

EAST HAMPSHIRE DISTRICT COUNCIL

CORPORATE STRATEGY 2020-2024

Introduction

The Corporate Strategy is the document setting out the key priorities of East Hampshire District Council for the next five years. It is approved by full Council and forms the backbone of the policy framework. This document will be refined during 2020 by engaging with our partners and will inform the application of the budget.

We have used an evidence-based approach to develop this strategy. This has enabled us to understand the needs of our communities, businesses and the local economy and to show us where we should target our interventions. Based on this insight we have developed our four themes.

The Council will move away from being a universal service provider to become an enabling authority which ensures that services are targeted to meet the needs of users and are sustainable for the future. This means the Council may no longer provide services in the same way and to the same people as before.

Our mission is to enhance the lives of our residents, businesses and visitors.

We will achieve this by concentrating on four themes from now until 2024:

- A fit for purpose Council
- A safer, healthier and more active East Hampshire
- A thriving local economy with infrastructure to support our ambitions
- An environmentally aware and cleaner East Hampshire

We will embrace the following values as we deliver this Corporate Strategy:

- Responsibility for our actions
- Fairness and integrity in all we do
- Responding to the needs of our community based on evidence
- Respect and support for each other and our residents
- Considering the future wellbeing of our area over short term expediency

We will continue to work in partnership with Havant Borough Council to deliver effective and efficient services to residents and businesses. Where it is advantageous, we will work towards sharing our services and this will be reflected by our joint strategies (where appropriate).

We already have a shared Chief Executive and senior management team and we will continue to develop this partnership arrangement. We will review our services and our approach to delivering them which could ultimately lead to a shared workforce.

As well as considering the most cost-effective approach we will also consider how we can champion positive behaviours, in both the community and the Council, in relation to wider issues like climate change.

We will continue to work in partnership with all our public sector colleagues, and as part of our ongoing partnership approach with Havant Borough Council we are committed to:

- Taking a shared service approach where it is advantageous to our communities
- Shared values and behaviours for staff
- Shared strategies (where appropriate)
- An aligned workforce - a 'one workforce' concept
- Shared processes
- Going digital by default
- A similar way of working under simplified, streamlined Constitutions
- Joint commercial opportunities
- Evidence-based decision making

This Corporate Strategy does not sit in isolation but gives an overarching strategic approach to the delivery of the priorities we have identified.

Theme One – a fit for purpose Council

Our evidence

- In 2015-16, East Hampshire District Council's net service expenditure was £15.1m. This has been reduced to £10.5m in 2019-20.
- Revenue Support Grant (funding from central government) has reduced from £2.3m in 2012-13 to nil in 2019-20.
- New Homes Bonus (grant from central government) is expected to fall in the next five years.
- The Tech Partnership found in 2017 that 7% of adults in East Hampshire had not been online within the last three months, but we estimate that 59% are confident using services online.
- Impact and response as a result of Covid-19

Our intentions

We will continue our move from a universal service provider approach to a resident-demand approach by better understanding the real needs and aspirations of our residents through evidence based decision making. We intend to deliver positive interventions which have tangible impacts in our communities and improve the day-to-day lives of our residents. We will aim to provide effective interventions to manage demand early and shift our resources towards prevention.

Covid-19 has changed the way the Council works in both service delivery and digital working. Going forward the pandemic is likely to have financial implications in both the short and medium term. The combination of additional expenditure, lost income and economic uncertainty is a significant challenge which will need to be addressed.

The Council, its structures, the staff and the services will continue to change. The transformation of the Council means we will change the way we do things, change which services we provide, and change how they are provided and to whom being guided by evidence based decision making. We will become more flexible and adaptable to ensure we have the right people in the right place with the right skills.

The approach we will take to transform our services is to:

1. Understand our communities and what is causing demand on our services
2. Develop strategies which tackle these issues as early as possible to reduce this demand
3. Evaluate the way we do things and transform our services, so we are more efficient, effective and agile – allowing us to focus our resources towards prevention and targeted intervention
4. Target resources and manage demand collaboratively by working with partners, the voluntary sector and others to help change behaviours

Our staff are a key asset of our Council and we will continue to invest in training and development to ensure we have a workforce ready to deliver transformative changes and able to deliver services in the future.

