

# Corporate Plan

2015 - 2025





## Introduction

Eastleigh Borough Council has a proud record of success in its role as community leader, delivering fantastic services and world class projects that residents and businesses value. That's not going to change.

In building on this success we must ensure we are focussed on staying ahead of the game, just as we have in the past. Local government is continuing to experience change. We're facing external pressures including loss of half our income from central government, which has contributed to a fresh look at our priorities.

This Corporate Plan is at the heart of our programme for the future. It provides clear direction enabling us to manage our resources to deliver excellent services for local people in the future.

In taking the plan forward we will need to be more commercial about the way we think about services and look for opportunities to trade. We will maximise use of digital technology; in the workplace, around the Borough and promote self-service, and we continue to seek opportunities to act as developer to get projects off the ground.

We will remain ambitious and lead the way for our communities. This will include reinforcing effective partnerships with other organisations to achieve our objectives set out here. In doing all this we will ensure we meet the needs and aspirations of our residents and customers and that Eastleigh continues to be a great place to live, work and visit.

Keith House





## Our Vision

To lead and support Eastleigh Borough and its communities: developing a strong and sustainable economy that supports improved standards of living for residents; promoting thriving and healthy communities; and maintaining an attractive and sustainable environment that residents value.





## Summary of the Corporate Themes

### What do we want to achieve?

#### Green Borough

##### **Tackling congestion -**

Tackle local traffic congestion and associated pollution by reducing car usage and improving transport infrastructure.

##### **Developing green infrastructure -**

Ensure future development contributes to the Borough's sustainability and resilience through effective low carbon planning and design, incorporating access to and between local facilities, joined up open space and safeguarding of wildlife and natural resources.

##### **Excellent environment for all -**

Create a clean and attractive environment that provides for people's social, occupation and recreational needs, and is desirable for all, including residents, employees, visitors and investors.

##### **Minimising waste and managing resources -**

Work with residents and businesses to use resources more efficiently and consume fewer of them, while ensuring maximum value is generated from any waste produced.

#### Healthy Community

##### **Enabling healthier lifestyles / wellbeing -**

Facilitate better physical and mental health and wellbeing by improving the places people live and work, meeting the challenge of the ageing population, and promoting cultural and physical activity.

##### **Tackling deprivation -**

Reduce health inequalities by engaging with and prioritising our services towards those groups and communities in most need.

#### Prosperous Place

##### **Increased provision and more diverse mix of housing -**

Ensure a sufficient supply of well-designed homes that can meet the diverse needs of residents both now and in the future.

##### **Ensuring appropriate infrastructure including employment land -**

Secure an ongoing provision of employment land and infrastructure that can support current and future business needs, and stimulate sufficient economic growth to sustain a rising population.

##### **Enabling the right skills and employment mix -**

Developing an appropriately skilled workforce in the borough and a varied mix of employment opportunities, ensuring the Borough is seen as a desirable location to set up a new business or to relocate a growing business, so as to sustain economic demand and increase job security and satisfaction.

##### **Reinvigorating town and local centres -**

Creating vibrant, active places where people want to spend time, generating the right environment for economic, social and cultural prosperity.



## Corporate Theme: A Green Borough

Eastleigh is regarded nationally as a leader in sustainability and is a Beacon Council for tackling climate change. Over the next 10 years the Council will lead by example in using its resources efficiently and developing innovative solutions to work with the wider community and key partners to support and help shape the quality of place for all.

### **Tackling congestion**

**Tackle local traffic congestion and associated pollution by reducing car usage and improving transport infrastructure.**

Several areas of the borough have severe issues with traffic congestion at peak times, including particular hot spots around Bishopstoke, Southampton Airport, Eastleigh town centre, Hamble Lane and Botley.

This will be tackled through:

- Capitalising on future development to improve infrastructure in key areas
- Working with partners to improve access to services and key economic areas
- Ensuring that a range of well-planned and integrated sustainable travel options are available and are supported by effective communication

#### Why do this?

To aid economic growth, improve public health and create better places for people to live, work and rest.

### **Developing green infrastructure**

**Ensure future development contributes to the Borough's sustainability and resilience through effective low carbon planning and design, incorporating access to and between local facilities, joined up open space and safeguarding of wildlife and natural resources.**

The quality of the environment has an impact on health and prosperity within the area. Through excellent planning and building in resilience we will:

- Undertake effective planning of quality places to live and visit
- Create green corridors that support wildlife, recreation and movement of residents around the Borough and maintaining distinctiveness of settlements
- Support local biodiversity and habitats

#### Why do this?

Due to the additional housing requirement, effective planning will be vital to maintain and improve the natural environment.

