

Eastleigh Borough Council

Corporate Action Plan

2022/2023

HOUSING



**GREEN
BOROUGH**



ECONOMY



**HEALTH AND
WELLBEING**



Introduction

The Council continues to work hard, delivering against the Corporate Plan (2015-2025) and bringing benefits to the businesses and residents of the Borough. This despite the Covid-19 pandemic, with venues and high streets and the Council's own offices at Eastleigh House reopening during 21/22 under careful conditions, to enable people to return as far as possible to the patterns of life and work before the pandemic.

Major strategic developments were given planning permission during 21/22 with the runway extension being granted at Southampton Airport, protecting jobs and the regional economy, and the green light being given to the building of up to 2,500 new homes through the Council's major One Horton Heath project. The Council has taken further action in 21/22 to fix the broken housing market, by taking on a role as landlord, with affordable and commercial lettings.

The Council is working towards carbon net zero by 2025 in several ways including investing in sustainable fuel for its vehicles and bringing more electric vehicle charging points to neighbourhoods. A tree nursery has now been established to supply the 160,000 new trees which will be planted in the Borough by 2030. The Council is incorporating the best evidence on how to meet the climate and environment challenge into its plans.

Eastleigh has a long history of welcoming and looking after others; a new chapter of this story was written this year when the Council answered the call to help newly evacuated Afghan families arriving in the UK, before resettling them in permanent homes around the UK. In 21/22 the Council continued to innovate, to reduce street homelessness, deliver physical activity programmes and make the best use of our cultural and country park assets.

The Council remains ambitious, and the actions set out below reflect the way the Council will continue to create new homes and improve neighbourhoods, deliver services for residents and businesses, look and plan ahead, and respond quickly to whatever challenges arise.





Councillor Rupert Kyrle

Environment Portfolio Holder



Environment: This is now the third year of the Climate and Environmental Emergency programme and so to ensure delivery continues and is prioritised, the Council is reviewing its Strategy and Action Plan, with a focus this year to also develop a sustainable procurement policy and deliver training to all relevant staff to embed Climate and Environmental thinking across the Council.

This year the Council will also adopt and implement strategies defining its approach to Biodiversity and Trees which will help to reverse and restore natural declines and seek to maximise the protection of trees respectively, alongside outlining its approach to achieve the Council’s target to plant 160,000 additional trees across the Borough by 2030.

Last year the Environmental Health team were also particularly affected by the Covid-19 pandemic as they assumed responsibility for supporting local businesses to comply with new and changing regulations. The Council hopes that for this year, the team can continue a period of recovery and return to business as usual.

The Council maintained all waste and recycling collection services during 21/22 and introduced service improvements, while many Councils suspended services due to a shortage of HGV drivers. In the first quarter of the year the Borough’s residents achieved the highest ever rate of recycling at 45.4%. In 22/23 the Council will plan ahead for the introduction of the Government’s Environment Act which will require significant changes to how the Council delivers waste and recycling services in the future.

Action	Measure	Timeline
Update Climate and Environmental Emergency Strategy and Action Plan	Updated Strategy and Action Plan	End Q3 22/23
Develop Sustainable Procurement Policy	Sustainable Procurement Policy adopted (procurement activity currently accounts for approximately 69% of EBC Carbon emissions footprint)	End Q3 22/23
Deliver Climate and Environmental Emergency training to all relevant EBC staff	Training delivered to relevant EBC staff to improve awareness and culture across organisation	End Q4 22/23

Action	Measure	Timeline
Prepare for new Environment Act legislation and consider potential implications to services	Timely, clear and workable plans made to prepare for any changes to services	Throughout 22/23
Implement the Biodiversity Strategy, Action Plan and supporting documents to protect biodiversity and reverse and restore declines	Complete public consultation and implement Strategy, Action Plan and supporting documents	End Q2 22/23
Implement Fly-Tipping Strategy to ensure the Council can be proactive in dealing with fly-tipping	Updated investigation, enforcement and preventative measures embedded to deter Fly-Tipping	End Q1 22/23
Develop and implement Tree Strategy to complement policies relating to the maximum protection of trees	Strategy developed and implemented to outline overall approach to trees, linking to existing policy and technical documents	End Q1 22/23
Use land to maximise opportunities to promote a sustainable environment	Opportunities are identified to deliver multiple benefits from new and enhanced spaces in the borough	Throughout 22/23
Growing and planting 7,000 trees from Eastleigh's tree nursery	Planting of 7,000 saplings and trees, in line with the target and trajectory to plant 160,000 additional trees by 2030	Throughout 22/23





