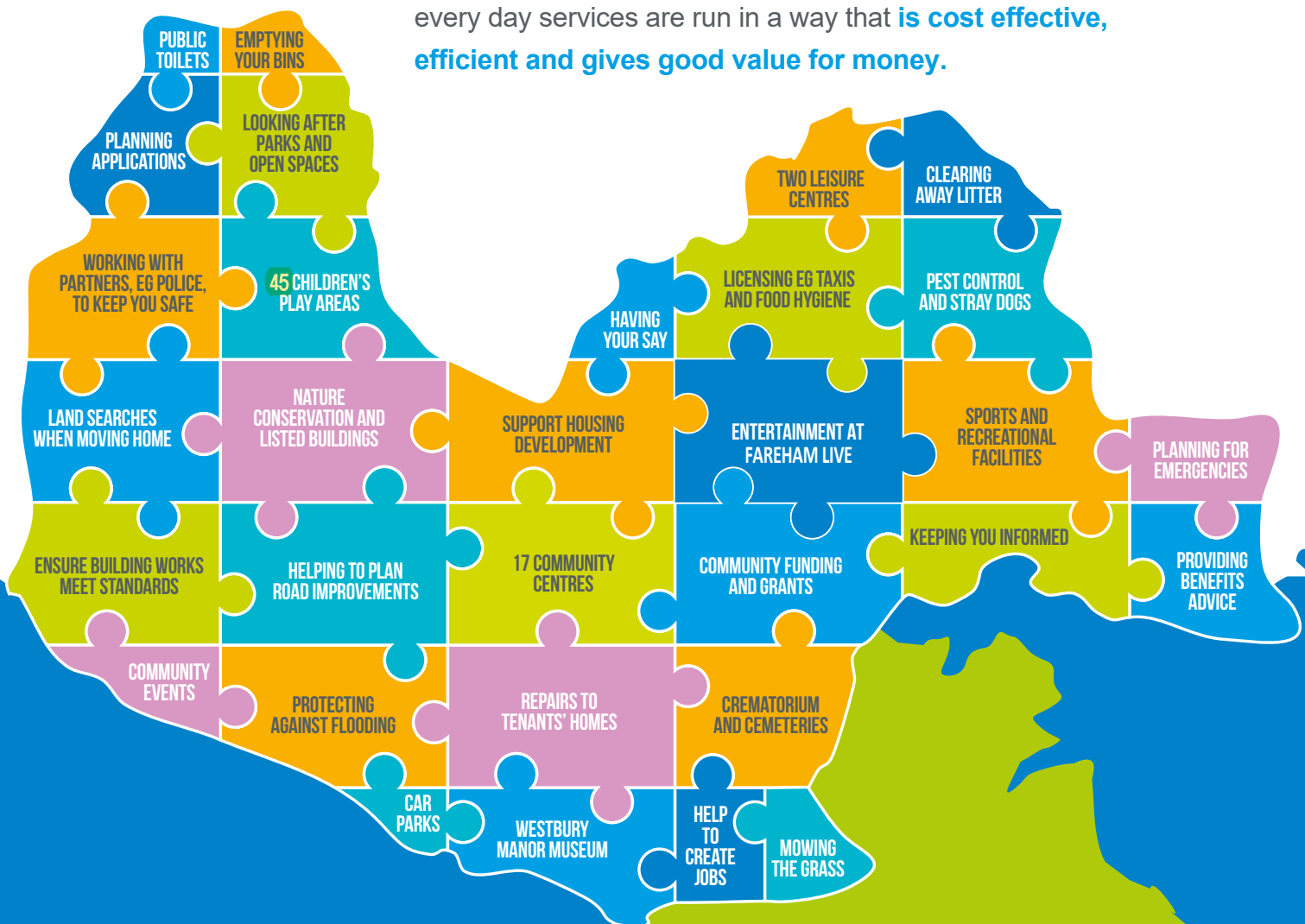
6 DYNAMIC, PRUDENT AND PROGRESSIVE COUNCIL

by making sure that the decisions we make are transparent and that arrangements are in place to secure on-going improvement. Our overall priority is to ensure that we offer good value for money by providing high quality services and maintaining high levels of customer satisfaction, whilst keeping council tax levels low when compared to other district councils.

“WE WILL GIVE
PEOPLE GREATER
INFLUENCE OVER THE
DECISIONS THAT
AFFECT THEIR
LIVES...”

It's the **LITTLE THINGS** **THAT MATTER**

Although it is the big projects that get the headlines, it is the day to day work we carry out that takes up most of our time and energy. It is also what the Fareham element of your council tax pays for. We know how important it is to you that we get the basics right and we work really hard to ensure that every day services are run in a way that **is cost effective, efficient and gives good value for money.**



PRIORITY one

Between now and 2023 we have big plans for improvements all of which are driven by our corporate priorities. You will be able to keep an eye on how we are doing as key milestones will be included in our annual review.

PROVIDING HOUSING CHOICES

Ensuring everyone has somewhere to live is a vital role for Council.

Working against the backdrop of a national shortfall in housing and accommodation, we have worked hard to develop key strategies that will enable us to ensure there are housing choices for people in Fareham. We will...

- **Enable the delivery of a new Garden Village at Welborne, providing thousands of new homes, new jobs, new schools and new leisure facilities.**
- **Prepare a new Local Plan, which will plan for the provision of new homes, and employment space, across the Borough up to 2037.**
- **Prepare and implement a new Affordable Housing Strategy, which will determine the Council's future role in the provision of housing. (Complete October 2019).**



“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 major coastal defence schemes at Portchester and Hill Head. (Hill Head complete December 2017. Portchester proposal currently on hold awaiting funding solution).
- Increase our recycling rates and reduce the amount of household waste.
- Continue with our 'Give Plastic the Push' campaign, aiming to reduce the use of single use plastic in the Borough.
- 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.

"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.)

PRIORITYfour

MAINTAIN AND EXTEND PROSPERITY

We recognise that business growth is essential to the local economy, providing good quality jobs for local people and creating attractive, vibrant town and district centres.

As well as supporting and protecting existing businesses we want to attract new employers to our Borough providing opportunities for future generations. We will...

- Commence the regeneration of Fareham Town Centre, which will include the provision of new homes, improvements to retail, leisure and entertainment facilities and changes to parking provision.
- Construct a second phase extension to our highly successful Innovation Centre at Daedalus, offering office and working space to new businesses and creating new jobs within the Borough. (Complete March 2018).
- Enable the redevelopment of Portchester District Centre, which will include improvements to the shopping precinct, the provision of new homes and improvements to car parking facilities.
- Continue to implement our vision for Daedalus. We will build the necessary roads and services to unlock new employment opportunities at Swordfish Business Park, building new hangars and facilities to support the development of the airport and encourage employers to relocate and grow their business on the site.
- Support the construction of major highway schemes across the Borough to include the Stubbington Bypass, improvements to the southern section of Newgate Lane and a redesigned “all moves” Junction 10 on the M27. (Newgate Lane complete April 2018)
- Encourage a broader choice of Further Education provision in the Borough, including T Levels.
- Implement much needed refurbishments to the Osborn Road multi-storey car park, bringing the building to more modern standards, both in terms of its structural integrity and customer experience.
- 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.



“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.
- 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 boost income and help meet corporate priorities.
- Continue to explore opportunities for shared services, partnerships and joint working with neighbouring Councils.
- Deliver a programme of work under the Opportunities Plan, to enable the Council to generate additional revenue, reduce costs and respond to service pressures and opportunities.

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



Holly Hill



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

