

## Appendix B - Corporate Strategy - Proposed Changes 2023/24

### Proposed changes /additions:

Page and paragraph	Current text	Proposed change
<b>Front page</b>		Reviewed November 2024
<b>Page 4</b>	Our Strategy sets out how we will work over the next six years...	<p><b>(Change six years to strategy period)</b></p> <p>Our Strategy sets out how we will work over the strategy period...</p>
<b>Page 4</b>	Our Priorities show where we will focus our resources over the next six years...	<p><b>(Change six years to strategy period)</b></p> <p>Our Priorities show where we will focus our resources over the Strategy period</p>
<b>Page 5</b>	We must also take into account external economic, social, and environmental factors that will influence life in Fareham over the next six years	<p><b>(Change six years to strategy period)</b></p> <p>We must also take into account external economic, social, and environmental factors that will influence life in Fareham over the strategy period.</p>
<b>Page 5</b>	Local Service Agreements provide an annual overview of how Council services are performing.	<p><b>(Reference performance measures approach)</b></p> <p>Local Service Agreements are being replaced by a new approach to performance measures</p>
<b>Page 7</b>	£2m + implemented in savings and income opportunities over the last three years	<p><b>(Amend £ 2m savings over the last 3 years)</b></p> <p>Over £2.5m implemented in savings and income opportunities</p>
<b>Page 7</b>	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	<p><b>(Remove business rates and six years reference)</b></p> <p>However, since 2012 the funding the Council receives from central government through general grants significantly decreased. Like most other councils, Fareham has had to increase the proportion of its budget funded through Council Tax and fees and charges.</p>

	<p>explore additional savings and income generation opportunities over the next six years to ensure our services continue to be delivered to a high standard. 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.</p>	<p>In response to this, the Council has continually reviewed its practices and strived for affordable improvements and increased efficiency.</p> <p>We also continuously explore additional savings and income generation opportunities to ensure our services can continue to be delivered to a high standard. While our key focus is on continuing to provide excellent day-to-day services, we still have exciting projects planned over the next few years</p>
<p><b>Page 7</b></p>	<p>114,500 estimated number of people living in Fareham (located at bottom of the page)</p>	<p><b>(Amend to climate change focused text)</b></p> <p>Operational carbon emissions were 2819 tCO<sub>2</sub>e in 2023/24, a reduction of 848 tonnes since 2019/20.</p>
<p><b>Page 8</b></p>		<p><b>(Updates Values)</b></p> <p><b>INTEGRITY</b> By working with integrity, we can work with confidence in ourselves and one another.</p> <p><b>COLLABORATION</b> We work together, and with our partners, to achieve common goals, solve problems, make decisions and create benefit for the Borough.</p> <p><b>BETTER OUTCOMES</b> By achieving and maintaining high quality we can ensure customer satisfaction, building a strong reputation and driving success.</p> <p><b>KINDNESS</b> We care about our people, are thoughtful about others and treat everyone with compassion.</p> <p><b>RESPONSIBILITY</b> We are committed and can be relied upon to take responsibility.</p> <p><b>INNOVATION</b> We encourage new ideas and improvement which lead to benefits for the Borough.</p>

