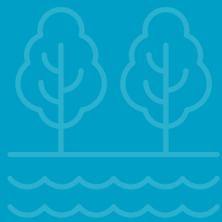


Eastleigh Borough Council

Eastleigh Borough Council

Corporate Plan 2023 - 2026

Our Council, Our Plan



SUPPORTING
COMMUNITIES

IMPROVING
LIVES

EASTLEIGH
BOROUGH COUNCIL

Foreword

As a council, we are proud of our record of delivering excellent services that improve the lives of our residents and support the communities that make up Eastleigh Borough. Our success in doing so was recently recognised when we were named Council of Year 2022 by the Association for Public Service Excellence (APSE).



We are an ambitious Council that operates fairly and is committed to empowering our residents, staff and businesses. We can also be proud of our record of maintaining strong public finances, making sound investments that support the local economy and benefit our residents, and delivering 20 years of cuts in Council Tax in real terms.

Eastleigh Borough Council is an excellent council operating in very challenging national and global circumstances. That means we will have to prioritise our vital services and change how we do things to maintain our drive for continuous improvement and ensure we are resilient to external factors.

Our values and guiding principles set out in our 'Way we work' framework remain the same, as we approach the coming years with the confidence that comes from our strong record of delivering for our residents, businesses and communities and a determination to meet the challenges on the horizon.

Keith House, Leader of the Council



Ambition

We remain ambitious, a Council that innovates and punches above its weight.



Fairness

We will not call on residents to pay over inflation for services through unfair taxation. We will play our part in improving their quality of life, and expect other agencies to meet their responsibilities too.



Empowerment

We will enable residents to thrive, using our services and information; empowering our staff with the authority and support to fix problems for them.

Bandstand Court in Eastleigh town centre



Children enjoying the play trail at Itchen Valley Country Park, West End

The Council's core function is clear – improving the quality of life for local residents; we do this in part by providing services that meet the needs of residents and businesses, and that protect both people and our environment. The political and financial global and national events of 2022 mean that we will have less resource to provide the wide range of services that we have in the past; until national finances with inflation and interest rates stabilise, some spending will pause. We have always found innovative ways to deliver services and community improvements, and we will continue to do this where we are able to find solutions.

We approach the coming years with confidence due to our strong financial record and a determination to make the necessary changes to the organisation to ensure we stay resilient and fit for the future.

Our Continuous Improvement Programme will deliver our Financial Plan and improve services at the same time, guided by the 'Way we work' framework:

- We will keep our communities at the centre of what we do

- We will retain a supportive and collaborative culture

- We will think and do things differently to make necessary changes

- We will take pride in what we have achieved and where we succeed in the future





Stoneham Community Centre

Where we want to be

Our vision is to lead and support Eastleigh Borough and its communities: enabling improved quality of life for residents, promoting thriving and healthy people and places, supporting the local economy, and maintaining an attractive and sustainable environment that residents value.

We will develop a strong portfolio of property and regeneration investments and will have established a new landlord function for both private and social tenants, and a new sustainable energy capability, supplying homes and businesses with clean energy.

We will continue to have stable and sustainable finances and good core services delivered by a motivated and well-supported workforce, and a strong continued record of delivery of housing and infrastructure projects.

How we will do this

Like our residents and businesses, we have had financial challenges brought about by the national and global economy. Our Financial Plan will deliver the right balance of cost reductions and income generation to enable us to meet our ambitions.

We will reduce our spending on some discretionary activities and on procurement; we will develop our commercial approach further and find new ways to generate income; and we will change the organisation so that we are more efficient and more focussed on our priorities. We will update and publish our Financial Plan regularly; the latest version can be found [here](#).

We will not look to Council Tax as a means of covering increased costs, sticking to our policy of below-inflation rises. The current policy of real-terms reductions in Council Tax will continue, to minimise the negative effects on residents of regressive taxation, and to help tackle socio-economic deprivation.