Councillor David Airey

Transport Portfolio Holder



Transport: The pattern of travel across the Borough continued to be significantly changed last year with public transport patronage reduced and many people continuing to work from home. As the country continues to emerge from the most stringent restrictions to the ‘new normal’, next year, the Council will develop and adopt a Public Transport Strategy which will also underpin many of the actions below. This will support and promote more sustainable modes of transport, seek to ease congestion, reduce carbon emissions, and to promote healthier and more active forms of travel too.

In addition to the actions identified the Council is also pleased to see highway improvements to support cycling, walking and public transport within Local Area Committee Areas and Plans.

Action	Measure	Timeline
Develop and adopt a PublicTransport Strategy	Public Transport Strategy is developed and adopted	Throughout 22/23: Develop draft Q2 Adopt Q4
Support and promote public and community transport	Increased bus and community transport patronage (currently 20-40% down on pre-Covid-19 levels, target this year is to return to pre pandemic levels)	Throughout 22/23
Evaluate current transport contracts including Public Transport and Car Club (dependent on HCC)	Contracts evaluated and re-tendered as required to ensure EBC are commissioning the optimum services	Throughout 22/23
Continue rollout of Electric Vehicle charging points	Install 3 EV charging points. (A further 9 locations currently under consideration)	Throughout 22/23
Update and install new air monitoring equipment	Updates/Installations completed.	Throughout 22/23
Migrate EBC fleet to more sustainable power source	Addition of three new electric waste-collection vehicles to fleet.	Q3

Action	Measure	Timeline
Support delivery of Mobility Hub/Area in Eastleigh Town Centre (dependent on HCC)	Support provided as required to develop and deliver mobility benefits	Throughout 22/23
Develop approach and long-term plan to improve and enhance public spaces in Eastleigh Town Centre	Progress workstreams related to guiding regeneration principles: 'well-connected and accessible' and a 'place to spend more time'	Throughout 22/23
Initiate project to explore feasibility of a Hedge End to Eastleigh cycle link	Project initiated to be overseen by Climate Board	By Q2 22/23
Deliver Bursledon, Hamble and Hound Local Area wayfinding project	Artwork installed along identified routes	Start by Q2, complete by Q4





Councillor Tonia Craig



Councillor Paul Bicknell

Health and Social Policy Portfolio Holders



Health and Social Policy: Covid continues to be a significant challenge, negatively impacting the health and wellbeing of Eastleigh residents by increasing the health inequalities gap, affecting people’s mental health, and driving inactivity. Ensuring that the Council continues to address these emerging challenges will be a key priority to enable healthy lifestyles and tackle inequalities and deprivation. Generally, health and wellbeing in Eastleigh continues to be better than the England average, however there is evidence to suggest more needs to be done to address systemic health inequalities, unhealthy weight, mental health and loneliness made worse by Covid. The Council has played a leading role in responding to these challenges and, through a range of health services, it will continue to support the most vulnerable residents through providing quality housing and tackling homelessness. The Council wants to position Eastleigh as a regional destination for culture and leisure provision and empower people to improve their health and wellbeing through physical activity, cultural experiences, and open spaces.

Action	Measure	Timeline
Implement priority actions of the three Eastleigh Health & Wellbeing Board subgroups	Delivery of subgroup action plans	Throughout 22/23
Develop a new Arts and Culture Strategy	Strategy agreed by Cabinet	By Q3 2022
Ensure the delivery of the Sports and Active Lifestyles Strategy Action Plan through the SPAA Group	Delivery of actions in the action plan	2022 - 2026
Ensure the delivery of the Equalities Strategy and Action Plan through the Equalities Focus Group (EFG)	Quarterly EFG meeting held	2022 - 2025
Deliver HealthWorks programmes aimed at addressing health inequalities and mental health	Increase in number of attendances Number of sessions delivered	Throughout 22/23
Deliver SportWorks programmes to tackle unhealthy weight and physical inactivity	Increase in number of attendances Number of sessions delivered	Throughout 22/23
Deliver a range of health and wellbeing programmes through Arts and Culture	Increase in number of attendances Number of sessions delivered	Throughout 22/23

