



CORPORATE STRATEGY 2020-2024

Update 2022

**East
Hampshire**
DISTRICT COUNCIL

Introduction by Cllr Richard Millard, Leader of East Hampshire District Council



As Leader of East Hampshire District Council, I am pleased to introduce this updated Corporate Strategy.

As we emerge from the coronavirus pandemic this strategy sets out where you - our residents and businesses – can expect us to focus our resources over the coming year and into the longer-term financial plan.

It's fair to say that the pandemic lasted longer than any of us expected when we first went into lockdown in March 2020. Our council continues to provide the support necessary to see us through this difficult time, including issuing more than £46million in grants to help local businesses.

In addition to addressing the immediate impacts of coronavirus, this Corporate Strategy looks to make longer term improvements to our area as we recover from the pandemic.

We are modernising the council to provide the best services possible in a cost-effective way.

As part of this, we have begun the process of setting up our own single-focused management team that will be dedicated to delivering this ambitious strategy.

We are privileged to be the custodians of the beautiful environment of the district and are committed to protecting it for future generations. The environment is front-and-centre for all the decisions that the council must make.

We're facing up to climate change and putting the necessary resources in place to ensure that we can deliver improvements for our residents and reach net zero carbon in our operations by 2050.

There is no point building new homes that don't contribute to tackling the climate emergency and rising energy prices by being energy efficient, so we're working to require the highest possible environmental standards through the Planning process.

Our new Local Plan will therefore challenge the boundaries set by government to deliver a far reaching, innovative plan that delivers zero-carbon homes in the right places.

Whilst the Local Plan will set our development expectations, we need to be aware that some seek to develop without the right permissions in place. So we're also strengthening our Planning Enforcement so that high standards are maintained across the district, and we have the resource to act if they are not.

There are many challenges ahead which, through this Corporate Strategy, the council is confident of tackling for the benefit of local people.

Cllr Richard Millard
Leader of East Hampshire District Council

About us

The district of East Hampshire covers approximately 514km² of the eastern part of the county of Hampshire.

There are roughly 120,000 people living in the district, which benefits from being part of the South Downs National Park. The district is home to more than 6,000 businesses (most of which are small businesses) and is mostly rural with the largest towns being Petersfield and Alton.

East Hampshire District Council is comprised of 43 councillors (elected every four years) and operates according to the leader and cabinet model.

In 2021-22 the council has been controlled by a Conservative majority with two Alton Independent Socialist Group councillors, one Independent Group councillor, one Green councillor and eight Liberal Democrat councillors.

The councillors are supported by around 375 full time equivalent members of staff, who co-ordinate the provision of more than 70 services from the Penns Place offices on the outskirts of Petersfield.

The council's constitution sets out the committee structure, scheme of delegation and other important regulatory matters and has recently been updated to ensure that it remains an effective, streamlined document.

The council's income comes from a variety of sources.

Against a backdrop of decreasing funding from central government, the council has worked hard to continue delivering efficient and effective services to residents and businesses. It is committed to careful and sustainable management of its resources in an upcoming time of change and will prioritise the needs of local people and businesses as it undergoes transformation.



Our themes

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

We have continued to use an evidence based approach to develop our strategy and priorities. This has helped us to understand the needs of our communities, businesses and the local economy and to show us where and how to spend our resources. Based our evidence and insight we have developed four themes in order to deliver our priorities.

We will achieve our priorities by concentrating on the below themes:

- 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 recognise the wider financial context and impacts that the pandemic has had on our area. The council will move away from generic universal service provision to an enabling authority which will ensure that services are targeted to meet the needs of users and are sustainable for the future. This means that the council will no longer supply services in the same way and to the same people as before. Our Corporate Strategy is supported by a number of other strategies and delivery plans.