We have four priority themes for our work for the medium term, reflecting our core purpose to shape our places and improve people’s lives, and our ambitions on housing and the environment. A fifth internally-focussed theme shows how we will improve our organisation to achieve the four priority themes.

External focus



Enabling a healthier Eastleigh



Shaping places



Protecting our environment



Creating homes and communities

Internal focus



Improving our organisation

We will continue our commercial strategy supported by borrowing where there is a strong business case. A significant proportion (66%) of our borrowing is at fixed long-term rates. While borrowing costs are higher with increased interest rates our investments still provide a net income to services.

We will protect and improve our core and statutory services (such as environmental health, waste collection, homelessness and planning) and pause some services which are discretionary and expensive to run. When the national economy improves and interest rates reduce, we will be able to return to offering residents and businesses a wider set of services.

We will protect employment space through our Local Plan and bring new jobs to the Borough in high value sectors (life sciences, biofuels, logistics). We will aim to approach and attract innovative businesses in the UK and abroad that complement our existing business network and share our corporate environmental, social, and governance values.

We will continue to work with the business community to encourage energy saving and environmental working practices by championing best practice across the Borough and publicising success stories.

Much of our impact for residents comes from capital schemes and here we will continue to invest in our communities with a capital programme of circa £200m between 2023/24 and 2025/26, mainly in our Housing Programme, and community infrastructure. We will also invest nearly £3m in our own property assets to improve sustainability and over £500,000 in our IT systems to improve the community experience and make services more efficient.

We will scale up our role as a social and private landlord, to provide a high-quality service that both enhances health and wellbeing for tenants and delivers income.

We will continue with our successful and proactive approach to environmental issues. Over the next few years, in addition to a range of schemes to reduce our own environmental impact, we will build and run sustainable energy infrastructure for homes and businesses at One Horton Heath and beyond, minimising our carbon footprint and creating a new income stream. We will maximise the opportunity of our new land assets to achieve environmental objectives (see Protecting our Environment on page 10/11).

We will continue our strong community leadership and place-shaping role, managing and controlling development, protecting the environment and creating the best possible conditions for other organisations in the private, voluntary, community and public sectors to develop and bring benefits to the Borough.

We will reinvigorate our Local Area structure so that community leadership is close and responsive to the distinct towns, villages and communities of our Borough.

“

We will also invest nearly £3m in our own property assets to improve sustainability



Rental home at Bandstand Court, Eastleigh



Solar farm at One Horton Heath

Enabling a healthier Eastleigh

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.



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



Population in 2021
136,400

Increase of 9% since 2011.
Over-65s increased by 28%



Households
56,900



Life expectancy in Eastleigh

81.7 years for males
84.9 years for females
(England 79.4, 83.1)



Number of neighbourhoods
more deprived
than national average
10 (2019)



£652
Average weekly earnings
(Great Britain £613)



86%
Economically active
(Great Britain 79%)



13% of residents experience **worse** than national average **deprivation** (2019)

Qualification NVQ2 and above
80%

(Regional 80.7%)



Over **1,500** new benefit claims 2021/22
almost all resolved within 3 weeks



65.9% adults **overweight**
(England 63.5%)

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.

How will we get there?

Keep Council Tax rises lower than inflation to address cost-of-living and socio-economic pressures. Coordinate a cost-of-living response with partners across the Borough.

Continue to deliver vital services in relation to benefits, housing, homelessness and housing standards, hold multiagency meetings to tackle rough sleeping.

Improve our service to our communities who contact us through improved approaches to our community care, technology and training.

Work with businesses and education providers to boost skills; implement the Employment and Skills Plan at One Horton Heath providing apprenticeships, work placements and jobs.

Improve skills and work-readiness for target groups through environmental and other projects using external grant funding opportunities.

Work with partners such as Hampshire County Council and registered providers such as, Vivid and Abri to encourage those economically inactive residents (over 50s) to re-enter the workforce.