### **Excellent environment for all**

**Create a clean and attractive environment that provides for people's social, occupation and recreational needs, and is desirable for all, including residents, employees, visitors and investors.**

This includes enabling communities to have a distinct sense of 'place' and identity, shaped by the facilities and services on offer, by the local character, culture and heritage, and critically by the local environment.

- Maintaining our urban and rural environments
- Improving air quality
- Attractive and accessible green spaces



### Why do this?

A sense of place has a real impact on residents and businesses, in terms of improved community cohesion and the general economic wellbeing of an area. There is strong evidence supporting the contribution that access to natural features in the environment has on health.

### Minimising waste and managing resources

**Work with residents and businesses to use resources more efficiently and consume fewer of them, while ensuring maximum value is generated from any waste produced.**

The council will reduce its own resource consumption and support residents and businesses doing likewise. Where waste is produced the council will seek to maximise efficiency in energy and material use:

- Promoting renewable, low carbon and recyclable energy
- Exploiting opportunities for the collection and recycling of high quality materials
- Ensuring sustainable disposal of waste

### Why do this?

It is in the best economic interests for residents and businesses in the borough to reduce resource consumption. Further development will increase demands on waste services, thereby providing the opportunity for greater service development and efficiency.



## Corporate Theme: Healthy Communities

Our aspiration is to improve the health and wellbeing of people who live and work in the borough as a core component of supporting and creating sustainable communities. We want all our residents and people working in the borough to live long, healthy and happy lives.



### Enabling healthier lifestyles / wellbeing

**Facilitate better physical and mental health and wellbeing by improving the places people live and work, meeting the challenge of the ageing population, and promoting cultural and physical activity**

- Addressing the challenges and opportunities presented by an ageing population
- Promoting physical and mental health through physical activity and the arts
- Creating and sustaining places conducive to improved health and wellbeing

#### Why do this?

We will see an increase in our older population in the future, with the NHS already struggling to cope with the volume of long term conditions. The Council has a key 'place-shaping' role that can determine health outcomes. Increasing cultural and physical activity is key to preventing poor physical and mental health. We need to work with communities and other agencies to deliver improved health and wellbeing.



### Tackling health inequality

**Reducing health inequalities by engaging with, and prioritising our services towards, those groups and communities in most need.**

- Targeting resources on communities that experience health inequalities

- Reducing the gap in incomes and quality of life between our most deprived communities and the rest of the Borough by identifying barriers to improved wellbeing (including employment, housing, education and income) and working with individuals and communities to address these
- Working with vulnerable and disadvantaged groups and communities to improve our services and peoples' take-up of preventive and other NHS services.

#### Why do this?

The Marmot Review 2010 and other studies show that certain groups unfairly experience worse health outcomes (and are greater users of NHS and other services) and that agencies need to prioritise service for these groups in a strategic, sustained, and coordinated way across the life course. Universal provision across all populations risks improving health outcomes for some groups more than for others, and perpetuating or widening health inequalities. Those individuals and communities suffering the worst health outcomes are often those on the lowest income and in the poorest standard of housing.



## Corporate Theme: Prosperous Place

The Council will strive to ensure that Eastleigh continues to be a prosperous borough where people want to live, work and visit, with excellent employment and training opportunities and where new and growing businesses want to locate. Provision for high quality housing in a mix of locations with vibrant and busy town and local centres that meet local needs and good infrastructure to support growth.



### Increased provision and more diverse mix of housing

**Ensure a sufficient supply of well-designed homes that can meet the diverse needs of residents both now and in the future**

- Ensure there is a planned housing supply to meet residents' requirements for new housing in the borough
- Encourage a mix of housing types, tenure and sizes through planning policies and partnership working
- Intervene in housing supply to accelerate delivery of new homes

#### Why do this?

More homes are needed in the borough to meet residents' current needs and support population and economic growth.



### Ensuring appropriate infrastructure including employment land

**Securing an ongoing provision of employment land and infrastructure that can support current and future business needs, and stimulate sufficient economic growth to sustain a rising population**

- Ensure that there is a supply of employment land identified through the Local Plan
- Create/maintain demand for employment

sites through inward and investment strategies and marketing plans

- Ensure there is appropriate infrastructure to support new developments through planning policies, negotiations with developers and partnership working

#### Why do this?

A demand for housing and a change in local industry has led to a reduction in available employment land in the borough. Employment land in the borough reduced by 5,186 m<sup>2</sup> from 2011 to 2014. Without an availability of employment land to enable local companies to grow or to attract new employers, it will become increasingly difficult to retain/attract employers.

Key infrastructure required to support employment and the wider community includes superfast broadband, improvements to the road networks and improvements to walking, cycling and public transport networks.