- Our Welfare and Wellbeing Strategy 2020-24 sets out how we as a council want to make a difference to those who may be struggling, and we want to help improve their welfare and wellbeing
- Our Digital Strategy sets out how we will create a digitally 'savvy' staff and councillors with services designed to be accessible and convenient for our customers
- Our Homelessness and Rough Sleeper Strategy sets out our action plan for achieving reduction in homelessness across the district.
- Our Local Plan will form the starting point for every planning decision. The plan will set out the vision for future development in the district, identifies what areas should be developed and what requirements and standards developers should meet in their proposals
- Our Climate Change and Environmental Strategy 2020-24 provides a clear statement of the council's climate change and environment objectives and identifies priorities that will drive action and promote accountability within our area. This follows the declaration by the council of a climate emergency in July 2019.
- Our Enhance East Hampshire place making strategy provides a framework for making the district the attractive place it can and should be. It recognises the value in partnership working so that, together, we can all work to enhance the district to reach its full potential for our residents.

Each year we review our strategy to help identify our upcoming priorities and this is done in conjunction with our budget setting process.

Our priorities

The below sections detail, per theme, our current priorities which we are aiming to deliver.

These priorities are supported by current available evidence.

We have highlighted the actions that we will take to deliver against each of our priorities over the coming financial year and will provide updates during the year on progress.

Progress against delivery will be reported via quarterly performance reports, as per our performance framework.



A fit for purpose council



We will move from a generic service provider approach to a resident demand approach by better understanding the real needs of our residents so that we can deliver positive outcomes which have tangible impacts on our communities and improve the day to day lives of our residents. We will restructure our organisation to tackle demand early and shift resources towards prevention. The council,

its structures, the staff, and services will continue to change. The transformation of the council, through the Shaping our Future programme will change the way we do things, change the services we provide and change how and by whom they are provided. We will become more flexible and adaptable to ensure we have the right people in the right place with the right skills. Our staff are

an asset to the district, and we will continue to invest in training to ensure we have a workforce ready to deliver services both now and in the future. Our priorities are around delivering this programme of transformation and ensuring the organisation is financially secure, providing the services that are required within a modern forward-looking organisation.

Priority	Evidence	Action to ensure delivery by or during 2022/23
<p>A successful transformation programme (Shaping our Future) that delivers real change for residents not just cost savings</p>	<p>As government funding reduces and the needs of our communities change, we need to change as an organisation to be in a position to deliver for our residents and businesses.</p>	<p>The Shaping our Future Programme is entering its fourth phase. The first three phases have delivered the necessary insight and toolkits to ensure that the council transforms into an agile and financially sustainable organisation with services to its residents being at the core. The next phase or delivery phase will use the toolkits to begin aligning the organisation to the target operating model, which will include:</p> <ul style="list-style-type: none"> • redesigning our services from a user standpoint • embracing new and emerging technologies, providing information on digital tools, technologies, processes, and their uses • the enabling of smart workstyles • setting targets to realign services to priorities and drive performance

Priority	Evidence	Action to ensure delivery by or during 2022/23
		<p>We will also implement the Digital Strategy to ensure residents can access services in most efficient way to enable the council to drive forwards its ambitions of being a modern, agile and flexible organisation.</p> <p>Integrated into the programme has been the full restructure of the corporate planning process from the setting of the political priorities following the golden thread though to individual objectives and performance management. This will align with the target operating model ensure transparency and clear reporting throughout.</p> <p>Quarterly reporting on the programme is in place to Cabinet and Scrutiny.</p>
<p>Financial Strategy</p> <ul style="list-style-type: none"> • Generate funding options for capital projects • Update Treasury Management Strategy and produce a new Capital Strategy 	<p>Our current Capital Strategy and Treasury Management Strategy are located within our budget papers.¹</p>	<p>Work is already in progress in drafting a Capital Strategy which will include funding options, a new governance decision making framework and monitoring matrix for East Hampshire.</p> <p>Funding options for major projects is not generic and will need to be taken forward case by case if they meet the initial assessment criteria as agreed and set out within the Capital Strategy.</p> <p>A new Capital Strategy to be in place for 2022/23.</p>
<p>Asset Management Strategy</p> <ul style="list-style-type: none"> • Rebalance the investment portfolio • New Asset Management and Investment Portfolio Strategy to be completed 	<p>The total value of investment properties owned by EHDC at end of 2021 was £128,232,000 generating a total net rental income of £3,012,000.²</p>	<p>A full review of the Investment Portfolio will take place during 2022/23</p> <p>Asset Management Strategy plans to be developed</p> <p>A resource review will be carried out and appropriate resource secured</p>