Work efficiently and effectively with other organisations through commissioning, coordination, collaboration and communication, support the Eastleigh Welfare Agencies Partnership and Health and Wellbeing Board and work to improve local access to healthcare facilities with the NHS.

Use external funding to provide a targeted programme of health promotion and physical activity e.g. Parksport and This Girl Can activities.

Devise distinctive projects in our five Local Areas that enhance quality of life for target communities, develop and support youth provision.

Work directly with minority and vulnerable communities: BAME communities, armed forces veterans and disabled people to improve wellbeing and access to services.

Use creative and cultural experiences to improve health and wellbeing.



Holiday, Activities and Food (HAF) family fun day at Itchen Valley Country Park

Shaping places



Play area at Kestrel Park, Bursledon

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.



36%

of people **walking for transport** once a month (Hampshire 34%)



5%

of people **cycling for transport** once a month (Hampshire 8%)



69%

of **physically active adults** (England 66%)



250,000

visitors to IVCP 2021/22 (up 7%)



305,000 (approx)

visits to **Eastleigh town centre per month (2021/22)** (507,000 in 2019)

Radian homes at The Willows, West End



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.

How will we get there?

Deliver a pipeline of community and Local Area projects to improve infrastructure (e.g. Bishopstoke Memorial Hall), encourage inward investment (e.g. The Green project) and promote healthy lifestyles (e.g. Woodhouse Lane sports facilities, Freespace Skate Park).

Emphasise Local Area working and develop local distinctiveness to encourage a renewed sense of local ownership and pride: public art and wayfinding projects (in Bursledon, Hamble-le-Rice and Hound (BHH), Bishopstoke and Hedge End, West End & Botley (HEWEB)) and wilding, tree planting, minor infrastructure (litter bins, benches, bollards, signage), public realm improvements in Eastleigh Local Area Committee (ELAC) and HEWEB.

Improve countryside sites and country parks: Lower Flexford, Hiltingbury Lakes, Lakeside and Itchen Valley Country Park (IVCP) and the creation of new Suitable Alternative Green Space (SANG).

Work with the Ageas Bowl to ensure opportunities to support the local community are maximised and the impact of events on local infrastructure is successfully managed.

Encourage more active travel and recreational use of open spaces: Lapstone Playing Fields, Fryern Recreation Ground, Hut Farm Place, Leigh Road Recreation Ground and Fleming Park.

Work with the NHS on specific projects to improve health infrastructure in Local Areas.

Incorporate good design standards into development and project delivery, including play areas and public art.

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 partners (Hampshire County Council, Eastleigh Business Improvement District (BID) and local Parish Councils) to reinvigorate our towns and local centres, creating vibrant, active places where people want to spend time; reduce the number of vacant units and enable '20-minute neighbourhoods'.

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

Regenerate Hedge End town centre by redeveloping the former Budgens site.

Start work on a review of the Eastleigh Borough Local Plan.



