

Have **SUCCESS**
with Havant



Sustainable Places Successful People Better Business

Havant Borough Regeneration and
Economy Strategy 2022–2036

Havant
BOROUGH COUNCIL

Foreword

I am pleased to lead the refreshed Regeneration and Economy Strategy for Havant borough, which builds on our ambitious 2018 Regeneration Strategy to address housing, economic infrastructure and economic challenges to deliver new opportunities for growth.

Whilst we have made significant progress, no one could have predicted the impact that Covid-19 would have on all of our lives, working patterns and leisure pursuits. We face new economic challenges and, like the rest of the UK, our retail centres have been significantly impacted. We need to re-purpose our town centres and respond to the new environment in which we live.

These challenges also provide us with opportunities to deliver our regeneration priorities. They enable us to effectively respond to new ambitions for de-carbonisation; to take action on climate change; to develop cohesive communities and vibrant town centres; and to implement active travel options.

In line with the government's 'Building Back Better' agenda, we have a renewed focus on sustainability and climate-friendly actions that deliver a better result both for the local economy and the environment.

We need an environmental, social, cultural and economic recovery which is sustainable. We are calling this a regeneration and economy strategy to reflect the new focus on inclusive economic growth and in recognition of the importance of our businesses to the success of the borough's prosperity.

This strategy sets out our ambitions to create **sustainable places, successful people and better business** across the borough, so that all of our communities can share in our future economic growth and prosperity.

Regeneration takes time and patience. We need to put the building blocks in place to enable long term, sustainable and transformational growth, but we also need to deliver real and tangible change at pace. We have challenged ourselves to do both.

The council will work with commitment and conviction to lead this ambitious programme of work, but it cannot do it alone. This strategy brings into sharper focus what we will do to deliver our strategic objectives, working with a wide range of public, private and community sector stakeholders.

I am committed to ensuring that Havant Borough Council plays its role in driving forward our regeneration agenda to help improve quality of life for our communities and tackle climate change.

I look forward to working with all our partners to help deliver the ambitions set out in this strategy to benefit our future generations.

Cllr Tim Pike
Cabinet Lead for Regeneration & Estates



Executive summary

The case for a refresh

The strategy makes a clear case for regeneration based on the council's plans to address the borough's housing and economic challenges and to build on its strengths and opportunities for transformational growth.

A new economic profile has been developed to ensure the strategy's strategic objectives are based on the most up to date, intelligence and evidence and provide a response to the key challenges we face, namely:

- Adapting to a post-Covid crisis and sustained recovery.
- Supporting our struggling retail centres.
- Reducing inequalities and disadvantage.
- Providing new homes.
- Addressing unemployment and a low value economy.

Swift, real and tangible progress will be made on our regeneration and economy priorities. The delivery programme recognises the need for short, medium and long term actions.

Policy alignment

The strategy aligns with the council's Environment and Climate Change Strategy and the renewed focus on sustainability and working towards net zero.

It also aligns with the Corporate Plan, emerging Local Plan and Medium Term Financial Strategy.

Nationally, the strategy will help deliver the UK Government's Build Back Better: Our Plan for Growth plans to level-up the country, tackle long-term challenges and deliver growth that creates high-quality jobs; Net Zero Strategy: Build Back Greener which sets out how the UK will achieve its Net Zero emissions by 2050; and Levelling Up ambitions plan to transform the UK by spreading opportunity and prosperity to all parts of the UK.

Our statement of intent

This strategy is bold and ambitious and it will deliver:

Sustainable Places Successful People Better Business

Linked strategies

Corporate Strategy

Local Plan

Medium-Term
Financial Strategy

Climate Change
and Environment
Strategy

Successful people

Young people into work

Skills to succeed in work

Tackle poverty and
exclusion

Sustainable places

Spatial focus

Havant Town Centre

Hayling seafront

Waterlooville Town Centre

Leigh Park

Thematic focus

Housing delivery

Strategic employment sites

Economic infrastructure

Better business

Business space
for growth

Raising the borough's
profile to secure
high-value inward
investment

Encourage
entrepreneurship and
business start-ups

Delivery through partnership and collaboration

Strategic leadership and influence

Using the council's powers and property assets

Collaboration and engagement with the public and private sector

The Regeneration and Economy Strategy has three core themes:

Sustainable places: In our four priority areas (Havant Town Centre, Hayling Island, Leigh Park and Waterlooville), creating new homes, and economic infrastructure to drive sustainable economic growth and develop a more resilient and inclusive economy.

Successful people: Developing higher-level skills demanded by our employers, especially in new STEM and digital, advanced engineering and low carbon sectors, to ensure local residents, particularly young people, have the opportunity to secure good quality local jobs.

Better business: Supporting thriving businesses, which have opportunities to grow and to actively promote Havant borough as a place for new investment and business.

The scale of investment required and the current economic landscape suggests that a mix of delivery tools and partners will be needed to drive forward the regeneration and economy priorities.

Our role

The council will take a leading role within a new partnership model to deliver the regeneration ambition, facilitating, influencing and, where appropriate, directly intervening to address the range of new challenges and opportunities identified in the refreshed strategy.

The council will invest its own resources and may also look to use its borrowing powers to deliver key projects. All investment decisions will be subject to due diligence and full business cases and will adhere to the council's financial strategies and policies.

Our actions will only be taken forward where they are affordable, deliverable and will not impact or put a strain on the council's revenue budgets.



Partnership and consultation

New partnerships with a range of stakeholders will be established and a new Strategic Partnership governance model will be developed to ensure the priorities and actions set out in this strategy are realised.

A new approach to engagement and consultation and a positive and proactive communications programme will be implemented.

Introduction

In November 2018, Havant Borough Council approved a bold and ambitious Regeneration Strategy, which set out its regeneration aspirations for the borough to 2036. The strategy made a clear **case for regeneration**, based on a plan to address the borough's housing and economic challenges, building on its strengths and opportunities for transformational growth.

Much has been achieved to address the priority areas identified in the strategy, and work on the regeneration programme continues at pace. However, Brexit and the Covid-19 pandemic have impacted significantly on opportunities for delivering regeneration since the strategy and action plan were adopted. Indeed, the pandemic and our collective response to the issues it has raised, has meant that we need to do things differently to create and support safe and sustainable communities in which to live, work and visit. It is now timely to refresh the strategy and delivery programme to ensure that it is fit for purpose and has the right focus to address these challenges and take advantage of the opportunities.



Inclusive **economic growth** is essential if we are to level-up the borough to tackle the inequalities, pockets of deprivation and poor housing provision that affect our communities. Work to support economic growth, particularly to attract and secure investment at Dunsbury Freeport, will form an increasingly important feature of the refreshed strategy, now referred to as the Regeneration and Economy Strategy.

In addition to the fiscal stimulus measures to get the country back on its feet and the government's 'Building Back Better' agenda, there is a renewed focus on **climate change, sustainability** and working towards **net zero**. The Regeneration and Economy Strategy will focus on our commitments to climate change actions that deliver a better result both for the local economy and for the environment.

