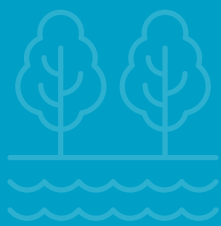




Corporate Plan

Three-year Action Plan
2023-26



SUPPORTING
COMMUNITIES

IMPROVING
LIVES

EASTLEIGH
BOROUGH COUNCIL

Enabling a healthier Eastleigh



Steady and Strong class,
Velmore Centre, Chandler's Ford

Where are we now?

Residents overall enjoy good health outcomes but many experience inequalities or are affected by cost-of-living pressures.

Residents have better than average earnings and employment but lower skills than the regional average.

There is a high demand for affordable and good quality housing.

We provide a range of statutory and discretionary services for residents: housing benefit and Council Tax support, homelessness, housing register, housing standards, noise nuisance, health promotion, leisure, culture and skills.

Where do we want to be?

Improved socio-economic and health outcomes and reduced inequality.

Better than national average outcomes for all, and better than regional outcomes where possible.

Improved service satisfaction and customer service.

Enabling and supporting actions

Ensure all homelessness cases are prevented and relieved successfully.

- Improve quality of housing and homeless prevention interventions
- Ensure that 100% of households in emergency accommodation receive support
- Ensure that 100% of Hampshire Home Choice applications are assessed within SLA of 10 working days

Ensure access to safe, secure and accessible accommodation appropriate to all user needs.

- Work towards achieving at least 75% of Disabled Facility Grant applications are determined within six months of receipt
- Ensure 100% of permanent residential mobile home sites licensed by the Council receive a yearly inspection visit
- Work towards achieving 100% of HMO licence applications receiving a property inspection visit
- Work towards achieving 80% of HMO licence applications to be determined within six months
- Work towards 80% of damp and mould complaints

receiving a site visit and full housing health and safety rating system assessment

Help residents to overcome debt, promote good mental and physical health and relationships and connect people and communities.

- Maintain and build relationships with partner organisations to collaboratively find solutions to local issues
- Develop relationships with NHS partners and take opportunities to influence the provision of health facilities

Deliver sustainable physical health and mental health wellbeing programmes.

- Deliver "Sportworks", including Eastleigh Active, and provide sustainable pathways into grassroots community clubs
- Deliver "Healthworks" aimed at addressing health inequalities and mental health

Planned commitments

Deliver sustainable physical health and mental health wellbeing programmes.

- Deliver one School Holiday Food and Activity programme for free school meal families - by end Q2 23-24

Help residents to overcome debt, promote good mental and physical health and relationships and connect people and communities.

- Tender community volunteering support contract - by end Q3 23-24

Shaping places

Where are we now?

We have a range of place-based assets: towns and local centres, transport infrastructure, residential neighbourhoods and commercial or industrial sites, country parks and green spaces, the rivers Itchen and Hamble and the Solent coastline.

Residents' health and wellbeing is good overall, in part due to the good quality of the places where we live and work and spend leisure time.

In recent years there has been an increased use of outdoor spaces, but less footfall in town centres. Our Local Area Committee structure and devolved way of working ensures we are accountable to local people for planning and other decisions and work closely with all our parish and town councils.

We have an adopted Local Plan which plans positively for the coming years. As well as new housing, the Borough seeks to attract more businesses to provide good local jobs.



Radian homes at The Willows, West End



Play area at Kestrel Park, Bursledon

Where do we want to be?

The places in each of our five local areas to be distinctive and measurably improving year-on-year.

To create and enhance places where residents and businesses can thrive - neighbourhoods, buildings and spaces that work well for everyone and are attractive, vibrant, distinctive, and safe.

A place that promotes better quality of life for everyone and connects us to each other and the services and facilities that we need.

Aspirations

Continue to develop and enhance our Places.

- Develop a new Suitable Alternative Natural Green Space (SANG) at Stoke Park Woods - by end Q4 23-24

Planned commitments

Deliver and develop engaging and targeted community initiatives and projects, maximising opportunities and identifying areas for improvement.