Health Walks with 'Local Heroes', Stoneham Park

Protecting our environment



New EV charging unit at Placés Leisure Eastleigh

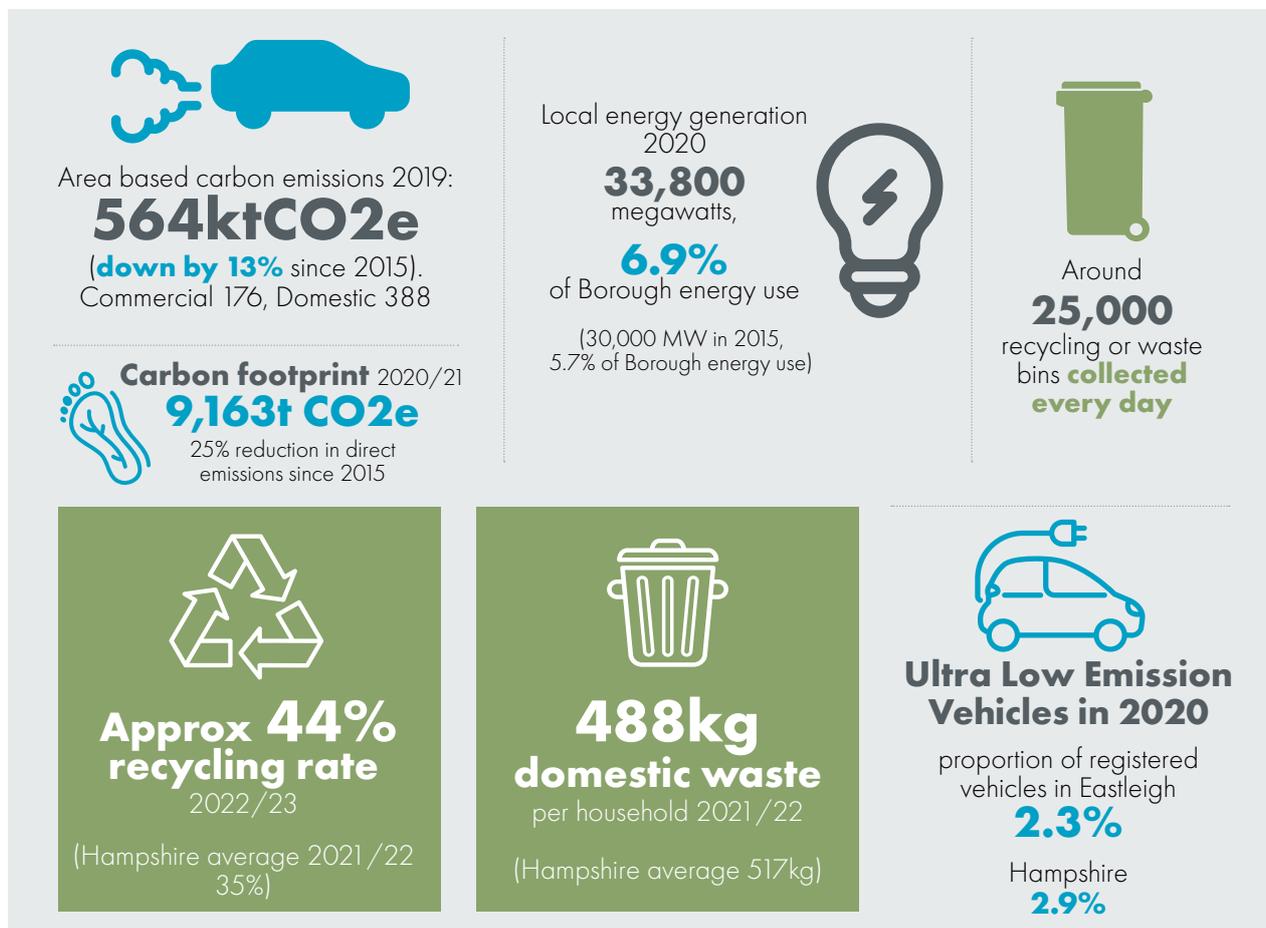
Where are we now?

We have a strong record on climate change interventions, with a reduction of around 25% in the carbon footprint of the Council and the Borough since 2015. We continue to deliver a range of projects to further reduce or mitigate climate impacts. Procurement remains the largest proportion of the Council's carbon footprint.

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

The Borough's recycling rate is 44%. Our waste and recycling service is gearing up for significant improvements to recycling, as part of the requirements of the Environmental Act.

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.



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.

Designate uses of strategic land assets such as Stoke Park Farm: implement energy generation projects, create new wetland and woodland, offset development through nutrient mitigation and biodiversity net gain, and increase public access to nature; develop our technical and operational capacity and capability to maximise value from these assets.

Develop a sustainable energy capability within the Council, providing solar energy (from Allington Lane Solar Farm) and ground source heat energy to businesses and homes at One Horton Heath.

Incorporate green technology and energy efficiency into all our housing and regeneration projects.