The Government's **Levelling Up** ambitions plan to transform the UK by spreading opportunity and prosperity to all parts of the UK. The plan is underpinned by twelve national missions which form part of a Levelling Up and Regeneration Bill. The Regeneration and Economy Strategy will help prioritise our ambitions to level up the borough ensuring that all of our residents and communities have the opportunity to benefit from our future prosperity.



This is a strategy for the borough. **Engagement and consultation** with local businesses and a range of stakeholders and strategic partners has been a critical part of undertaking the refresh and in securing support and ownership. Moving forward, more local consultation and engagement with residents and local businesses will be undertaken to support specific projects and programmes. This strategy will set out a fresh approach to stakeholder engagement.

The council is building strong and effective **partnerships** with our regional and local public sector partners that will ensure the priorities and actions set out in this strategy can be realised. This strategy will be clear about the council's role, alongside the critical importance of working in partnership to achieve the ambitions. The refreshed strategy includes new governance and working arrangements – both internally within the council and with our partners and stakeholders.

This strategy aligns with our determination to **transform** the council into a modern, fit-for-purpose and forward-thinking local authority. Our actions will only be taken forward where they are affordable, deliverable and will not impact or put a strain on the council's revenue budgets. We will use this strategy as a framework to work with our business community and our national, regional and local public sector and community partners to identify and secure additional funding and resources to deliver our strategic priorities.

Regeneration and transformational change requires long-term investment, is often complex with many parties involved and takes time to achieve. However, there is also a need to ensure that swift, real and tangible progress is made, so the associated **delivery programme** recognises the need for short, medium and long term actions.



A changing landscape

Policy context

This strategy is at the core of a range of national, regional and local strategies, which provide the wider context for the refreshed Regeneration and Economy Strategy. An outline of some of that broader context is set out in Annex 1.

For the council, the Regeneration and Economy Strategy sits alongside four key policy areas.

Corporate Strategy

The Corporate Strategy 2022–2025 sets out five themes all of which underpin and closely align with the Regeneration and Economy Strategy:

- An environmentally aware and cleaner borough.
- A safe environment, healthier and more active residents.
- A thriving local economy.
- A revitalised borough with infrastructure that meets our ambitions.
- A responsive and commercial council.
- A quality home for all.

Local Plan

The emerging Local Plan sets out a vision to guide future development in the borough, establishing a clear framework to identify those areas that should be the focus of development, setting out the requirements and standards that developers will be expected to meet.

This strategy positively supports the emerging Local Plan through:

- Delivering sustainable development across the borough: by planning positively for the development needs of the borough, including employment, housing, infrastructure and retail.
- Through the strategic priorities in our four identified spatial priorities Havant Town Centre (KP1); Waterlooville Town Centre (KP2); Hayling Island Seafront (KP3); and Leigh Park District Centre (KP4).

Climate Change and Environment Strategy (2021 to 2026)

In 2021, the council committed to playing its part in tackling climate change through the adoption of a Climate Change and Environment Strategy.

Addressing climate change will require structural changes to the economy, as well as new ways of living and working. Accelerating progress towards net zero means introducing advanced standards for new development; and de-carbonising transport through a shift to active, public and shared transport modes, and rolling out electric vehicle charging infrastructure.

The regeneration programme addresses the two high-level objectives:

- Reducing carbon emissions to Net Zero before 2050.
- Protecting and enhancing our natural environment.

We will design the Delivery Programme and, where appropriate, prioritise projects which align to and support the objectives of the Climate Change and Environment Strategy. We will seek out opportunities to work with businesses and partners to build a low carbon economy and develop projects that protect and enhance the natural environment, through high quality design, active travel and promoting green infrastructure and open spaces.

Council financial strategy

The council approves a budget (revenue and capital) each year. This is supported by a suite of supporting policies and strategies, including a Medium-Term Financial Strategy, Treasury Management Policy and Annual Investment Strategy. The Regeneration and Economy Strategy will align to and support those financial strategies and policies.

The Annual Investment Strategy states that the council may acquire property sites for strategic, operational and investment purposes, which could directly support the aspirations within this strategy, where it is affordable to do so and will not have a detrimental impact on the council's revenue funding. Any decisions to invest resources, either capital or revenue, will be done in

accordance with the Treasury Management policy.

We will seek to identify opportunities to support the council's ambitions to be financially sustainable, with a view to establishing income generation models, where appropriate. Projects will only be taken forward where they are deliverable and affordable.

In addition, the strategy will help deliver:

- The UK Government's **Build Back Better: Our Plan for Growth** agenda to tackle long-term levelling-up challenges and deliver growth that creates high-quality jobs across the UK.
- The UK Government's **Levelling Up** ambitions plan to transform the UK by spreading opportunity and prosperity to all parts of the UK.
- The guiding focus is on levelling-up the whole of the UK and supporting the transition to net zero as set out in the government's **Net Zero Strategy: Build Back Greener**.

- The **Solent Local Enterprise Partnership's Economic Recovery Plan**, which outlines the sub-regional approach to survival, stability and growth. A priority theme of this recovery plan is securing a resurgence in coastal communities like Havant borough (including supporting a thriving visitor and cultural economy) by harnessing new technologies and approaches that will ensure inclusive growth.
- **Hampshire 2050 framework** in which the council has the opportunity to contribute to the future prosperity, quality of life and protection and enhancement of the character and environment of Hampshire.



A changing economy and new opportunities

A changing economy and changing needs

The strategy has been formulated using evidence and data from a range of sources. Our refreshed economic profile (Annex 2) provides up-to-date intelligence and insight on the issues and challenges facing the borough. Over the last few years the borough has experienced and witnessed significant change, arising from the Covid-19 pandemic, Brexit, radical changes in both the retail sector and our town centres, and the declaration of a global climate emergency.

Changing national policy with a focus on **Levelling Up**, coupled with emerging programmes, like **Freeports**, provide new opportunities. More locally, the council is thinking ahead, to ensure it can respond to the future needs of its residents and businesses in a sustainable way.

Our analysis indicates that we are facing **five key challenges**:

- Adapting to a post-Covid crisis and sustained recovery.
- Supporting our struggling retail centres.
- Reducing inequalities and disadvantage.
- Providing new homes.
- Addressing unemployment and a low value economy.

Our collective response to the **Covid-19** pandemic has moved from crisis to recovery, recognising that we need environmental, social, cultural and economic solutions that are sustainable.

Our workplaces have undergone a huge shift during the pandemic, with a significant increase in people working from home. This may have implications for the requirements for future workspace and the needs of our businesses. As well as increased home-working, this provides an opportunity to provide new and innovative shared / co-working space and reduce the reliance on commuting.

This is also happening in the wider context of **Brexit**, which will have an effect on the industrial and employment sectors. A key focus will be to continue to deliver our key strategic employment sites and Freeports designation at Dunsbury to attract new investment, create much-needed, high-value jobs, which will generate prosperity for the area.