- Aim to achieve 10,000 participants at community events - by end Q4 23-24
- Support the delivery of the Eastleigh Mela and two additional community lunch initiatives - by end Q4 23-24

Use creative and cultural experiences to improve health and wellbeing and help our communities stay healthy, happy and connected.

- Launch the new "Listen Hear" project to drive co-creation with our community - by end Q3 23-24
- Deliver 20 "Anywhere" programme events across four locations in the Borough - by end Q4 23-24
- Deliver our "5 programme strands" to engage with 45,000 people - by end Q4 23-24

Enabling and supporting actions

Continue to develop and enhance our Places.

- Improve countryside sites and parks including Lower Flexford, Hiltngbury Lakes, Lakeside and Itchen Valley Country Park
- Regenerate Hedge End town centre by redeveloping the former Budgens site

Work with partners to influence actions on shaping places on areas outside of the Council's direct control.

- Work with Solent Freeport tax site partners and others to encourage new infrastructure and business growth in Eastleigh Borough, and contribute to the Navigator Quarter Skills Forum to deliver quality jobs and skills training on the site

- Work with Parish and Town Councils, and developers, to create and improve accessible green spaces

Deliver and develop engaging and targeted community initiatives and projects, maximising opportunities and identifying areas for improvement.

- Develop our "Your Turn" strand of work, creating experiences to help connect our communities

Protecting our environment

Where are we now?

We have a strong record on climate change actions, with a reduction of around 25% in the carbon footprint of the Council and the Borough since 2015.

The Eastleigh Borough Local Plan protects green gaps and we have created new accessible green spaces as part of new housing developments.

Our waste and recycling service is gearing up for significant improvements to recycling, as part of the requirements of the Environment Act 2021.

We now have significant land assets at One Horton Heath and elsewhere in the Borough. This land provides opportunities for building energy efficient homes, energy generation, environmental mitigation and new accessible green space.



New EV charging unit at Places Leisure Eastleigh

Where do we want to be?

Continue to reduce our emissions including those from procurement activities, and support residents and businesses in their reductions.

Aspire to be an exemplar recycling authority and by 2025 achieve the national re-use/ recycling target of 55%, achieving 65% by 2035.

Capitalise on the opportunity from strategic land assets.

Deliver sustainable energy to 2,500 homes and the businesses at One Horton Heath, and beyond.

Maintain at least five years housing supply through providing environmental mitigations.

Planting 10,000 trees from our tree nursery in 2023/24 and 160,000 trees by 2030.

Aspirations

Plan for service changes which will be required as a result of the Environment Act 2021.

- Prepare to implement 10% Biodiversity Net Gain on all development applications, currently anticipated from Autumn 2023 - by end Q3 23-24
- Prepare for waste collection service changes, in partnership with Project Integra, currently anticipated from Spring 2025

Use land to maximise opportunities to promote a sustainable environment.

- Develop a Greenspaces Strategy to capitalise on the opportunity presented from strategic land assets - by end Q2 24-25

- Grow and plant trees from Eastleigh's tree nursery in line with our commitment to plant 160,000 new trees by 2030

Establish sustainable energy solutions to businesses and homes at One Horton Heath.

- Investigate the potential to install EV charging points across the site - by end Q3 23-24
- Install ground source heat pumps across the first phase that will provide low carbon heating to new homes - by end Q4 23-24
- Develop solar energy schemes to provide electricity to non-residential elements of the site from solar energy - by end Q4 25-26

Planned commitments

Continued progress of the Climate Change and Environmental Emergency programme.

- Adopt the Biodiversity and Action Plan - by end Q2 23-24
- Adopt the Walking and Cycling Strategy - by end Q2 23-24
- Update the Climate Change and Environmental Emergency Strategy and Action Plan - by end Q3 23-24
- Adopt the updated Procurement Policy - by end Q3 23-24

Enabling and supporting actions

- Work with partners to influence actions on protecting the environment on areas outside of the Council's direct control
- Work with Southern Water to address areas of sewerage and poor water supply issues across the Borough
- Work with wider partners including the Environment Agency, Hampshire County Council, Natural England and the Partnership for South Hampshire on environmental issues affecting the Borough

Creating homes and communities

Where are we now?

Demand for housing of all tenures remains high, with insecure housing known to be a significant determinant of poor health outcomes.