Implement a new Climate and Environmental Emergency Action Plan including reducing procurement-related emissions and Local Area interventions to engage and mobilise local communities into action.

Renew and replace our assets (buildings, vehicles) with lower-carbon alternatives wherever possible as and when they need replacing.

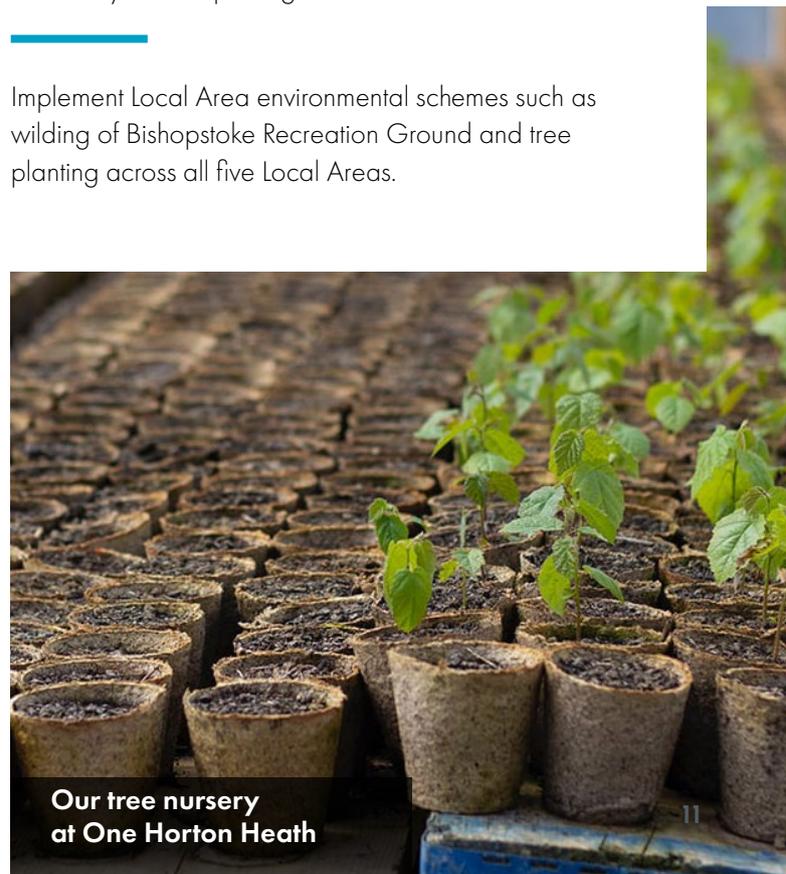
Implement Local Area environmental schemes such as wilding of Bishopstoke Recreation Ground and tree planting across all five Local Areas.

How will we get there?

Change waste and recycling processes, infrastructure and behaviours: reduce waste generated by households, enable recycling of a wider range of materials and improve collection points and investigate Underground Refuse Systems for flats at One Horton Heath.

Work with businesses including suppliers to support the market for green technologies.

Improve access to car sharing and electric vehicle charging points in Local Areas.



**Our tree nursery
at One Horton Heath**

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 continues to ensure a five years' supply of housing.

Worked in partnership with developers to deliver new homes for rent and sale at North Stoneham Park, Pembers Hill Park, Kestrel Park, The Willows and Leah Gardens.

Well advanced in securing planning consent for our own scheme at One Horton Heath for which we have been granted £21m of Homes England funding. The scheme will deliver major investment in nature and the environment, a mixed use local centre, 3 hectares of



Bandstand Court and Leigh Road Recreation Ground, Eastleigh town centre

land dedicated to employment use and up to 2,500 new homes. As developer and long term steward of this project we are ensuring infrastructure delivery, creation of jobs, development of job skills and employment options underpin everything we do.

We launched our new Leaf Homes 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.

We have registered as a provider of social housing.