The pandemic has already exacerbated existing patterns of inequality and disadvantage both within and between places. The refreshed strategy requires place-based solutions to **Levelling Up** the borough and reducing poverty and inequality, supporting the delivery of homes, services and amenities that improve health and wellbeing for all.

At a time when our retail centres were already struggling, the **Covid-19** lockdown meant that the borough's retail, hospitality and commercial centres struggled. Online competition was strong before the crisis and this situation will become more apparent as more retailers increase their online presence and more people shop remotely. Conversely, we have also seen a renaissance of local service provision from smaller retailers or businesses. Traditional retailing uses will not be as prevalent in future, and we need to build in floorspace flexibility to ensure that Havant Town Centre and our other retail centres such as Waterlooville, become focal points for a diverse range of services and activities that deliver more sustainable outcomes.



Our **coastal locations** and assets have suffered from a lack on investment in recent years but they have the opportunity to be one of our greatest strengths.

We have an opportunity across the borough to promote **culture**, to provide a sense of local pride and cohesion; and deliver active travel solutions to ensure we have well **connected communities**.

Enabling people to live in well-located, accessible, well-designed and energy efficient social and market **homes** remains a priority for the borough. Creativity and innovation will be required in order for the various agencies, partners and public sector providers to come together to deliver truly sustainable sites, particularly within Havant Town Centre.

As summarised in the table below, this strategy will respond to the new challenges and opportunities and utilise the borough's strengths and assets to drive forward **transformational growth**.



Figure 1: Challenges and opportunities

Challenges	Opportunities
<p>Adapting post-COVID and sustaining our recovery.</p>	<ul style="list-style-type: none"> • Create great quality places for people to live, work (including at home), visit and relax. • Provide access to good quality outdoor spaces. • Transform our coastal offer in Hayling Island to provide new, quality experiences for both residents and visitors. • Digital infrastructure revolution. • Active and sustainable travel to enhance connectivity. • Promote modern methods of construction.
<p>Struggling retail centres accommodating a high volume, but low value of retail floorspace.</p>	<ul style="list-style-type: none"> • Use our assets and influence to reshape and adapt Havant Town Centre and other retail centres, including Waterlooville, to respond to the new norm. • Develop a sense of place and build pride and community cohesion. • Use our cultural assets to support economic and social regeneration. • Continued renaissance in local service provision.
<p>Pockets of inequalities and disadvantage, particularly in Leigh Park, with education and skills deprivation being particularly acute.</p>	<ul style="list-style-type: none"> • Use new funding and investment to tackle poverty and exclusion in our most disadvantaged communities. • Connect Leigh Park to new centres of economic activity, particularly Dunsbury Park.

Challenges	Opportunities
<p>A lack of housing provision to accommodate a growing population.</p>	<ul style="list-style-type: none"> • Through our policy levers and assets, enable the rapid delivery of new housing in places they are needed. • A range of homes to meet the needs of residents across development sites. • Explore a range housing delivery models.
<p>Stubborn unemployment and a low value economy.</p>	<ul style="list-style-type: none"> • Build on our excellent connectivity to promote Havant borough as the place to live, learn, work, invest and visit. • Build on our freeport designation. • Deliver our key strategic employment sites to attract new investment to provide new jobs. • A clean, green recovery through the transition to a low carbon economy. • Boost skills and developing a world-class talent base. • Local high quality employment opportunities. • Support and advise local SMEs to work towards net zero carbon emissions.

Figure 2: The strategy in summary



A fresh approach

Our long-term regeneration vision and ambitions remain broadly the same and align with our corporate priorities and spatial vision, as set out within the emerging Havant Borough Local Plan.



This refreshed Regeneration and Economy Strategy will help ensure that the wider Local Plan ambitions are delivered through:

- Residents having a varied selection of housing that meets their needs.
- People having access to high quality new employment, education and training opportunities to boost economic growth and address skills gaps.
- Connecting and supporting communities through new economic infrastructure and improvements to the transport network.
- The regeneration of the borough's town centres and Hayling Island seafront.
- Celebrating Havant borough's natural and historic environment, sunny climate and South Downs-Solent location.
- Providing a cultural and arts offer.
- Developing higher-level skills, especially in new STEM and digital, advanced engineering and low carbon sectors, to ensure local residents, particularly young people, have the opportunity to secure good quality local jobs.



This strategy will also support our long-term path to reduce carbon emission to net zero by 2050.

The new strategy will assist the council in its important leadership role to promote the economic, social and environmental well-being of the area. The council will be a proactive partner but actions will only be taken forward if they are deliverable, affordable and will not put a strain or impact on the council's future revenue expenditure.

Priority themes, outcomes and objectives

The three priority themes and strategic objectives for the Regeneration and Economy Strategy are:

Theme 1: Sustainable Places

Outcome: Creating sustainable places and economic infrastructure to drive balance economic growth and develop a more resilient, inclusive and adaptable economy.

Objectives

- Transform Havant Town Centre into a thriving place to live, work and invest.
- Create an exciting and modern seafront at Hayling Island, supported by a strong brand, which increases the quality of the visitor experience and opportunities for visitor spend.
- Address inequalities by tackling the economic and social challenges facing Leigh Park.
- Regenerate Waterlooville into a vibrant and inclusive town centre.
- Promote economic infrastructure that supports a strong economy and connected communities.
- Deliver new homes with a mix of tenures and housing models to support local needs.

Theme 2: Successful People

Outcome: Developing higher-level skills demanded by our local employers, especially in new STEM and digital, advanced engineering and low carbon sectors, to ensure local residents, particularly young people, have the opportunity to secure good quality local jobs.

Objectives

- Improve the employability of young people.
- Ensure that all our residents have the skills to succeed in work.
- Tackle poverty and exclusion particularly through addressing barriers to employment.

Theme 3: Better Business

Outcome: Supported and thriving businesses, which have opportunities to grow and actively promote Havant borough as a place for new investment and business.

Objectives

- Ensure the provision of an adequate supply of business space for growth.
- Promote Havant borough's assets, ambitions and potential as a business destination of choice to secure appropriate new inward investment.
- Encourage entrepreneurship and business start-up.
- Facilitate the delivery of good quality strategic employment sites in key locations that meet the local and regional need.
- Ensure the delivery of appropriate business and economic infrastructure support.

Delivery programme and programme management

These high-level outcomes and objectives will be developed into a more detailed delivery programme. An outline delivery programme can be found in Annex 3.

The delivery programme will be supported by a suite of programme management documentation and managed in accordance with normal council practices. Regular review and reporting will take place; the delivery programme will be a living document, updated and refreshed as required.

A fresh approach to delivery

Delivering regeneration and economic growth is complex, often involving many parties. It requires us to take a longer-term approach over many years and requires significant investment and commitment which may not return immediate economic or financial returns.

The scale of investment required and the current economic landscape suggest that a mix of delivery tools and partners will be needed to drive forward delivery on our priorities. Lack of investment resources over the short-medium term represents a fundamental challenge to achieving the council's aspirations for regeneration. We will continue to be prudent and only progress actions that are deliverable and affordable.