		Values to include explanatory text alongside which is in the People Strategy
<b>Page 10</b>	Our priorities will guide how we direct our resources over the next six years...	<b>(Change six years to strategy period)</b> Our priorities will guide how we direct our resources over the strategy period...
<b>Page 11</b>	<b>Provide Housing choices</b> <ul style="list-style-type: none"> <li>• Diverse housing market</li> <li>• Development of new homes</li> <li>• High quality affordable housing</li> <li>• Helping homeless people</li> <li>• Welborne Garden Village</li> </ul>	<b>(Change tense of development to develop)</b> <b>Provide Housing Choices</b> <ul style="list-style-type: none"> <li>• Diverse housing market</li> <li>• Develop new homes</li> <li>• High quality affordable housing</li> <li>• Helping homeless people</li> <li>• Welborne Garden Village</li> </ul>
<b>Page 11</b>	<b>Respond to Climate Change and protect the environment</b> <ul style="list-style-type: none"> <li>• Reducing carbon emissions</li> <li>• Keep the Borough clean and Attractive</li> <li>• Support biodiversity and enhance green spaces</li> <li>• Increase recycling</li> <li>• Coastal management</li> </ul>	<b>(Change tense of reducing to reduce)</b> <b>Respond to Climate Change and protect the environment</b> <ul style="list-style-type: none"> <li>• Reduce carbon emissions</li> <li>• Keep the Borough clean and attractive</li> <li>• Support biodiversity and enhance green spaces</li> <li>• Increase recycling</li> <li>• Coastal management</li> </ul>
<b>Page 11</b>	<b>Strong, Safe and Healthy Communities</b> <ul style="list-style-type: none"> <li>• Everyone feels safe</li> <li>• Enabling communities to thrive</li> <li>• Health and Safety</li> <li>• Emergency Planning</li> </ul>	<b>(Change tense of enabling to enable remove Health &amp; Safety)</b> <b>Strong, Safe and Healthy Communities</b> <ul style="list-style-type: none"> <li>• Everyone feels safe</li> <li>• Enable communities to thrive</li> <li>• Emergency Planning</li> </ul>
<b>Page 11</b>	Have your say logo	<b>(Change to Let's Talk Fareham logo)</b>
<b>Page 13</b>	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.	<b>(Reference consumer standards for social landlords)</b>  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. The Regulator of Social Housing's Consumer Standards (2024) will be used to help drive continuous service

		improvement in the Council's role as social housing landlord.
<b>Page 13</b>	Our key projects for the next six years are to:	<b>(Change six years to strategy period)</b>  Our key projects over the strategy period are to:
<b>Page 13</b>	Prepare a Vision and Masterplan for Fareham town centre regeneration that will provide increased opportunities for residential development	<b>(Change Vision and Masterplan to Fareham Town Centre Strategy)</b> Prepare a Fareham town centre Regeneration Strategy that will provide increased opportunities for residential development.
<b>Page 13</b>	Support the delivery of the strategic housing sites allocated in the Local Plan 2037.	<b>(Reference anticipated changes to housing requirements)</b> Support the delivery of the strategic housing sites in the Local Plan 2037, whilst preparing for anticipated government changes to Fareham's housing requirements.
<b>Page 13</b>	Prepare a new Affordable Housing Supplementary Planning Document	<b>(Adopted)</b> A new Affordable Housing Supplementary Planning Document was adopted in June 2024
<b>Page 13</b>	Deliver a new sheltered housing scheme at Assheton Court	<b>(Remove included in another project see below)</b>
<b>Page 13</b>	Deliver new affordable Council homes including Ophelia Court, land at Queens Road, and the redevelopment of Menin House.	<b>(Queens Road Completed)</b> Deliver new affordable council homes, including Ophelia Court (complete), Assheton Court, and the redevelopment of Menin House.
<b>Page 13</b>	Prepare a new Self- Build and Custom Build Supplementary Planning document.	<b>(Adopted)</b> A new Self-Build and Custom Build Supplementary Planning document was adopted in October 2023.
<b>Page 13</b>		<b>(New Project)</b> Implement actions and measures to be compliant with the Consumer Standards for social landlords and support service improvements.
<b>Page 13</b>		<b>(New Project)</b>

		Develop and implement a new Tenant Engagement Strategy
<b>Page 13</b>		<b>(New Project)</b> Acquisition of 130-136 West Street (Birks building) to provide affordable housing in the town centre and support the Fareham Town Centre Regeneration Strategy (Complete).
<b>Page 13</b>		<b>(New Project)</b> Continue to deliver and review our approach to emergency and temporary accommodation provision, aided by the purchase of 92 Gordon Road.
<b>Page 14</b>	Fareham Creek	<b>(Correct name)</b> Warsash
<b>Page 14</b>	Changes to legislation over the next six years will enable us to provide significant improvements to our waste and recycling services.	<b>(Change six years to strategy period)</b> Changes to legislation over the strategy period will enable us to provide significant improvements to our waste and recycling services.
<b>Page 15</b>	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.	<b>(Reference Environment Strategy)</b> The Borough will remain a clean and attractive place to live and work. We will bring a range of environmental work streams together into a single cohesive Environment Strategy.
<b>Page 15</b>	Our key projects for the next six years are:	<b>(Change six years to strategy period)</b> Our key projects over the strategy period are:
<b>Page 15</b>	Redevelop our waste and recycling collections in line with the Government's new Environment Bill to increase recycling rates and reduce household waste	<b>(Refer to Simpler Recycling)</b> Redevelop our waste and recycling collections in line with the Government's Simpler Recycling regulations, to help increase recycling rates.
<b>Page 15</b>	Explore opportunities for renewable energy generation as part of capital projects delivered by the Council and across our wider land holdings	<b>(Remove)</b>
<b>Page 15</b>	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	<b>(Change Text)</b> Deliver a range of projects such as habitat protection, biodiversity improvements, nutrient reduction schemes and strategic tree planting.
<b>Page 15</b>	Review our vehicle fleet and prepare a programme of replacements to	<b>(Ongoing programme delivery)</b> Deliver a rolling vehicle