Priority	Evidence	Action to ensure delivery by or during 2022/23
Review and consideration of the Penns Place office	<p>Footfall figures to our Penns Place office have reduced significantly over the pandemic from average daily reception figures of 31 pre-pandemic to four at present, a reduction of 87%</p> <p>Use of office desks by staff has also fallen significantly to 13% and use of meeting rooms at Penns Place is at 16%</p>	<p>The Future Working Styles trial will advise on new accommodation needs and will be with Cabinet when finalised.</p> <p>Initial feasibility and options work is underway. Options for future accommodation needs will go to Cabinet early in 2022.</p> <p>A business case is currently being drafted by Customer Services which will make recommendations on future face to face customer services provision throughout the district post-pandemic.</p> <p>This will include alignment with emerging proposals for a public service hub in Whitehill & Bordon as part of town centre regeneration.</p>
Consideration of the creation of customer access hubs across the district shared with Police and Crime Commissioner	<p>Nesta's recent report 'Asset-Based Community Development (ABCD) for Local Authorities' outlines the ABCD approach for local authorities to build more effective relationships with communities, meeting a broad range of outcomes for relatively low-level investment. ABCD is inherently place-based and responding to individual communities, geography, resources, strengths and talents. This includes place-based hubs, which provide opportunities and support communities to meet and connect with council services, community groups and partner agencies. These hubs are designed based on local people, location and need.³</p>	<p>Decision is due at Cabinet mid 2022 following scoping and determination of future accommodation options including the review of face to face customer services as mentioned above.</p> <p>This will also include consideration of potential public sector partners such as the Police and Crime Commissioner.</p>

A safer, healthier and more active East Hampshire



Easy access to safe, outdoor space for recreation, social and physical activities is vital for our physical and mental health wellbeing. There are a number of ways that we as a local authority can intervene

to improve the health and wellbeing of our area. Our priorities will be focussed on continued delivery of our Welfare and Wellbeing Strategy. Where needed we will change how our services are provided to

meet the needs of our community. We want to ensure all residents and those visiting have the opportunity to be healthy, happy and safe within the district.

Priority	Evidence	Action to ensure delivery by or during 2022/23
<p>Delivery of the Welfare and Wellbeing Strategy</p>	<p>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 is 4.3 years lower for men and 1.1 years lower for women in the most deprived areas of East Hampshire than in the least deprived areas.⁴</p> <p>21.7% of people are aged 65 or over. By 2025 there will be 148 elderly people for every 100 children in East Hampshire.⁵</p> <p>22% of reception aged children are classed as overweight or obese.⁶</p> <p>57.5% of adults are overweight or obese. This has improved in recent years and is now lower than the national and South East averages.⁷</p> <p>Alton Eastbrooke, Alton Westbrooke and Whitehill Chase are wards estimated to have poorer mental health and wellbeing. These wards are amongst the lowest 20% in the county.⁸</p>	<p>We will continue to work through our priorities within the Welfare and Wellbeing Strategy focussing on delivering physical and mental wellbeing, supporting an ageing population and improving community connectivity and sense of place.</p> <p>We will work with Police and Crime Commissioner to deliver a minimum of two Police Community Support Officers (PCSOs) for EHDC. Our preferred option is for the existing PCSO complement to increase by two. This we believe will have notable impact, and we acknowledge support will be required from the Chief Constable to progress.</p>