We will take a lead role in delivering the Regeneration and Economy Strategy. It will also establish a new partnership model to enable it to work collaboratively with a wide range of partners and stakeholders.

The council's role

The council will take a leading role within a new partnership model to deliver the regeneration ambition, facilitating, influencing and, where appropriate, directly intervening to address the range of new challenges and opportunities identified in the strategy.

The council will use its resources, expertise and assets to deliver sustainable growth, which could include:

- Directly delivering **catalytic projects** to stimulate private sector investment or where market forces are not leading to regeneration.
- Acting as a champion for the borough, **promoting the place** to partners, funders and businesses, with a focus on securing inward investment.

- Making best use of its **assets and investment** tools to support delivery, including the potential for disposals, acquisitions (including compulsory purchase where appropriate) and co-investment in priority projects.
- Working to make projects attractive and viable, by de-risking schemes and leveraging in **funding**.
- Ensuring **planning** policies and the development management system supports the regeneration and economy ambitions.

Figure 3 – Council’s leadership and partnership role



Consideration will be given to the most effective delivery approach for each project and a blend of approaches will most likely be used.

We will continue to be bold and play a proactive role, ensuring that our assets and resources are used and aligned effectively. We will only intervene when there is a clear need and, in managing appropriate risks, prioritise investment from our public and private sector partners that delivers long-term economic, financial and regeneration benefits. We will prioritise projects that are deliverable and affordable and will impact on our programme of transformation, which will deliver savings and change the way council services are delivered.



Direct delivery

Where the council decides to either release a site for a development project or directly deliver a project, it will either require some form of disposal agreement or some form of collaborative structure (often referred to as joint venture or JV).

There are a number of different models that can be used, depending on the project objectives and the council’s and the market’s approach to risk and reward.

Examples of models include:

- Forward sale.
- JV company and JV agreement underpinning the development obligations of the company.
- Contractual JV agreement e.g., a development agreement.
- Collaboration agreement.
- Promotion agreement.

Resources and funding

The council has a highly-skilled in-house regeneration and economy service, which is supported by access to a range of external expertise, where either additional capacity or specific professional and technical skills are required. We will continue to direct significant resources to secure external funding to support delivery of the strategy and our priority activities.

Where it is affordable to do so, the council will look to invest its own resources and may also look to use its borrowing powers to support delivery of key projects. All investment decisions will be subject to a full business case and will adhere to the council's financial strategies and policies.

The delivery programme will be structured so that projects that are affordable and will generate a capital receipt will be prioritised, where appropriate to do so. This will be used to off-set any borrowing as early as possible, in order to reduce financial exposure to the council and to reduce borrowing costs. Wherever possible expenditure will be capitalised to reduce the strain on the council's revenue budgets.

However, even with direct council investment, the scale of resources, funding and investment required to deliver the regeneration ambitions, means that the council will need to take a fresh and innovative approach to funding the regeneration programme. Both revenue and capital funding and additional investment from the public sector will be required. Levering in and unlocking private sector investment will also be critical – and ultimately it will be for the private sector to deliver much of the development needed to support long-term change.



We will:

- Develop a detailed **funding plan** to support the delivery programme.
- Develop the **evidence base** for key regeneration sites and major economic infrastructure projects so that it is well-placed to respond to major funding programmes.
- Continue to build **strong relationships** with other stakeholders and public agencies to ensure that the best opportunities for funding and other implementation opportunities are achieved.
- Continue to work with private sector developers and investors to secure **inward investment** for the borough and bring forward key regeneration sites at pace.
- Develop and deliver a pipeline of new **economic infrastructure** projects in line with the Havant Investment and Infrastructure Plan, including active travel and public realm improvements.
- **Bid** for resources to secure funding from national and regional public investment opportunities.
- Ensure **due diligence** and risk assessments are completed before investment decisions are made.

Partnership, governance and decision making

The council will continue to work collaboratively and in partnership with the public and private sectors at a national, regional and local level to ensure the Regeneration and Economy Strategy is delivered successfully.

Ensuring there is clarity around roles, responsibility and accountabilities will be essential, and this will be supported by transparent and robust decision-making. This section of the strategy sets out how the council will make decisions, establish a new partnership model. It sets out a proposed new governance model, that will enable the partners to work together effectively around a common purpose.

Figure 4 – Our partnership principles



Enable projects and services to be designed and delivered in a cost-effective, efficient and joined up way.



Improve common understanding, facilitate knowledge exchange or enable new and innovative approaches to delivery.



Broaden ownership of actions, outputs and outcomes, based on shared visions and a common purpose.



Strengthen the range of expertise that can be applied to priority actions and delivery.

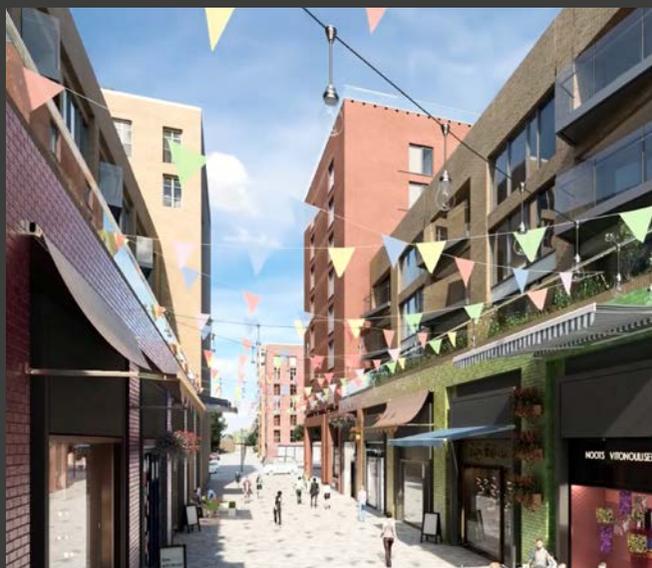
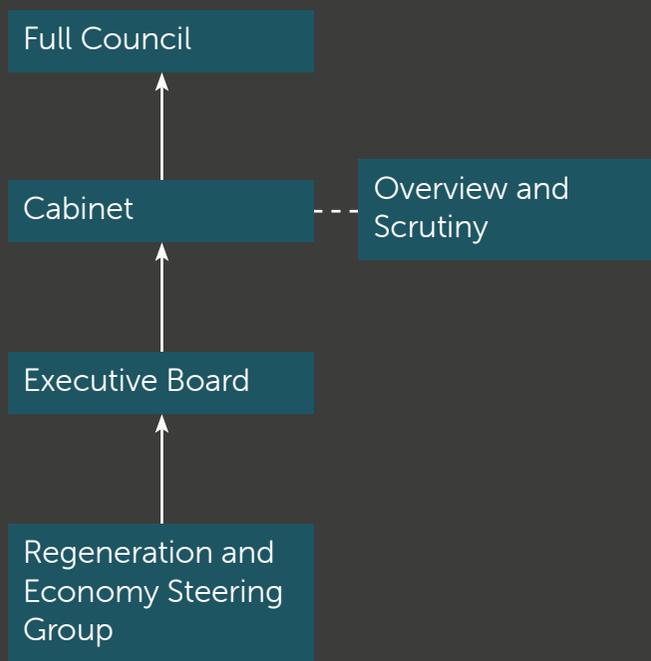


Enhance opportunities to access funding to deliver projects and tangible local benefits.