Over **2,300** families on the **housing register** (1,800 in 2019/20)

Property price to earnings ratio **9.8** (2021)

(England 9.1, South East 11.8, Hampshire districts 10.9)



918 planning applications determined 2021/22.



Leah Gardens, Woodside Avenue

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.

How will we get there?

Manage development through the planning process. Use our own role as housing developer to create great places for people to live, work and travel.

Deliver the first new homes at One Horton Heath, our flagship development; deliver discount market sale homes under the Government's First Homes scheme, as well as Council-owned homes for private and social rent.

Deliver a range of capital projects managed by our Housing Programme Board and work with homebuilders and other partners to deliver the new homes the Borough needs.

Maintain a long-term housing land supply pipeline to support a planned approach to housebuilding.

Support the growth of sustainable and distinctive new communities, as planned for and allocated in the adopted Eastleigh Borough Local Plan.

Continue to deliver effective and robust planning and enforcement services.

Build capacity and capability of new private and social landlord services including branding of Leaf Homes.

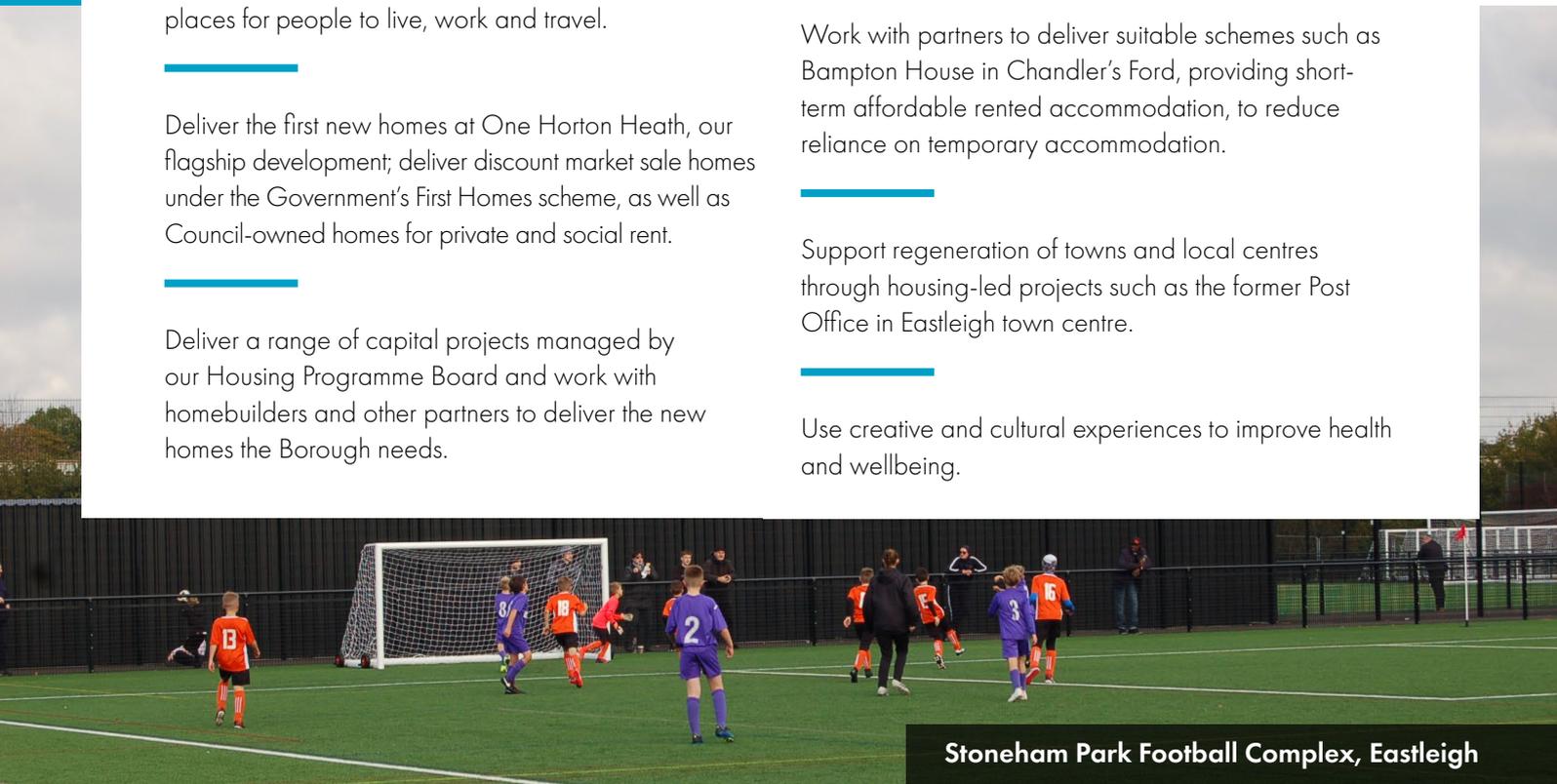
Bid for grant funding via the Wayfarer Consortium and Homes England Affordable Homes Programme.