	reduce the carbon emissions produced by our fleet.	replacement programme to modernise our fleet.
<b>Page 15</b>		<b>(Add new project)</b> Develop an Environment Strategy to bring our varied environmental objectives, plans and projects into a coherent whole.
<b>Page 15</b>		<b>(New project)</b> Review the opportunities across our operational buildings to reduce energy use through investment in low carbon technologies and renewable energy opportunities.
<b>Page 15</b>		<b>(New Project)</b> Investigate the feasibility of a Solar Farm at Hook Recreation Ground
<b>Page 16</b>	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.	<b>(Highlight Community Safety success)</b> Our overall crime rates are regularly the lowest in Hampshire. We work with partners on projects such as targeted outreach work to tackle Anti-Social Behaviour and the innovative Violence Reduction Partnership. We work to keep the Borough clean and free from environmental crime such as fly tipping and Graffiti to help our residents feel safe.
<b>Page 16</b>	Community leadership is a role the council takes seriously. Officers regularly take part in emergency planning 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.	<b>(Delete reference to pandemic)</b> Community leadership is a role the council takes seriously. Officers regularly take part in emergency planning to ensure we are prepared for difficult situations, should they arise.  Life expectancy is higher than the national average. Deprivation levels are generally very low. However, we are aware of some small pockets of deprivation.
<b>Page 17</b>	We recognise the distinct communities that exist within Fareham and will provide them with facilities to enable them to thrive	<b>(Text replacement)</b> We promote and celebrate the distinct communities that exist within Fareham, providing equal access to facilities to enable everyone to thrive.

<b>Page 17</b>	Our key projects for the next six years are:	<b>(Change six years to strategy period)</b> Our key projects over the strategy period are:
<b>Page 17</b>	Develop a community - led regeneration plan for improved community facilities and affordable housing in the Henry Court Drive Area.	<b>(New name)</b> Develop a community - led regeneration plan to improve community facilities and provide more affordable housing at Fareham Park.
<b>Page 17</b>	Monitor and review local air quality across the Borough to ensure the health of our residents.	<b>(Defra instructed to revoke its air quality management areas)</b> Develop a new Air Quality Strategy to replace the existing Air Quality Action Plan ensuring continued air quality improvements for the future.
<b>Page 17</b>	Undertake a review of the Community Infrastructure Levy and Planning Obligations Supplementary Planning Document to secure developer contributions going forward.	<b>(Document adopted)</b> Continue to secure developer contributions using the Community infrastructure levy and Planning Obligations Supplementary Planning Document.
<b>Page 17</b>		<b>(New Project)</b> Place community wardens and CCTV in ASB hot spots to make people feel safe
<b>Page 18</b>	This strategy period will see increased investment in our town centre guided by the preparation of a Fareham town centre Regeneration Vision and Masterplan.	<b>(Change to Strategy)</b> This strategy period has already seen over £30m investment in our town centre, guided by the preparation of a Fareham town centre Regeneration Strategy.
<b>Page 18</b>	We will produce a Town Centre Regeneration Vision and Masterplan	<b>(Change to Strategy and Action Plan)</b> We will produce a Town Centre Regeneration Strategy.
<b>Page 18</b>	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.	<b>(Remove Principally at Faraday text)</b> Over the next strategy period, Daedalus will see further investment, so we can deliver on our Daedalus Vision and unlock further employment opportunities.
<b>Page 18</b>	Solent Airport Daedalus will see further multi-million-pound investment to improve the commercial offer and facilities provided and help attract more aviation business to the site.	<b>(Change further to completion)</b> Solent Airport at Daedalus will see the completion of multi-million-pound investment to improve the commercial offer and facilities provided and help