Decisions relating to the Regeneration and Economy Strategy and associated delivery programme will be made in accordance with the constitution.

- **Full Council** will formally adopt the strategy and all decisions relating to its implementation will be made in accordance with the council's constitution.
- **Cabinet** has delegated authority to make key decisions relating to major milestones in the delivering of the strategy.
- The **Executive Board**, led by the Chief Executive, will take the role of lead project sponsor for the Regeneration and Economy Delivery Programme.
- Where appropriate, progress with the strategy's delivery programme will be reviewed by the **Overview and Scrutiny** committee.
- The **Regeneration and Economy Steering Group**, chaired by the Cabinet Lead for Regeneration and Estates, will oversee the delivery plan progress against the priority themes and objectives, and will recommend further actions to ensure the successful delivery of the Regeneration and Economy Strategy.

Figure 5 – Decision Making



A new partnership model has been developed to ensure the successful implementation of this strategy.

A new **Strategic Regeneration Partnership** will be established.

Chaired by Havant Borough Council's Leader/Cabinet Lead (TBC), the council will invite key public sector elected members and private sector partners to help set and drive the strategic ambitions of the Delivery Programme. It is intended that representation on the Partnership will include neighbouring local authorities, Hampshire County Council, Homes England, Hampshire Police and Crime Commissioner, Solent Local Enterprise Partnership, the Havant Business Partnership, education providers and arts and cultural representatives. Terms of reference for the partnership will be agreed, which will set out proposed working arrangements, accountability and decision making. Membership of the Partnership may vary over time to reflect current priorities.

A new **Delivery Regeneration Partnership** will be established.

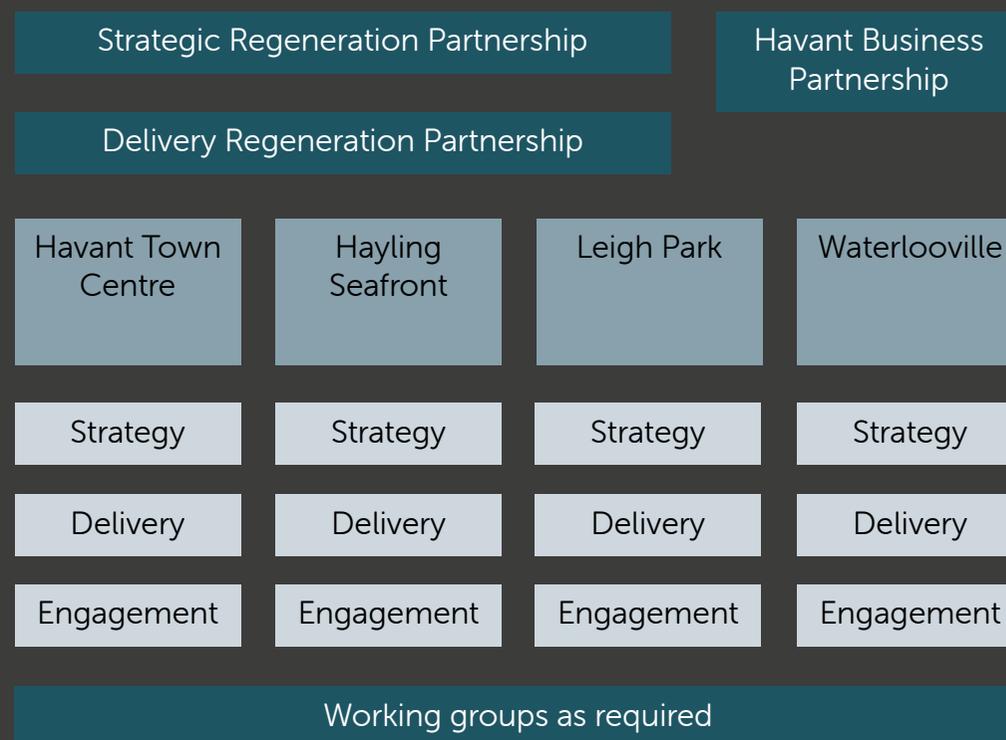
Chaired by either a Havant Borough Council senior officer or one of the key partners (TBC), the Delivery Partnership will co-ordinate, oversee and monitor the partnership delivery programme, providing regular updates to the Strategic Partnership Board. Membership of the Delivery Partnership will be focussed around those key partners responsible for delivery of key projects, programmes and initiatives, which all contribute to the overall delivery programme. Terms of reference for the group will be agreed which will set out proposed working arrangements, reporting, monitoring and evaluation monitoring arrangements and risk and delivery profiles. The Delivery Partnership will also take responsibility for commissioning any new task and finish working groups, needed to support delivery of the overall programme.

For each of the four **Spatial Priority Areas** individual and bespoke arrangements for setting the strategic focus, delivery programme and engagement strategy will be developed. Progress against the agreed spatial priority action plan will be reported to the Delivery Regeneration Partnership.

In progressing the delivery of the borough’s **Strategic Economic Infrastructure** projects, the council will work alongside key partners including Hampshire County Council, Solent LEP, Network Rail, National Highways and the Havant Business Partnership.

We will develop new partnerships with a range of existing stakeholders, and new ones from arts and culture, education and community organisations, to establish a new partnership and governance model.

Figure 6: New Partnership Approach

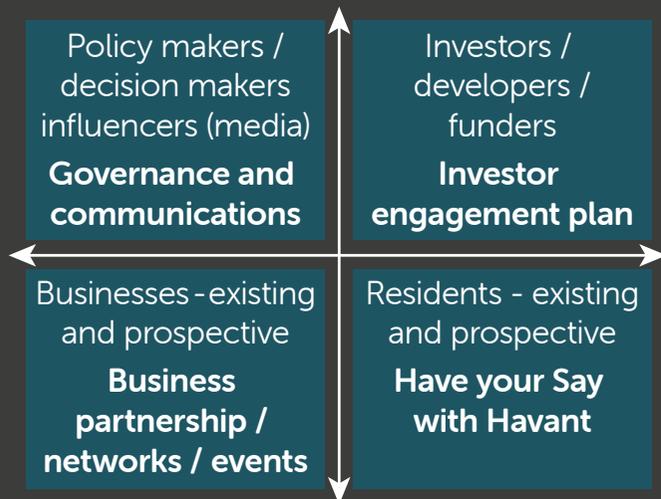


Engagement, consultation and communications

The council welcomes and values the contributions, ideas and participation from a wide range of stakeholders, which will include strategic partners, residents, community and business organisations.