Action	Measure	Timeline
Deliver a range of health and wellbeing programmes at Country Parks	Increase in number of attendances Number of sessions delivered	Throughout 22/23
Continue to support Covid recovery across the Borough through campaigns aimed at tackling loneliness and supporting people who are Clinically Extremely Vulnerable (CEV)	Number of CEV participating in the We Are Undefeatable campaign	Throughout 22/23
Promote key indoor and outdoor leisure and cultural facilities so residents are aware of what is on offer in Eastleigh Borough	Attendances at leisure centres, country parks and theatres.	Throughout 22/23
Continue to hold quarterly meetings of the Eastleigh Welfare Agencies Partnership (EWAP) to tackle health inequality and deprivation and support vulnerable residents across the Borough.	Attendance at EWAP meetings Delivery of the Benefits System action plan	Throughout 22/23
Implement a new online Making Every Contact Count (MECC) Pilot Project	Online training and number of relevant people taking the training per annum	Throughout 22/23
Implement the Armed Forces Action Plan	Delivery of actions in the action plan	Throughout 22/23
Rollout the Employee Volunteering Scheme	Number of staff volunteering	Throughout 22/23
Ensure residents have access to accommodation that is safe, secure & suitable to their needs, so that they have a home environment that will enable them to thrive	Number of DFGs granted in within 6 months of application Number of Disrepair reports that receive inspection visits	Throughout 22/23
Hold multiagency task and finish group meetings to tackle rough sleeping and support the most vulnerable	Decrease in number of rough sleepers in Eastleigh (Autumn count)	Start meetings in Q1 then ongoing quarterly meetings





Councillor Keith House

Planning & Property
Portfolio Holder



Housing: The Council goes from strength to strength to ensure there are enough of the right type of homes for residents now and for the future. Last year saw the resolution to approve a new development of up to 2,500 houses, local centres and employment facilities including a detailed scheme for 380 houses at the One Horton Heath site with more work to come. The Council is demonstrating an innovative and leading approach to housing delivery, fixing the broken housing market and making housing more accessible and affordable, while creating one of the most sustainable communities in the country. The Council’s property portfolio continues to bring and keep jobs in the borough as well as providing surplus income which to support the development of frontline services. The Council has actively managed this portfolio and the finances continue to bring a significant return to the Council, even through the most challenging time for businesses.

Action	Measure	Timeline
Adopt the Eastleigh Local Plan	Adoption at full Council meeting	Expected June, dependent on Planning Inspectorate
Review the deliverability of housing sites allocated in the Local Plan and others expected to contribute to land supply in the next five years.	Quarterly five-year land supply reports Quarterly completions monitoring	Throughout 22/23
One Horton Heath: Determination of applications for outline scheme and first detailed phase of housing. Secure approvals for innovative energy infrastructure (private heat & wire networks). Continue detailed design and standards for first new homes. Prepare planning applications for infrastructure, school, shops/businesses, and next phases of housing.	Delivery against One Horton Heath detailed Programme dates and targets (due for revision in January 2022). Key planning and energy consents and approvals secured	Determinations of first phase housing Q1 2022, outline application Q1 2022. Energy network approvals Q1 2022 Commence new planning applications Q2/Q3.