Engage Local Area Committees and communities on emerging projects to ensure design reflects local context and priorities.

Work with partners to deliver suitable schemes such as Bampton House in Chandler's Ford, providing short-term affordable rented accommodation, to reduce reliance on temporary accommodation.

Support regeneration of towns and local centres through housing-led projects such as the former Post Office in Eastleigh town centre.

Use creative and cultural experiences to improve health and wellbeing.



Stoneham Park Football Complex, Eastleigh

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.

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

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



Eastleigh House



over
800
customer contacts
each day.

66% resolved
at first contact.



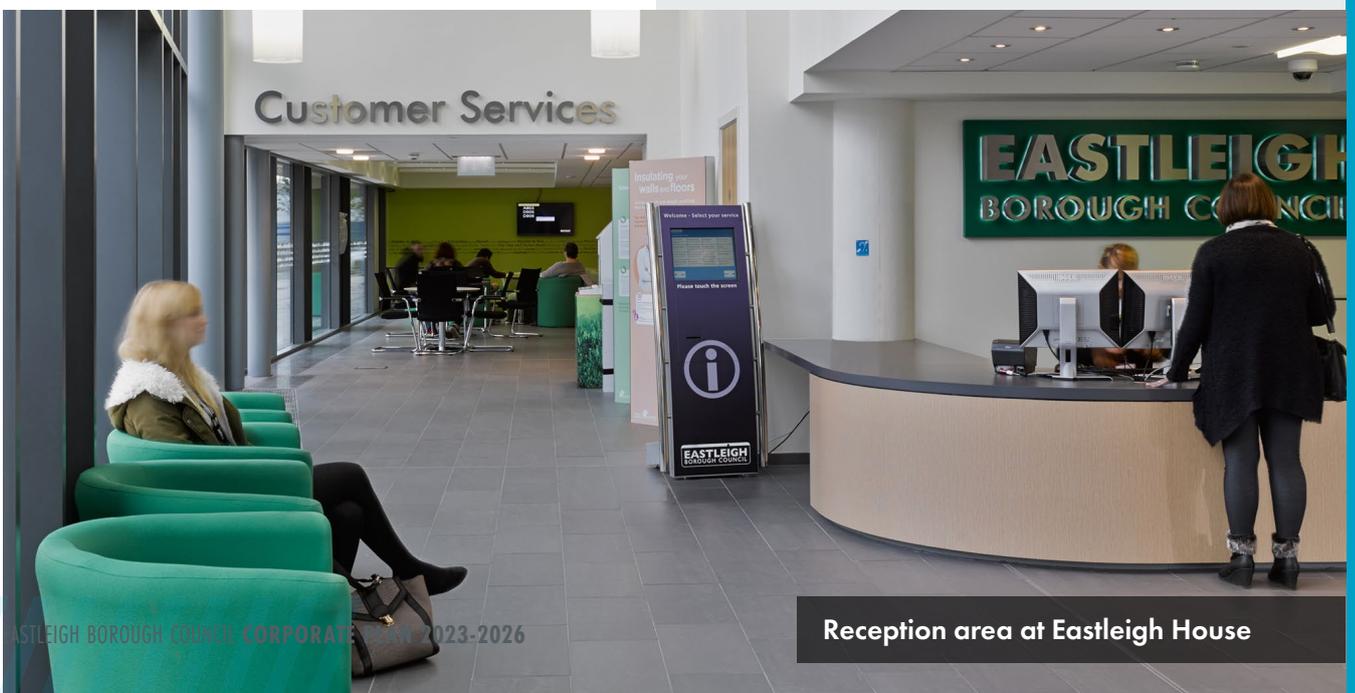
Nearly
100,000
internal and
external
transactions ('cases')
2021/22