We will prioritise the statutory services our Council must provide, redesigning and transforming services that do not fit customer expectations or meet future needs.

Budgets will be allocated to the services we must deliver to reflect demand, and this means we may stop providing some services or deliver those services in a very different way.

The Council will be a digital organisation which provides high quality service accessible online.

We will encourage partners to work with us to help us deliver our objectives, whether they are other public bodies, private companies or third sector organisations.

We will be commercially astute and ensure we obtain the best value financially and socially in all our dealings.

We will revise our asset management strategy to ensure we have the buildings and facilities needed to provide good quality services.

Community groups will need to demonstrate clear social value and long-term viability to receive financial support from the Council. The Council will assist community groups, through tapered grants and graduated rents, to become self-sustaining and to be responsible for the assets they use.

We will make our assets available for economic and community development activities.

The Council will continue to invest in commercial opportunities within our area which either support clear Council and community objectives or provide an income to support other services.

The Council will continue to invest in commercial assets nationally and they will be properly managed to ensure maximum income to support the Council's services.

We will:

- Understand the local needs of our town and rural communities
- Start a transformation programme so services and resources are aligned to need and based on evidence
- Develop our investment strategy to generate further revenue
- Rationalise our assets where appropriate (based on need and return – both community value and financial)
- Work with partners and the voluntary sector to deliver services that meet local needs
- Develop and implement our digital strategy
- Seek to provide more innovative ways to deliver services our residents need by developing and implementing our customer access strategy
- Renew and refresh our partnership framework and principles
- Continue to fund services through careful, proportionate investment and development opportunities

Theme two – safer, healthier and more active East Hampshire

Our evidence

- Antisocial behaviour incidents have reduced considerably over the last three years.¹
- Crime hotspots are linked to the district's retail areas.
- Health in East Hampshire is generally better than the average in England, and life expectancy is higher than the national average for both men and women.
- However, life expectancy in the most affluent parts of the district is greater by 3.1 years (for men) than life expectancy in the most deprived parts.²
- By 2025, there will be 139 elderly people for every 100 children in East Hampshire.³
- There are more than 1,200 people aged 65 and over suffering with dementia in East Hampshire.⁴
- Social isolation is a concern - an estimated 27,000 people aged over 65 in Hampshire are 'lonely most of the time'.⁵
- An estimated 11,600 people in East Hampshire are providing unpaid care.⁶
- 22% of reception aged children in the district are overweight or obese. In Year 6, this rises to 30%.⁷
- 65% of adults in the district are overweight or obese – higher than the national and South East averages.⁷
- Parts of Alton rank poorly compared to other areas in Hampshire for mental health and wellbeing.⁸

Our intentions

Our insight shows that health in East Hampshire is generally better than the average in England. We will continue to focus on promoting health and physical and mental wellbeing.

We will promote a welfare and wellbeing strategy which will ensure we enable our residents to have happy, healthy lives. We are investing directly into our communities to reduce social isolation and improve accessibility to community activities. We will also work with partner agencies to support our communities.

Our residents have the right to good quality leisure facilities which meet their needs and aspirations. The physical and social benefits of well performing leisure facilities improve mental and physical health. We will work with our partners and continue to promote opportunities to further enhance our residents' lives via health and wellbeing initiatives.

We will work with partners to secure investment in pocket parks and other outdoor spaces to support a growing population. We want our public open spaces to promote good mental and physical health and we will make outdoor space and play areas accessible for all our residents to enjoy.

Our 2036 Local Plan will see many planning policies securing measures which will help to improve the health and wellbeing of residents.

We will work with clubs, sports associations and other partners to promote participation and ensure that activities are enjoyable and accessible to all.

We will work with our local Clinical Commissioning Group and other NHS providers to support them in planning and delivering good quality healthcare services. We want to see modern, appropriate facilities which meet demand. We will work with those responsible for public health to attract funding to deliver additional programmes, building on the success of already established schemes.

Working in partnership to reduce antisocial behaviour has proved successful. We need to build on this positive outcome by equipping our officers to support crime prevention activities and designing open spaces that reduce opportunities for antisocial behaviour.

We will ensure our other regulatory activities are proportionate to the potential risks, and that we consider the impacts on businesses within the district.