Action	Measure	Timeline
Preparation of Housing Revenue Account (HRA) Business Plan and work to satisfy regulatory compliance.	Milestones achieved within programme for 'setting up' the Council for holding and managing affordable homes.	Throughout 22/23 (target to register first affordable homes with the Regulator of Social Housing by end 2023). Joining Wayfarer Consortium to bid for Homes England affordable homes funding by February 2022.
Establish Leaf Residential Lettings & Management service	Number of market rented homes held and managed on behalf of the Council and response to the services offered.	Service established and available for tenants at Fanfare Place (Eastleigh) early 2022. Fanfare Place expected to be full let in 2022.
Ongoing review of brownfield land assets and seeking capital funding (e.g. One Public Estate land release fund) to unlock projects in support of the Asset Management Strategy 2020-2025	<p>External funding sought and awarded. Number of feasibility studies and RIBA stage 0 and 1 undertaken for prospective housing sites.</p> <p>Expenditure of New Homes Bonus to subsidise schemes for affordable housing.</p>	(Ongoing)- performance monitored monthly through Housing Programme Board.
Oversee delivery of Pembers Hill Park, Fair Oak (242 dwellings)	<p>Pembers Hill LLP (joint venture company)- surplus income to be recycled in housing programme (on sale of properties).</p> <p>Options for first time buyers (i.e. Help to Buy); 42 shared ownership; and 43 affordable rent dwellings.</p>	Phase 4 (c50 units) starts June 22. Whole scheme completing 24/25

Action	Measure	Timeline
Housing Programme schemes: Secure planning permission for new homes in central Eastleigh on previously-developed land (scheme known as the Parlour)	Redevelopment of former Samsons Gym and the Crockery, Eastleigh (The Parlour near Grantham Green) (approx. 19 dwellings), meeting housing needs, energy efficiency and other strategic objectives where possible.	Target submission Q1 and Q2 for planning determination
Deliver new homes and community facilities at The Arch, Chandler's Ford	Planning approval and start on site by end of March 2023.	Planning application submission Q1
Deliver St Johns Phase 2 scheme and road	Completion of all preparatory work before start on site.	Q1 2022 – Q1 2025 (subject to resolution of legal)
Redevelopment of prominent former Post Office site, High Street, Eastleigh	Completion of demolition and construction phases	Target demolition by Q2





Councillor Derek Pretty

Economy Portfolio Holder



Economy: The local economy bounced back throughout 2021 as the country continues to live with Covid; the Council has played a key role in administering over £24m of Covid grants to businesses. However, the Omicron variant brings further uncertainty to economic stability and the coming year is likely to bear significant challenges, such as labour and skills shortages and high oil and gas prices driving up inflation. There is also the risk that the threat of further interest rate rises will constrain innovation, investment and growth.

Businesses based in the borough’s town and local centres were hit hard by the loss of footfall during lockdowns and restrictions. As the pandemic continues, changes in consumer behaviour have become hard-wired, with working from home, on-line retail and shopping locally becoming the norm. The need for towns and local centres, particularly Eastleigh and Hedge End, to reposition themselves as sustainable locations that support health and wellbeing, and environmental change, becomes ever more pressing and remains a corporate priority. The Council remains ambitious about encouraging businesses to come and to stay in the borough and helping skill the local workforce to make the most of job opportunities. Developing a green economy will form a key part of the Climate and Environmental Emergency Action Plan as the Council works towards becoming carbon neutral and support the Borough businesses to do the same.

With the ongoing work developing the Full Business Case, if accepted by Government the Solent Freeport bid will bring the Council together with other stakeholders to create new jobs, new infrastructure and prosperity for the borough. The Council remains committed to working with partners to make use of the employment land any future development will provide.

Action	Measure	Timeline
Work with stakeholders to implement plans for a Freeport, promote opportunities to investors. Continue work to unlock employment land to enable inward investment and job creation at Riverside and the northern business park on land at the airport.	Progress and maintaining the strong partnerships with landowners on the Riverside/Railway works / Airport	Submission of Freeport Full Business case April '22 Planning applications during 22/23

Action	Measure	Timeline
Determine planning applications delivering a southern link road between Southampton Road, the Airport and the Railway works (Diageo).	Hybrid planning applications determined	Submission of application summer 2022. Determined Spring 2023
Monitor future needs for serviced office accommodation in the Borough, post Covid, pending Asset Management review.	Sites identified and planned in as suitable for providing flexible office and retail space	22/23
Create business opportunities that contribute to EBC climate change targets 2025.	A minimum Conference attendance of 50 invited businesses from the 'green' and manufacturing sector	22/23
Deliver skills recovery programme through development of Youth hub	650 beneficiaries accessing the service and equivalent number of borough businesses recruited as placements	22/23
Providing exemplar provision and use of employment space and associated programmes on OHH	Creation of employment and skills plan for OHH	22/23
Support the recovery of town and local centres across the borough, including business support, cultural and events programme and business promotion.	Implementation of borough-wide support and activity including 22/23 Eastleigh Town Centre Action Plan	22/23