compliment
received for every
6.5 complaints



Approximately
700
FOI requests,
Approximately **200**
MP enquiries



Reception area 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.

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.

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

Have excellent data security and business continuity.

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

How will we get there?

Implement continuous improvement measures: income generation and cost savings.

Improve our back-office systems and introduce a range of service improvements.

Improve our case management system, and better enable our communities to resolve queries and service requests.

Implement a People Strategy and Pay and Progression Policy to address recruitment and retention issues and improve staff engagement.

Implement findings from a Local Areas review, and implement further budget devolution.

Implement the IT programme, with good planning and review to ensure it supports key priorities.



Our Streetscene Team

Local Area actions



Chandler's Ford and Hiltingbury

Complete the Hiltingbury Lakes Project by Summer 2024

Conduct a feasibility study for Lower Flexford footpath improvements

Develop a cycle path at Fryern Recreation Ground by Summer of 2023



Transfer Hut Farm place play area to the Parish Council by March 2024

Install two electric vehicle charging points in Chandler's Ford and Hiltingbury

Install two cycle stands in the community

Continue to support and review the Youth Options contract



Provide support to the 'Remove the Barriers' campaign

Eastleigh

Enhance public spaces and increase the range of services within a 20 minute walk



Continue to deliver facilities and services to support young people

Agree a Parking Strategy for the town and implement action plan

Deliver projects to improve air quality

Continue to deliver improvements to Leigh Road Recreation Ground



Deliver improved wheelchair access, path network and car parking at Lakeside Country Park

Agree a masterplan for Fleming Park and deliver infrastructure improvements

Develop a management plan for Bishopstoke Recreation Ground to improve wildlife habitat and public access



Bursledon, Hamble-le-Rice and Hound

Continue to support public art projects

Work towards the formal opening of Windover Meadows Country Park

Undertake improvements at identified Play areas

Install three electric vehicle charging points across the three Parish areas

Review parking provision in Netley Abbey

Continue to work with partners to deliver and improve a range of services across the community

Work with Hamble Parish Council to support the redevelopment of Mount Pleasant

Bishopstoke, Fair Oak and Horton Heath

Progress existing asset transfers from developers to the Council and Parish Councils as appropriate

Work with Youth Options to deliver a bold, modern, fit for purpose youth provision

Progress the feasibility design for the Memorial Hall with Bishopstoke Parish Council

Produce a Public Art Vision for the local area and deliver public art projects

Support Fair Oak & Horton Heath Parish Council to open a splash pad in Spring 2023 and deliver a community café

Continue to make environmental enhancements at Lapstone cricket field including improving the wider path network

Complete the Tree and Bee Corridor pilot to increase wildlife habitats

Hedge End, West End and Botley

Hedge End town centre regeneration

Enhancement of public spaces

Delivery of Boorley Park and Gardens public art project

Develop a project scope for the wider use of New Place community facility

Deliver Itchen Valley Country Park Masterplan

Continue development of facilities and services to support young people

Engage with partners to ensure adequate healthcare infrastructure