We will seek to engage and identify ways to ensure an ongoing process of sharing information. Where we seek feedback on projects and proposals, we will consult.

Figure 7: Our consultation and engagement approach



Guiding principles

- **Two-way** communication and engagement - stakeholders have the opportunity to make their views and ideas heard while giving the council the opportunity to do the same.
- **Clear and consistent** messaging – messages are clear and consistent in respect of progress and decision making.
- **Open and transparent** – stakeholders are provided with access to relevant information, while also recognising the need for confidentiality and/or for treating information sensitively, as appropriate.
- **Approachable** – trust and treating people with respect.

For each of the four spatial priority areas, the council will develop and deliver a bespoke engagement and consultation approach. Engagement will be embedded in the new governance and working arrangements as the programmes of work develop.

Communication will also remain a key priority. We will utilise a variety of communication platforms to ensure that strategic and local partners are engaged and find creative and innovative ways to promote the borough and support the objectives of the Regeneration and Economy Strategy.

We will develop and implement a new approach to engagement and consultation alongside a positive and proactive communications approach.

Annex 1:

Policy Context

Build Back Better: Our Plan for Growth

Build Back Better: Our Plan for Growth sets out the UK Government's national approach to tackling long-term problems and delivering growth that creates high-quality jobs across the UK. The guiding focus is on Levelling-Up the whole of the UK and supporting the transition to Net Zero. In addition to support for skills and innovation, a number of competitive investment levers are being used to stimulate short-term economic recovery and to drive long-term productivity improvements including:

- UK-wide Levelling Up Fund.
- UK Shared Prosperity Fund.
- Towns Fund and High Street Fund to invest in local areas.
- £12 billion of funding for projects through the Ten Point Plan for a Green Industrial Revolution.

The 2021 Autumn Budget confirmed that the impact of the pandemic may not have been as severe as had been feared. The Office for Budget Responsibility (OBR) revised its estimates of peak unemployment down from 12% to 5.2%; the UK economy is now forecast

to grow by 6% in 2022, and 2.1%, 1.3% and 1.6% over the next three years. However, CPI inflation is expected to rise to 4% in 2022, driven by the impact of post-Covid pent up demand and high energy prices globally.

The Government is increasing its investment in Research and Development, with an aim for this to reach 2.4% of GDP by 2027. It is investing more than £5 billion in buses and cycling, and it has announced temporary business rate reliefs for retail, hospitality and leisure businesses.

There is £3.9 billion fund to decarbonise buildings and £1.5 billion will be invested in net zero innovation. Digital connectivity and delivering 4G coverage also remain a key part of the Government's approach to economic development.

The refreshed Regeneration and Economy Strategy will prioritise actions to maximise the opportunities for funding to deliver of our spatial and thematic priorities.

Net Zero Strategy: Build Back Greener (2021)

In 2021, the Government published its Net Zero Strategy, Build Back Greener. This sets out how the UK will achieve its Net Zero emissions by 2050. It includes ambitions to:

- Fully decarbonise the UK's power system by 2035 by investing in renewable energy.
 - Deliver 5 GW of hydrogen production capacity and halving emissions from oil and gas by 2030.
 - Create four carbon capture, usage and storage clusters across the UK.
 - Set a path to all new heating appliances in homes and workplaces from 2035 being low carbon.
 - Remove all road emissions at the tailpipe and kickstart zero emissions international travel.
 - Treble woodland creation rates in England, contributing to the UK's overall target of increasing planting rates to 30,000 hectares per year by May 2024.^a
- ^a Deploy at least 5 MtCO₂/year of engineered Greenhouse Gas Removals (GGRs) by 2030.

The strategy promotes the job creation opportunities associated with the green economy and sets out plans for major Government investment to achieve its ambitions.

Levelling Up and Regeneration (2022)

In 2022, the Government's announced its Levelling Up ambitions to transform the UK by spreading opportunity and prosperity to all parts of the UK. The plan is underpinned by twelve national missions which form part of a Levelling Up and Regeneration Bill:

- By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top-performing and other areas closing.
- By 2030, domestic public investment in Research & Development outside the Greater South East will increase by at least 40% and at least one third over the Spending Review period, with that additional government funding seeking to leverage at least twice as much private sector investment over the long term to stimulate innovation and productivity growth.
- By 2030, local public transport connectivity across the country will be significantly closer to the standards of London, with improved services, simpler fares and integrated ticketing.
- By 2030, the UK will have nationwide gigabit-capable broadband and 4G coverage, with 5G coverage for the majority of the population.
- By 2030, the number of primary school children achieving the expected standard in reading, writing and maths will have significantly increased. In England, this will mean 90% of children will achieve the expected standard, and the percentage of children meeting the expected standard in the worst-performing areas will have increased by over a third.
- By 2030, the number of people successfully completing high-quality skills training will have significantly increased in every area of the UK. In England, this will lead to 200,000 more people successfully completing high-quality skills training annually, driven by 80,000 more people completing courses in the lowest skilled areas.
- By 2030, the gap in Healthy Life Expectancy (HLE) between local areas where it is highest and lowest will have narrowed, and by 2035 HLE will rise by 5 years.
- By 2030, well-being will have improved in every area of the UK, with the gap between top-performing and other areas closing.
- By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between the top-performing and other areas closing.
- By 2030, renters will have a secure path to ownership with the number of first-time buyers increasing in all areas; and the government's ambition is for the number of non-decent rented homes to have fallen by 50%, with the biggest improvements in the lowest-performing areas.
- By 2030, homicide, serious violence, and neighbourhood crime will have fallen, focused on the worst-affected areas.
- By 2030, every part of England that wants one will have a devolution deal with powers at or approaching the highest level of devolution and a simplified, long-term funding settlement.

Solent 2050 and Solent Economic Recovery Plan

Outlines the sub-regional approach, which focuses on survival, stability and growth. A priority theme is securing a resurgence in coastal communities (including supporting a thriving visitor and cultural economy) through harnessing new technologies and approaches that will ensure inclusive growth.

Hampshire 2050

Sets out an ambitious vision and direction of travel for Hampshire, which capitalises on its assets. Havant borough is an active partner in the Hampshire 2050 framework, which has been established to guide and contribute to the future prosperity, quality of life and protection and enhancement of the character and environment of Hampshire.

Other evidence based documents which have informed this strategy include:

Havant Infrastructure Investment Plan

Prepared by Solent LEP, this document sets out plans for a more coordinated and streamlined approach to build evidence and make the strongest case for investment.

Freeports

The 2021 Budget the Solent region as one of eight Freeports in the UK. This includes Dunsbury Park as a designated 'tax site'. Subject to the agreement of a business case, the site will benefit from incentives relating to tax, planning, regeneration, infrastructure and skills and innovation. The council will work with the Department for International Trade to provide targeted and specific trade and investment promotion support to Dunsbury and help attract and secure investment and exporters.