We will:

- Develop and implement our welfare and wellbeing strategy
- Develop a local walking and cycling strategy
- Develop and deliver a Local Plan
- Work with our partners to deliver our new and improved leisure centres
- Ensure that health and wellbeing are at the heart of our Enhance East Hants proposals

Footnotes

1. Police.uk
2. Office for National Statistics / Hampshire County Council / Public Health England
3. Age UK / Office for National Statistics
4. The Alzheimer's Society / dementiastatistics.org
5. Office for National Statistics / Hampshire County Council
6. Office for National Statistics / Hampshire County Council
7. Public Health England (2018)
8. Hampshire County Council, Mental Health and Wellbeing Index

Theme three – a thriving local economy with infrastructure to support our ambitions

Our evidence

- Job density (number of jobs per working age resident) in East Hampshire has reduced slightly in recent years – it was 0.73 in 2019, down from 0.79 in 2015. ¹
- 13% of East Hampshire’s working age population is classed as NEET (not in education, employment or training) – this is below the regional and national rate.²
- The main sector for full time employment is manufacturing and the main sectors for part time employment are retail and education.³
- Those living in the district are earning above the UK average but wages of people working in the district are below the UK average.⁴
- Affordable housing is a continuing challenge for those who want to live and work in our district. The average house price in East Hampshire in 2019 was £378,354, substantially higher than both the UK average and the South East average.⁵
- Parts of East Hampshire suffer from poor educational attainment, which is a key component of socioeconomic deprivation.⁶
- According to the Thriving Places Index, East Hampshire scores highly on place and environment (among others), however further work is required on sustainability and energy consumption.⁷
- Just over half of the district falls within the South Downs National Park.
- Around 11,500 new homes will be built in the district by 2036.⁸
- The transformation of Whitehill & Bordon into a green, healthy and connected town is one of the country’s most ambitious regeneration programmes.⁹

Our intentions - economy

Our district needs to compete to attract investment and businesses. We need to increase employment and educational opportunities and to continue to work with employers and businesses to create a vibrant and prosperous economy with jobs for our residents.

East Hampshire is a good place to live and we will work with partners to improve the quality of life for people in the area.

We need to work with schools and colleges to raise skill levels and to ensure that employers have the skill sets they need from those coming through the education system. We propose to develop and grow a business partnership which will work with employers and local education providers to ensure that employees are appropriately skilled to participate in a thriving local economy, and that there are decent jobs available for this growing and improving workforce.

We will ensure we provide opportunities for new businesses to meet changing needs by planning for adequate employment land through the Local Plan and protecting existing key employment sites. We will work to facilitate key employment sites to be secured and brought forward into effective use.

Housing for current and future residents is critical for a successful local economy. We will ensure we provide enough homes to meet needs and that these are supported by adequate infrastructure. We

will work in partnership with the South Downs National Park Authority to ensure the full housing needs of the district are met. We also want to accelerate the delivery of affordable housing.

As a district council, we have an important role in providing housing advice and options to our residents. We will implement a new Homelessness Strategy to support residents in need, and we will develop new accommodation options within the district.

We will:

- Deliver the Homelessness Strategy
- Engage with businesses to help create decent jobs
- Work to secure delivery of key employment sites
- Progress the 2036 Local Plan, which will encourage sustainable economic development in the district

Our intentions - infrastructure

To succeed on the delivery of our objectives, we must ensure that the right physical infrastructure is in place. Physical infrastructure can include a wide range of things, including (but not limited to) roads, green space, buildings, housing and utilities including electricity and broadband.

Many aspects of infrastructure delivery rely on partner organisations. We will therefore work with all our partners in the public, private and third sector to deliver a programme of place making and regeneration initiatives across the district. We want to secure the delivery of key infrastructure, unlock and accelerate strategic development opportunities and implement ambitious regeneration plans for Whitehill & Bordon. This will help achieve our purpose: to enhance the lives of our residents, businesses and visitors.

There are three components in the formation of place and the Council has a part to play in each, as set out in the Enhance East Hants Placemaking Strategy 2019-36. These three roles are:

- Place shaping – establishing and setting a clear vision, policies and strategic plans to help shape and define the district as a thriving and high quality place.
- Place making – delivery (directly or with partners) of the infrastructure and facilities needed to achieve our ambitions for the district.
- Place keeping – preserving and protecting the district through careful management as well as delivery of our regulatory services, to ensure the quality of the place is maintained and enhanced.