		attract more aviation business to the site.
<b>Page 19</b>	Our key projects for the next six years:	<b>(Change six years to strategy period)</b> Our key projects over the strategy period are:
<b>Page 19</b>	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.	<b>(Change to Strategy)</b> Produce a Fareham Town Centre Regeneration Strategy to attract investment, guide new development and public spaces, and ensure that the town centre meets changing needs.
<b>Page 19</b>	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	<b>(Remove reference to solar energy) remove bold formatting</b> Transform the aging Osborn Road car park into a modern surface level car park with electric vehicle charging (Complete September 2024)
<b>Page 19</b>	Produce an Economic Development Strategy to outline our economic objectives, including business support and skills development across the Borough.	Produce an Economic Development Strategy for the Borough, which supports the emerging priorities of the Hampshire Prosperity Partnership
<b>Page 19</b>	Deliver a £5.5 million investment plan at Solent Airport at Daedalus to expand its commercial opportunities.	<b>(Amount revised in June 2023)</b> Deliver a £5.5 million (increased from £4.7m in 2023/4) investment plan at Solent Airport at Daedalus to expand its commercial opportunities.
<b>Page 21</b>	Our key projects for the next six years are to:	<b>(Change six years to strategy period)</b> Our key projects over the strategy period are to:
<b>Page 21</b>	Launch our new community arts and entertainment venue: Fareham Live	Launch our new community arts and entertainment venue Fareham Live, working in partnership with Trafalgar Theatres to ensure we continue to provide a vibrant community, arts, and entertainment venue for everyone in the Community
<b>Page 21</b>	Develop new and improved community leisure facilities at Henry Cort Drive	<b>(New name adopted)</b> Develop new and improved community leisure facilities at Fareham Park.
<b>Page 21</b>		<b>(New Project)</b> Explore and further develop new leisure and community opportunities with the delivery of a Padel Tennis facility at Park Lane recreation ground.



<b>Page 21</b>		<b>(New Project)</b> Deliver a set of proposed improvements to Holly Hill Woodland Park
<b>Page 22</b>	Have Your Say logo picture	Change to Let's Talk Fareham logo picture
<b>Page 23</b>	Our key projects for the next six years are to:	<b>(Change six years to strategy period)</b> Our key projects over the strategy period are to:
<b>Page 23</b>	Redevelop our Local Service Agreements document so residents are more clearly informed about how Council services are performing	<b>(Reference Performance Measures approach)</b> Implement a new approach to corporate performance measures to support continuous service improvement
<b>Page 23</b>	Launch a new Communications and Engagement Strategy.	Relaunch of the Communications and Engagement Strategy to also include Tenant Engagement
<b>Page 23</b>	Explore commercial opportunities available to the Council to support the Council's financial position.	Remove from Strategy due to this being included in Opportunities Plan
<b>Page 23</b>	Update our Opportunities Plan to enable the Council to continue to generate additional revenue whilst reducing costs	<b>(Moved to delivery phase)</b> Deliver our Opportunities Plan to enable the Council to continue to generate additional revenue whilst reducing costs
<b>Page 23</b>		<b>(New Project)</b> Develop and implement a Digital Strategy to widen customer options and provisions.
<b>Page 23</b>		<b>(New Project)</b> Ensure Fareham Borough Council services are accessible to all members of our community and staff by recognising and celebrating diversity, promoting inclusion and by providing systems and structures that allow for equal opportunity and access.
<b>Page 24</b>	Local Service Agreements	<b>(Replace)</b> Currently in the process of developing corporate performance measures to replace Local Service Agreements
<b>Page 25</b>	Local Plan  Service Strategies Housing Economic Development Communications	<b>Add Environment and Engagement</b> Local Plan  Service Strategies Housing Economic Development

		Communications and Engagement Environment
<b>Page 25</b>	<b>Local Service Agreements</b> Short-term activities and actions delivered by individual services	<b>(Reference Performance Measures)</b> Emerging Performance Measures Approach