Annex 2:

Refreshed economic profile

The following section summarises a refreshed economic profile that has been produced for the borough, so that the strategy's strategic priorities and objectives are based on the most up to date, intelligence and evidence. The refreshed economic profile, including all the publicly available data sources used in its development, is provided as a supporting evidence document to this strategy.

Responding to population growth

- By 2030 there are projected to be over 9,000 more residents in Havant borough than there were in 2020.
- There are sites to accommodate over 10,000 new homes by 2037.
- Housing affordability has become an increasingly acute local issue.

Around 9,000 more residents are projected to be living in Havant borough by 2030 than there were 2020. This will create fresh demand for services, jobs and housing in a borough in which job density and the employment rate are low, and claimant count unemployment is high by local standards.

There is an objectively assessed housing need of 10,433 new homes in the borough between 2016 and 2037 and sufficient sites for 10,773 homes. Housing affordability has become an increasingly acute issue for the borough, with the ratio of median house prices to median earnings for full-time worker rising from 6.8:1 in 2011 to 9.0:1 in 2021. Indeed, median residential property prices have risen faster over the period in Havant borough than in any other district/borough in the Partnership for South Hampshire area (PfSH).

Building a stronger economy

- Havant borough's economy was worth £2.66 billion in 2018, but it had lost some of its value prior to the Covid-19 pandemic.
- The manufacturing sector represents over 10% of the local employment in Havant borough and represents a significant sector specialism.
- 8% of the borough's businesses are knowledge economy businesses and there are 25 high growth businesses.

Havant borough's economy was worth £2.66 billion in 2018. It is not yet clear what the impact of the Covid-19 pandemic has been and whether any losses that there may have been are short or long-term. Prior to the

pandemic, the economy lost £300 million of value in real terms between 2012 and 2018, almost all due to the loss of two major employers in the manufacturing sector – Seagate and Pfizer.

The manufacturing sector still represents a strong sector specialism in the borough with over 10% of employment in the sector. This compares to a south east average of around 5%.

Knowledge intensive and high growth businesses will drive economic growth. There are 440 (8%) knowledge economy businesses employing 2,925 people in the borough. Nearly half (44%) of these businesses are in the IT Services sub-sector, but it has distinct knowledge economy business concentrations in Aerospace and Transport; Computing and Advanced Electronics; and Communications, although the actual number of these businesses is small.

Improving digital connectivity is key to supporting businesses and local communities in the future.

Whilst full fibre broadband coverage is below the Hampshire average, superfast broadband coverage and the mean maximum broadband download speeds are above the Hampshire averages.

Creating new and better jobs

- There are 41,000 jobs in Havant borough, but at 0.69 jobs per 16-64 year old resident, the borough has the second lowest job density of the districts/boroughs in the Partnership for South Hampshire area.
- There are concentrations of jobs in Energy, Manufacturing, Engineering, Construction, Education and Accommodation and Food Service.
- Havant borough has a large amount of retail floorspace, but it appears low value and there is a need to diversify town centre uses.

Havant borough's economy remains quite strongly focused on the production industries and construction. Its service sector is under-developed compared with many other areas. There is niche activity around electricity supply, telecommunications, fluids, computing and electronics; and aerospace and transport.

The construction sector is highly mobile, operates very flexibly and is characterised by a high proportion of self-employment and micro-businesses. It is significant to the Havant borough economy with business concentrations across many of its subsectors. Understanding this sector and how best to support it is a key challenge for the council and its partners.

Responding to a new retail environment

- Havant borough has a high volume but low value of retail floorspace.
- There is a need to diversify town centre uses, so that they are less reliant on retail.
- Changing shopping habits has created strong demand for logistics and flexible warehouse spaces.

The quantum of comparison goods retail floorspace that was developed in Havant Town Centre exceeded the 2009 target by 14,034 sq.m, but arguably at a time when it had started to become less relevant to the economic success of town centres. The Havant Town Centre Study (2020) notes an increase in the number of lower value charity and discount stores and a reduction in food and drink uses. In 2017/18 (8.2%) ground floor units were vacant.

The borough's retail floorspace appears not to be high value and may currently fail to serve a catchment area much beyond its boundaries. Neighbouring Portsmouth is likely to be a more attractive regional retail centre and the borough's Town Centres will need to be repositioned within this context and the wider changes in retail habits. This will result in them being less reliant on retail, providing

a more diverse range of uses and promoting their own unique characters.

The changes in retail patterns is shifting demand for floorspace away from retail and towards logistics and warehousing, as on-line shopping creates greater demand for near-to-market storage space. There will need to be a flexible approach to land use allocations and employment designations, which reflects these changes.

Levelling up the borough - inequality and deprivation

- 11% of working age residents in Havant borough have no qualifications.
- 23 out of the 75 LSOAs are in the 20% most deprived local areas in England, with Education and Skills deprivation being particularly acute.
- There were 1,700 more claimant count unemployed residents in September 2021 than there had been two years earlier and at 4.5%, unemployment is amongst the highest in the PFSH area.
- There are 93.2 crimes per 1,000 residents, but in parts of Leigh Park, Waterlooville the town centre, they are over 200 per 1,000 residents.

Just under third (23 out of 75) of all the Lower level Super Output Area (LOSAs) in the borough are in the top quintile of most deprived local areas in England.

Although there are pockets of deprivation on Hayling Island and in Waterlooville, there is widespread deprivation in the Leigh Park area. This includes income, employment, health and crime deprivation, whilst employment and skills deprivation appears to be the most acute and widespread. The borough's unemployment (4.5%) is amongst the highest in the PFSH area and the employment rate (72.8%) is lower only in the Isle of Wight (71.7%) and Gosport (61.4%). A high proportion of the boroughs working age residents (11%) hold no qualifications (11%).

The pandemic has also had a disproportionate impact on 16-24s. Unemployment rates among this age group is as high as 8.2% in some Leigh Park wards, compared with a borough average of 4.5%.

The Havant Healthy Borough Assessment (2018) suggests that the borough performs better than the England average on male life expectancy, hip fractures in older people, diabetes diagnoses, alcohol specific hospital stays (under 18s), alcohol related harm hospital stays, newly sexually transmitted infections, and new cases of tuberculosis. However, it performs worse than the England average on hospital stays for self-harm,

dementia diagnoses, smoking prevalence in adults, children living in low income families, GCSE achievement and violent crime.

Economies for Healthier Lives – Leigh Park report, No-one Left Behind – Closing the Opportunity, Attainment and Health Gap for Young People in Leigh Park (2021) suggests that life expectancy in this ward is ten years less than in other parts of Havant borough; good child development is much less widespread; childhood obesity and smoking rates are high; and that unemployment in February 2020 was more than double (9.4%) the then Havant borough rate (4.3%).

Between September 2020 and August 2021 there were 11,064 crimes in Havant borough. This is 93.2 crimes per 1,000 residents and is higher than in all of other PFSH areas, apart from Portsmouth and Southampton. Some areas within the borough have much higher crime rates than others. Parts of Leigh Park, Waterlooville and Havant town centre all had crime rates above 200 per 1,000 residents.