The Council will proactively engage and work with a variety of partners and stakeholders to get the best possible outcomes. The Council's Let's Talk programme will be an important tool as part of this engagement process.

We will:

- Deliver the Enhance East Hants strategy, which will provide strategic leadership on an ambitious programme of work to enhance the district
- Put in place effective and robust partnerships, working arrangements and governance structures to support the work on infrastructure
- Coordinate and make best use of Council resources, including funding, people and property

- Seek funding to support key projects and initiatives from both the public and the private sector
- Work with local partners and stakeholders to develop a place identity which builds on local pride and key assets
- Secure the infrastructure needed to support future growth through the Local Plan
- Agree how we will spend CIL monies through the implementation of the CIL spending protocol

Footnotes

1. Office for National Statistics (2017), Job Density via NOMISWEB
2. Office for National Statistics (2019) – Annual Population Survey
3. Office for National Statistics (2018) - Business Register and Employment Survey
4. Office for National Statistics (2018) – Annual Survey of Hours and Earnings, resident and workplace analysis
5. UK House Price Index, August 2019. UK average house price was £234,853 and South East average was £326,232
6. Ministry of Housing, Communities and Local Government (2019) - English indices of deprivation 2019 – Index of Multiple Deprivation
- 7.. <https://www.thrivingplacesindex.org/candidates/E07000085>
8. East Hampshire Draft Local Plan 2036
9. Enhance East Hants – East Hampshire Placemaking Strategy 2019-2036

Theme four – an environmentally aware and cleaner East Hampshire

Our evidence

- CO₂ emissions per capita in East Hampshire are high in comparison to the rest of the South East and England – with transport being the main source.¹
- In 2018-19, 34.3% of household waste was sent for recycling, reuse or composting (the national average was 43.5%).²
- Contamination of recycling persists – an average of 14% of the recycling collected (by weight) is contaminated.³
- The number of fly tipping incidents in East Hampshire (426 in 2018-19) is far lower than the average for the South East.⁴

Our intentions

We want East Hampshire District Council to be a leader and set high standards for environmental sustainability, as an employer and in the community.

We want to see faster progress towards mitigating our environmental impact and we will work with partners to put in place an achievable action plan.

Through our place making proposals we will look at developing and supporting environmentally sustainable business and personal conduct which will include initiatives around sustainable local transport.

Our 2036 Local Plan will see many environmental measures embedded within the planning process. Nitrate neutrality will continue to be an issue in the district and the Council will participate in the work of the Partnership for South Hampshire to ensure that development is sustainable, and the environment is protected.

We recognise the importance of trees in our landscape and ecosystems. We will engage with community groups and landowners and seek funding to plant 120,000 trees.

We will work with our residents to encourage recycling and to also reduce contamination of this recycling. Increased recycling rates will reduce costs for the Council and reduce our environmental impact.

We believe East Hampshire is a beautiful place to live and our residents have the right to live in a clean and attractive district. We will continue to target rubbish on our streets, including fly tipping, and we will take a zero-tolerance approach to littering. We will work with partners to educate and where necessary enforce, particularly in our shopping areas and public parks. We will use any new powers provided by government against offenders.

Our district has some wonderful parks and outdoor spaces, including part of the South Downs National Park. As custodians of many open spaces, the Council will continue to look for sustainable ways of maintaining and improving these spaces for future generations.

We will:

- Ensure the environmentally sustainable use of our resources
- Commit to actions to mitigate the impact of environmental changes
- Reduce unnecessary waste and increase reuse of materials
- Use all our legislative powers to ensure our district is kept clean for all to enjoy

Footnotes

1. Department for Business, Energy & Industrial Strategy (2019) - 2005 to 2017 UK local and regional CO2 emissions – data tables
2. Department for Environment, Food and Rural Affairs (2019) - ENV18 - Local authority collected waste: annual results tables
3. Norse SE (2019)
4. Department for Environment, Food and Rural Affairs (2019) - ENV24 - Fly tipping incidents and actions taken in England