Priority	Evidence	Action to ensure delivery by or during 2022/23
<p>Create an affordable housing strategy and generate options for delivery of affordable housing to assist with homelessness prevention</p>	<p>There are 7,412 social stock units in East Hampshire. There are 29 social housing providers in East Hampshire. The top three providers are: Yarlington Housing Group (67.2% of East Hampshire social stock), Sovereign Housing Association Limited (10.6%) and The Swaythling Housing Society Limited (4.3%).⁹</p> <p>East Hampshire's ratio ranks 2nd in Hampshire, meaning it is deemed in the top-end of unaffordability.</p> <p>From April 2020 to March 2021, a total of 288 households in East Hampshire were identified as being owed a prevention or relief duty, of which 112 households were assessed as homeless and 176 as threatened with homelessness.</p>	<p>Draft strategy to be produced following list of priorities from the Cabinet Liaison Panel. Once strategy is developed will be taken through to Cabinet for review in spring 2022.</p> <p>Ensure that the council continues to enforce the council tax premium (currently being reviewed) for long term empties and provides Private Sector Housing with lists of long-term empties to support their strategy of bringing back to the market housing assets.</p> <p>Implement the Homelessness Strategy and Action Plan alongside the Housing Strategy.</p>

A thriving local economy with infrastructure to support our ambitions



The key sector in East Hampshire for full time employees is manufacturing (12.5%). Retail (17.9%) and education (16.1%) are key sectors for part time employment. Unemployment rose in 2020 due to the impact of the pandemic alongside national and regional trends but has recently fallen to 3.7% as

at June 2021. East Hampshire's GVA(B)¹⁰ is valued at £2.845 billion (or £24,115 per resident). As population is forecast to grow over the coming years our priorities are focussed on ensuring that our area supports and attracts businesses to provide job opportunities for our residents and

growth opportunities for those businesses. The support provided to around 5,600 businesses during the pandemic through grant payments, bespoke business support and signposting highlights the key role that we can play in helping businesses within our local economy.

Priority	Evidence	Action to ensure delivery by or during 2022/23
Unlock spending of Community Infrastructure Levy and S106 particularly Hampshire County Council funds	Contributions secured in 2019-20 towards future infrastructure projects within East Hampshire totalled £199,566. ¹¹	<p>Infrastructure which has funding assigned to it is being progressed in a timely manner to be delivered alongside development.</p> <p>The prioritisation work will be undertaken by specialist consultants. The work will be scoped and consultants instructed early in 2022 with a view to the work being completed and dialogue opened with HCC.</p> <p>Discussions being initiated with HBC Civil Engineering Team as to whether they may be able to take on some of the projects on behalf of HCC.</p>

Priority	Evidence	Action to ensure delivery by or during 2022/23
<p>Economic recovery across the District</p> <ul style="list-style-type: none"> Increase local jobs Business engagement 	<p>During the pandemic, East Hampshire District Council supported around 5,600 businesses through grant payments, bespoke business support and signposting.¹²</p> <p>As of 2021, the total number of VAT and/or PAYE based enterprises was 6,475. Around 80% of these had an employment size band of 0-4 people, and 10 of them employ more than 250 people.¹³</p> <p>Births of new enterprises in East Hampshire in 2020 was 690. This accounts for 10% of new births in Hampshire in 2020.¹⁴</p> <p>The five-year survival rate of newly born enterprises (740 businesses born in 2015) was 44.6%.¹⁵</p>	<p>Building on the support provided through the Welcome Back Fund to continue to further co-ordinate work to improve town centre use across the district.</p> <p>Develop further co-ordination across council and amongst place making partners to better support the town centres in the district.</p> <p>Assist businesses to access funding, support, training and advice working with government agencies, Growth Hubs, business organisations and external providers.</p> <p>Deliver the Get East Hants Working programme including apprenticeship and skills development and securing construction jobs through major development sites in the in district.</p> <p>Engage with business and refresh Business East Hants partnership as a key tool for engagement.</p> <p>Support the development of strategic employment sites including ensuring an adequate supply of sites to support SME growth.</p> <p>Additional potential to use Business Rates database to contact businesses and to include information within annual billing.</p>
<p>Enhance East Hampshire</p> <ul style="list-style-type: none"> Identify priority projects Prioritise CIL spend 	<p>The Thriving Places Index¹⁶ shows that East Hampshire already scores well on local conditions indicators, which include: place and environment; mental and physical health; education and learning; work and local economy; and people and community. However, further work is required on sustainability and equality domains, such as: CO₂ emissions; energy consumption; recycling; and income inequality.</p>	<p>Agree priority projects, scope and pace of delivery and progress those identified priority projects.</p> <p>Agree prioritised CIL spend (include S106 delivery for Whitehill & Bordon)</p>