Our adopted Local Plan and will continue to ensure five years' supply of housing.

Worked in partnership with developers to deliver new homes for rent and sale at a range of developments within the Borough.

Well advanced in securing planning consent for our own scheme at One Horton Heath for which we have been granted £21 M of Homes England funding.

We launched our new lettings service with full occupation of new private tenants at Bandstand Court in Eastleigh town centre in September 2022 and made available lifetime tenancies for private rental homes.



Bandstand Court and Leigh Road Recreation Ground, Eastleigh town centre

Where do we want to be?

Maintain five years' supply of housing and deliver a robust planning and planning enforcement service to enable and manage market-led development.

Meet the Borough's housing needs by delivering high quality new homes of all tenures.

Create communities, not just new homes; deliver infrastructure, employment, leisure and open spaces alongside development.

Have an established and high quality private and social landlord capacity and capability.



Leah Gardens, Woodside Avenue

Aspirations

Deliver the first new homes at One Horton Heath.

- Submit planning application for phase two - by end Q4 23-24
- Complete road infrastructure - by end Q2 24-25
- Submit planning application for phase three - by end Q2 24-25
- Deliver Council-owned homes for private and social rent - by end Q3 24-25

Planned commitments

Continue to develop and deliver capital projects managed and work with homebuilders and other partners to deliver the new homes the Borough needs.

- Complete development of Bampton House in Chandler's Ford to provide short term affordable rented accommodation - by end Q2 23-24
- Arrange funding for the Housing Programme via the Wayfarer Consortium and Homes England Affordable Homes Programme - by end Q3 23-24
- Continue to build capacity and capability of new private and social landlord services including launching a new brand for our sales and lettings - by end Q4 23-24
- Complete the redevelopment of the former Post Office in Eastleigh, supporting the regeneration of the town centre - by end Q3 24-25



Stoneham Community Centre

Improving our organisation

Where are we now?

We have significant financial challenges due to the national and global economic environment.

We continue to operate very successfully as a Council and being named overall Council of the Year 2022 by APSE was a fantastic accolade.

Like many organisations we have a challenge to attract and retain staff for key delivery and support posts.

We have a five year IT programme which includes the known IT needs for services and back-office systems.

Work is underway to improve our community experience and service satisfaction reporting.

We have completed a review of our case management approach and are ready to implement changes to optimise service efficiency.



Staff at Eastleigh House

Where do we want to be?

Met our financial savings targets and have strong, resilient finances for the long term.

Have better data on standards of our community care and experience.

Have improved the efficiency of our case management system.

Our IT programme will be fully aligned to supporting our current and future ambitions.

It will be easier and quicker for our communities to receive a friendly service and get their problems fixed.

Improve our ability to recruit and retain great staff.

Have excellent data security and business continuity.

Develop a reinvigorated Local Area Committee structure, with greater leadership and influence for local issues.

Aspirations

Establish a new Housing Directorate to deliver the Council's housing ambitions and to enable more coordinated delivery.

- Develop partnership with Homes England and Wayfarer to attract programme funding - by end Q2 23-24
- Develop Housing Programme branding - by end Q2 23-24
- Develop a new property management system - by end Q4 23-24
- Complete the set-up of the Housing Revenue Account function and develop associated Business Plan - by end Q4 23-24
- Develop the lettings team ready to scale up for wider programme - by end Q4 23-24

Planned commitments

Develop strong, resilient finances, staff and IT capabilities.

- Develop a Continuous Improvement monitoring process - by end Q1 23-24
- Seek formal approval for and implement a five-year IT development programme - by end Q4 23-24
- Embed the actions identified within the internal People Strategy - by end Q4 24-25

Ensure strong compliance, data security and business continuity process across all Council services.

- Update Business Continuity Plan to align to new Council Directorate structure - by end Q2 23-24
- Develop data security action plan and prioritise actions for specific activities - by end Q2 23-24
- Undertake 'data retention' exercises across all Service Directorates - by end Q4 23-24

Enabling and supporting actions

Develop actions to deliver an effective and consistent customer service journey for all Council services.

- Use better data, technology and training to improve customer service
- Improve our back-office systems and processes to enable a more customer-centric service