Capitalising on the natural environment

- Hayling Island is a key asset for the borough to support sustainable tourism and provide opportunities to promote active lifestyles.

Havant borough is located on the Solent coastline, incorporating Langstone Harbour and Hayling Island. The borough's tourism industry supports around 4,600 jobs and Hayling Island offers a combination of an unspoilt natural environment, opportunities for active leisure pursuits and family holiday and leisure facilities. As with many holiday destinations much of the employment is seasonal and unemployment on the island is above the borough average.

Annex 3:

Havant Regeneration and Economy Strategy

High Level (Indicative) Delivery Plan

This high-level delivery plan provides an indicative outline of where the council's primary focus will be to deliver the outcomes and objectives of the Havant Regeneration and Economy Strategy (2022 to 2036). More detailed programme management documentation will be developed and managed in accordance with normal council practices and through the new proposed Strategic Partnership. The proposed projects/initiatives set out below are likely to form part of the early phase of the programme, however more detailed consideration will be given to prioritisation, phasing and delivery timescales and funding availability.



Theme 1: Sustainable Places

Outcome: Creating sustainable places and infrastructure to drive balance economic growth and develop a more resilient, inclusive and adaptable economy.

Objectives	Deliverables
1.1 Transform Havant Town Centre into a thriving place to live, work and invest.	<ul style="list-style-type: none"> • Plaza campus opportunity area – including Plaza East. • Bulbeck Road redevelopment. • Access and Public Realm package. • Meridian Centre. • Market Parade.
1.2 Create an exciting and modern seafront destination at Hayling Island.	<ul style="list-style-type: none"> • Ambition framework document and delivery programme. • New Seafront Strategy development. • New branding approach.
1.3 Address inequalities by tackling the economic and social challenges facing Leigh Park.	<ul style="list-style-type: none"> • Economies for Healthier Lives Programme. • Youth (skills) Hub. • Leigh Park Regeneration Plan development. • Freeport (Dunsbury) Programme.

Objectives	Deliverables
1.4 Regenerate Waterlooville into a vibrant and inclusive town centre.	<ul style="list-style-type: none"> • Engagement with key landowners/ businesses. • Strategic partnership development. • Levelling-up Fund bid scope and preparation. • Waterlooville Regeneration Plan development.
1.5 Promote infrastructure that supports a strong economy and connected communities.	<ul style="list-style-type: none"> • Havant Thicket • Havant Town Centre Active Travel packages including Town Centre and Warblington footbridges. • Hayling Billy Trail.
1.6 Accelerate the delivery new homes with a mix of tenures to support local needs for all generations.	<ul style="list-style-type: none"> • Housing led schemes including Havant Town Centre projects. • Alignment to emerging Housing Strategies and Local Plan objectives.

Theme 2: Successful People

Outcome: Developing higher-level skills demanded by our local employers, especially in new STEM and digital, advanced engineering and low carbon sectors, to ensure local residents, particularly young people, have the opportunity to secure good quality local jobs.

Objectives	Deliverables
2.1 Improve the employability of young people.	<ul style="list-style-type: none"> • Link Up Leigh Park (Economies for Healthier Lives). • DWP Youth Hub (Leigh Park). • Kickstart Programme. • Job Fairs. • Get Havant Working Programme.
2.2 Ensure that all our residents have the skills to succeed in work.	<ul style="list-style-type: none"> • Get Havant Working Programme. • Freeports – Skills Innovation Centre. • Apprenticeship programmes.
2.3 Tackle poverty and exclusion particularly through addressing barriers to employment.	<ul style="list-style-type: none"> • Link Up Leigh Park (Economies for Healthier Lives). • Partnership Programme.

Theme 3: Better Business

Outcome: Supported and thriving businesses, which have opportunities to grow and actively promote Havant borough as a place for new investment and business.

Objectives	Deliverables
3.1 Ensure the provision of an adequate supply of business space for growth.	<ul style="list-style-type: none"> • Strategic site development support. • Incubation/start up space initiatives. • Freeports (Dunsbury) Programme.
3.2 Promote Havant borough's assets, ambitions and potential as a business destination of choice to secure appropriate new inward investment.	<ul style="list-style-type: none"> • Inward Investment campaign. • Havant Business Partnership. • Promotion of visitor and cultural economies.
3.3 Encourage entrepreneurship and business start-up.	<ul style="list-style-type: none"> • Rebel Business School.
3.4 Facilitate the delivery of good quality strategic employment sites in key locations that meet the local and regional need.	<ul style="list-style-type: none"> • Strategic site development support programme. • Freeports (Dunsbury) Programme.
3.5 Ensure the delivery of appropriate business and economic infrastructure.	<ul style="list-style-type: none"> • Havant Town Centre access and public realm package. • Havant Infrastructure Investment Plan.

Supporting themes

Finance and funding

Outcome: Financially sustainable places with opportunities created to lever in public and private sector funding for the benefit of the place, its residents and its businesses.

Objectives:

- Develop detailed funding plan to support the delivery programme.
- Develop the evidence base for key regeneration sites and major infrastructure projects so that it is well-placed to respond to major funding programmes .
- Continue to build strong relationships with other stakeholders and public agencies to ensure that the best opportunities for funding and other implementation opportunities are achieved.
- Continue to work with private sector developers and investors to secure inward investment for the borough and bring forward key regeneration sites at pace.
- Develop and deliver a pipeline of new economic infrastructure projects in line with the Havant Investment and Infrastructure Plan, including active travel and public realm improvements.
- Bid for resources to secure funding from national and regional public investment opportunities.
- Explore and where appropriate seek to establishing income generation models.

Partnerships and governance

Outcome: A new partnership model to deliver the regeneration ambition, facilitating, influencing and, where appropriate, directly intervening to address the range of new challenges and opportunities identified in the strategy, supported by clear and robust decision-making.

Objectives:

- Creation of new partnerships with a range of stakeholders.
- Establishment of a new partnership model.
- Clear, robust and transparent decision-making.

Engagement, consultation and communications

Outcome: Engagement, involvement, participation and consultation with a wide range of stakeholders, including strategic partners, residents, community and business organisations, supported by a positive, pro-active and creative communications approach.

Objectives

- Develop and implement a new approach to stakeholder engagement and consultation alongside a positive and proactive communications approach.

Climate change and environment

Outcome: Alignment of regeneration and economy programme to support the objectives of the Climate Change and Environment Strategy (2020):

- Reducing carbon emissions to Net Zero before 2050.
- Protecting and enhancing our natural environment.

Objectives

- Delivery programme to be designed, where appropriate, to prioritise projects which align to and support the objectives of the Climate Change and Environment Strategy.
- Seek out opportunities to work with businesses and partners to build a low carbon economy.
- Promote excellence in work / life balance in the borough.
- Develop projects that protect and enhance the natural environment, through high quality design, active travel and promoting green infrastructure and open spaces.