Councillor Paul Bicknell

Regeneration (North)
Portfolio Holder



Councillor Ian Corben

Regeneration (South)
Portfolio Holder



Regeneration: 2021/22 has been a full year that saw a wide range of projects move forward to completion across the borough. A new play area at Lawn Road will follow Pirelli Park in being completed by the end of the year. In Eastleigh town centre the finishing touches to the Wells Place pedestrian area are going in and a new community garden at Market Street has been created from an old disused basketball court. The new North Stoneham development has a new community building and day nursery. In Hedge End work has continued to prepare for a major redevelopment of the former Budgens site and a range of smaller projects have been completed to help people get about and feel proud of their neighbourhood: a new crossing at Shamblehurst Lane, improvements at Coronation Parade in Hamble, and new heritage and waymarking signs in West End and Hedge End.

Throughout 21/22 project work has been affected by significant changes and challenges in supply chains and labour markets. The cost of labour and materials is increasing and uncertain. The Council has managed these threats in the best possible way, adapting projects and working harder with other organisations where necessary. It is likely that such uncertainty and challenge will continue into 22/23.

As well as the projects listed below, the Council is also actively delivering projects that appear in the Action Plans of the five Local Area Committees.

Action	Measure	Timeline
Toilet refurbishment, Eastleigh (subject to legal agreements)	(subject to legal agreements)	Project due to restart Jan 2022. Completion estimated during 2022.
Improve Hiltingbury Lakes	Watercourse repairs, path works, bridge works, signage	Completion June 2022
Woodhouse Lane Sports Facilities	Playing pitch, community building, community use agreement	Completion Jan 2023

Action	Measure	Timeline
IVCP Strategic Delivery	Major improvements to visitor centre and Park infrastructure (subject to planning).	Planning determination Spring 2022.
The Berry Theatre Gates	Installation. (Fabrication subject to steel prices)	Completion estimated by Q2 22/23
Regenerate Hedge End Town Centre	Secure possession of sites. Agree tenant terms. (Subject to negotiations)	During 22/23
Redevelop The Green site (former Civic Office site)	Planning determination due in Q4 21/22	Construction start during 22/23
Kestrel Park (Bursledon)	New country park and play area	Estimated completion by Summer 22
Freespace – new skatepark/bike track	Preconstruction work including planning	Construction start during 22/23
Flexford Nature Reserve	Infrastructure improvements	Estimated start during 22/23



Organisational actions

Whether the Council is delivering homes and infrastructure, providing quality services and facilities, protecting health and the environment or simply carrying out its statutory functions, there is a huge amount of work 'behind the scenes' and at the interface with customers, that makes it all happen. The Council has ambitious plans to improve customer care and make the most of digital technology to make services as efficient and accessible as possible.

Action	Measure	Timeline
Deliver a revised IT programme	Programme milestones	2022-2027
Create two new parish councils including elections, precepting and transfer of assets	Successful elections and completion of first transfers	Q1 22/23
Review of s106 process	Accelerated delivery of community infrastructure and improved monitoring of obligations	22/23
Review workflows, processes and back-office support in Customer Care	Improved performance in response and processing time for Homelessness, Finance, HR and Council Tax	Q3 22/23
Develop strategic improvement plan for customer care	An agreed plan	Q3 22/23
Deliver programme of Communications campaigns and activity including Covid-19 advice, health and wellbeing, CEE	Outputs, take-up of promoted activities	Throughout 22/23
Embed a coaching culture	Staff satisfaction and productivity	Throughout 22/23
Implement recruitment and retention plan	Reduced vacancies, improved resilience	Throughout 22/23
Improvements to Neighbourhood Services depot at Hedge End	Infrastructure improvements to future-proof services and deliver greener service (EV/HVO)	Establish viability during 22/23
Appoint new Chief Executive	New Chief Executive in place.	In place by summer 2022