An environmentally aware and cleaner East Hampshire



There is irrefutable scientific evidence that climate change is having serious negative impacts on our livelihoods and communities. We want East Hampshire District Council to be a leader and set high standards for environmental sustainability, as an employer and in the community. Our priorities in this

area will focus on how we can work with residents and businesses on improving our district not just now but for generations to come. Through the Local Plan we will ensure environmental measures are embedded within the planning process, encouraging developers to adopt the highest

environmental standards. Our priorities will be focussed on delivering against our Climate and Environment Strategy with the establishment of our Green Team who will work across the organisation to ensure environmental considerations are considered in all our work.

Priority	Evidence	Action to ensure delivery by or during 2022/23
<p>Deliver the Climate Change Strategy with focus on:</p> <ul style="list-style-type: none"> • Creating a Green Team • Create green bursary • Create our environmental strategy for local government using PhD student 	<p>East Hampshire District Council declared a climate emergency in July 2019 and adopted their Climate and Environment Strategy 2020-2025¹⁷ with two high level objectives; to reduce carbon emissions to net zero by 2050 and to protect and enhance the local natural environment.</p> <p>The impact of climate change and the future of the environment is of national importance. Of those who live in the South East of England, 80% feel very/somewhat worried about the impact of climate change and 65% feel very/somewhat negative when thinking about the future of the environment.¹⁸</p> <p>Recent polling by the LGA indicates that the public are more likely to trust their local council (40%) than either the UK government (28%) or world leaders (15%) to take action on climate change, such as on transport, housing and education and to make a difference in their local area.¹⁹</p>	<p>Green Team will be in place by spring 2022 subject to effective recruitment and rebalancing existing resources.</p> <p>The Green Team will focus existing specialists and subject matter experts to deliver the Climate and Environment Action Plan and advise other services on climate initiatives. Will also work on developing climate awareness in the community and assist with the preparation of the Local Plan</p> <p>Review Discretionary Rate Relief scheme to support specific businesses in the delivery of political priorities, for example sports clubs and green innovation industries</p>