### Enabling the right skills and employment mix

**Developing an appropriately skilled workforce in the borough and a varied mix of employment opportunities, ensuring the Borough is seen as desirable location to set up a new business or to relocate a growing business, so as to sustain economic demand and increase job security and satisfaction**

- Working with education partners to ensure

there is a suitably skilled workforce to meet current and future business needs across the borough

- Encourage a range of employment types, levels and sectors through planning policies and inward investment strategies
- Provide a supportive environment for the growth of new businesses and relocation of growing businesses, in particular (but not exclusively) focussing on high-tech, green economy and advanced engineering and manufacturing, the digital economy and cultural industries

### Why do this?

In order for the borough to retain and attract employers there needs to be access to a suitably skilled workforce at all levels from basic skills, to very specific high level skills. Support is also required to ensure the Borough is an attractive location to set up a new business. Opportunities exist to capitalise on the graduates and the research emanating from the universities within the wider area to support business growth.

A range of employment types is needed to match local variation in skills, qualifications and experiences. For example 44% of the population of Hiltingbury West Ward are qualified to NVQ Level 4 (degree or

equivalent) whilst 17.8% of the population of Eastleigh South Ward are qualified to this level.



## Reinvigorate town and local centres

**Creating vibrant, active places where people want to spend time, generating the right environment for economic, social and cultural prosperity**

- Create vibrant, busy local centres where people go for shopping, leisure and employment
- Enable the wider community to share in the prosperity of their local area through leisure and culture
- Ensure public services are available from accessible town and local centres

### Why do this?

A change in traditional shopping habits, such as an increase in internet shopping and the growth of out of town superstores, has had a significant effect on local high streets. This has been the same locally, with a recent increase in the number of vacant units. In addition, local centres such as Chandler's Ford, Hedge End and Botley play an important part in the local community, providing local amenities, retail and leisure at a local level.





## Taking local decisions at a local level

There are 5 Local Area Committees (LACs). The 44 Borough councillors are members of the respective committee for the electoral ward that they represent.

### What Do LACs Do?

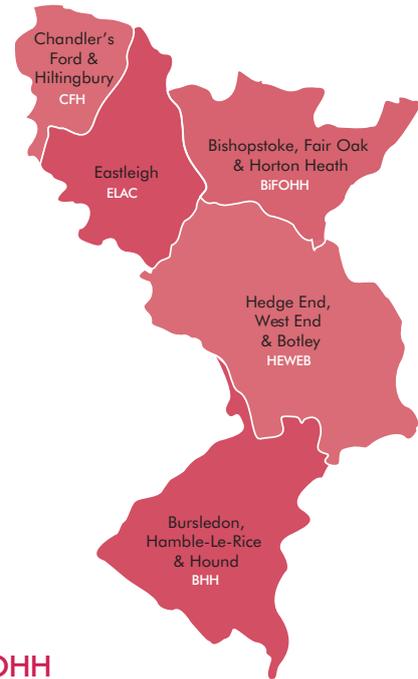
- decide local priorities and levels of service and approve local area plans
- promote local participation and consultation on local issues
- utilise local councillors’ knowledge
- determine planning applications at committee meetings which are open to the public
- manage devolved budgets and capital programme priorities
- undertake joint project work with partners and volunteers
- provide local perspective in developing and delivering corporate policy

#### ► CFH

- Work with the parish council and local community to improve local facilities
- Support young residents in their transition to adulthood
- Support health and wellbeing through the maintenance of local outdoor leisure and recreating opportunities
- Address congestion and pollution on key commuter routes

#### ► ELAC

- Maintain and improve sports facilities and youth services
- Provide a range of learning and skills training at Cable Works
- Invest in our parks and open spaces, and improve street furniture
- Revive Eastleigh Market
- Tackle congestion hotspots around the town centre



#### ► BiFOHH

- Maintain and improve sports facilities
- Tackle congestion and pollution along Bishopstoke Road
- Address school travel issues for the Wyvern campus schools
- Work with local communities to encourage dementia-friendly villages
- Support networking between local businesses

#### ► HEWEB

- Creating healthier lifestyles and improving well-being through local partnership working
- Sustain the Youth Partnership and local services
- Maintain local countryside sites: Itchen Valley Country Park, Moorgreen Meadows and Telegraph Woods
- Tackle congestion and pollution on Botley High Street

#### ► BHH

- Tackle local congestion and pollution on Hamble Lane
- Address health inequalities in Pilands Wood and Netley Abbey
- Support local businesses with improvements at Coronation Parade and Station Road
- Improving open spaces and neighbourhoods