Priority	Evidence	Action to ensure delivery by or during 2022/23
<p>Develop the new Local Plan</p> <ul style="list-style-type: none"> • Develop a Supplementary Planning Document (SPD) for climate and environment • Deliver a sound Local Plan at pace • Net zero carbon Local Plan for 2023/24 • Innovation pilot for digital plan 	<p>The main source of emissions in East Hampshire is domestic and transport activity, which accounts for over 80% of emissions. Total emissions are 4.8 tonnes per resident.²⁰</p> <p>Of the 42,735 domestic Energy Performance Certificates (EPC) issued between Jan 2008-Sept 2021, 23,593 (55%) have a rating lower than C. These therefore need improvement to meet the government's home energy efficiency target for 2035.²¹</p>	<p>We will produce an up to date SPD which sets out EHDC approach to planning applications prior to the new Local Plan taking effect.</p> <p>The Local Plan timeline accounts for large site consideration and net zero carbon policies and will include R19 by Autumn 2022 and adoption in late 2023.</p> <p>Plan designed to be innovative and digital and engaging with DLUHC on innovation pilot</p>
<p>Increase recycling rates including:</p> <ul style="list-style-type: none"> • Reduction in contamination rates • Review potential introduction of food waste collections in line with government timetable and availability of central government funding 	<p>For East Hampshire, 36.2% of household waste was sent for recycling, reuse or composting in the year ending March 2021 – this is among the lowest of South East local authorities who collect refuse (40 out of 51) ad lower than the national average (45.5% - July 2021).²²</p> <p>For the year ending March 2021, each household produced an average of 497.2kg of residual household waste – this is relatively high among all South East local authorities (14 out of 51).²³</p> <p>The number of fly-tipping incidents reported in East Hampshire in 20/21 were 1,152.²⁴ This equates to a rate of 9.3 per 1,000 people.</p>	<p>Further plans will be developed to implement the Hampshire Joint Waste Strategy and increase recycling awareness and rates throughout 2022.</p> <p>It is proposed to use the annual council tax billing process to promote any green initiatives – this is low cost and recycled paper can be sourced.</p> <p>We will model and plan for improvements to recycling collection including food waste collection. It is estimated that food waste collection would cost c£750,000 per annum but details of the necessary financial support from government and changes to the financial relationship with the county council are still unclear and will need to be considered.</p>

How we will manage progress

As part of the council transformation programme (Shaping our Future) a new performance framework is being rolled out. This is based upon the balanced scorecard and will allow the organisation to set, track and achieve its aims at all levels, to track the priorities identified within this document.

The use of four dimensions or “perspectives”, to ensure full and balanced coverage of what is needed to deliver results. These are:

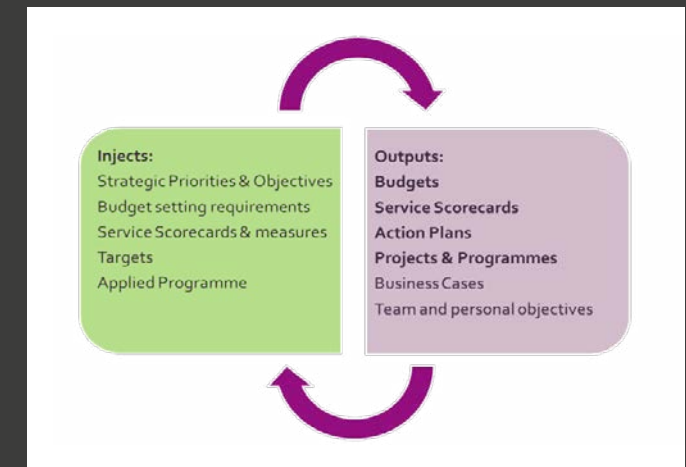
- The customer and communities perspective, which looks at what the customer experiences and the impact made for residents and communities.
- The financial perspective, which looks at the financial performance and sustainability of the organisation.
- The internal process perspective, which looks at what the organisations will do differently, to achieve its aims efficiently and effectively.
- And finally, the learning and growth perspective, which looks at enablers of achievement, in areas such as the development of its people, and use of technology and innovation.

The ultimate aim of this or any other framework is to track execution and achievement of the organisation’s strategic goals, at all levels and across all scorecard dimensions.

This will ensure evidence is available for delivery, support interventions if needed, and promote transparency. It also offers focus. The scorecard is not there to track everything we do, but to shine a light on elements critical to delivery of strategy or strategies.

The scorecard products provide a structure into which the outcomes of target setting, and planning will be built. They are an “inject”, along with, for example, material which will be coming in regard to budget setting.

This is part of service planning cycle, illustrated below.



The progression of our priorities be recorded through the performance framework and will be reported through the quarterly performance reporting cycle.

References

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