

A Regeneration Strategy for Havant Borough

2018 – 2036

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**Have Opportunity
with Havant**

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INTRODUCTION

This strategy sets out the economic case and opportunities for regeneration in Havant Borough. It highlights the key areas where direct targeted intervention will have the greatest impact and states what the Council will do over the next eighteen years to deliver regeneration - including governance, funding and resourcing.

**Why are we doing it? - What is the Story for Havant?
What are our objectives? - How are we going to deliver?**

THE CASE FOR REGENERATION

Economic Development

Havant Borough sits in a prosperous part of the South East of England with an affluent population/catchment and a high demand for housing. However difficult economic conditions, high construction costs versus relatively low values and a nervousness from commercial developers who require a high degree of certainty and fixed rates of return - has led to a prolonged lack of investment in renewal in the Borough. In some areas this has led to further depression of residual values, a deterioration in the quality of the urban form and building stock which in turn has exacerbated the lack of private sector investment.

To break this cycle councils are beginning to realise that they will need to take a more interventionist approach. By directly driving and investing in regeneration projects councils have been able to halt or reverse decline and create conditions more attractive for private sector investment. The new political leadership at Havant Borough Council has signalled a clear ambition to drive forward the regeneration of the borough and have recognised that this will need to be adequately resourced.

The draft Local Plan contains a thematic vision for the borough in 2036. A place shaping vision for the boroughs key areas in 2036 will complement the emerging local plan through housing, employment and public realm development. The regeneration of the borough must be considered holistically, including the option for generating capital receipts from sites anywhere in the borough to re-invest in the key regeneration areas. Havant Borough Council has recognised and progressed the need for an active interventionist approach to regeneration. This is reflected in the Corporate Strategy and is supported by measures in the Medium Term Financial Strategy (MTFS).

HOUSING CHALLENGES

Whilst there are wealthy areas and good employment opportunities in the borough there are challenges over the affordability of housing and the lack of diversity in the homes available. Havant's full-time workers wages are 9% lower than the rest of the South East (Nomis) whilst the housing market consists primarily of small/medium family homes.

Havant has a high housing need (9,400 homes to 2036) which is being addressed through the Local Plan which is a challenge in our physically constrained coastal geography. The regeneration strategy aims to diversify the housing market by developing its council owned sites, particularly in the town centres and Hayling seafront for homes that increase densities, are aimed at a new demographic and provide new products to the market. The delivery of housing in the regeneration areas provides about 15% of the local plan housing target. It is therefore critical that Council focuses on its own sites to demonstrate that the new homes can be delivered at an accelerated pace.

The need for affordable homes within the borough is clear (1,800 on waiting list). Working in partnership with registered housing providers on Council owned sites to deliver affordable homes will be pursued, creating more varied stock that will meet the needs of a dynamic population. Over the whole borough the regeneration strategy will aim to fully meet the affordable housing policy requirement of the Local Plan. On specific premium located sites the aim will be to develop high quality units that can attract a premium value. These will not have affordable housing in the scheme and subject to viability will provide a contribution to affordable housing elsewhere in the borough.

To meet the housing challenges, the economic base of the borough is a key focus to sustain the wealth to take the area into the future.

Action – Plan for 1,600 new homes in the regeneration areas. Diversify the housing market by promoting the benefits of the borough to new developers. Maximise the development values on premium land owned by the Council. Develop partnerships with Registered Providers to provide more affordable homes.

ECONOMIC CHALLENGES

The regeneration strategy is designed to enable the Borough to address a number of key economic challenges and opportunities;

1. Job density

Havant Borough has a low job density figure of 0.7 (the number of jobs per working age population) - the second lowest in Hampshire. This is also significantly below the South East and Great Britain average (table 1 in Appendix A).

Action – work in partnership with business to create 14,120 jobs to equal the average job density within the South East region. Retain major employers in the Borough and achieve a step change in new inward investment into strategic employment sites.

2. Employment by occupation (April 2017 – Mar 2018)

Havant Borough has a lower than average proportion of the workforce employed within high value roles (group 1-3) and higher than average number of employees employed within lower value jobs (groups 4-9), relative to the South-East average (see table 2 in Appendix A).

Action – work in partnership with business to, boost employment within higher value roles – managerial, technical and professional occupations to increase local spending power. Also focus on creation of volume employment that benefits Havant residents in the short term.

3. Skill levels

The employment structure to a large extent reflects the resident skill base. Havant has a low number of residents (27.5%) with qualification levels at NVQ4 or above and relatively high proportion of residents with skills to NVQ level 1 and 2 (table 3 in Appendix A).

Action – work in partnership with business to drive up the skill profile of the resident workforce to take advantage of higher value roles created within the Borough.

4. Earnings

Earnings of Havant residents (full time workers) are below both the national and South-East average. However, there is a significant disparity between male and female workers – male workers earning slightly above the SE average but female workers earning significantly below both the national and regional average (table 4 in Appendix A)

Action – increase wage levels of Havant residents by driving up the resident skills profile and creating higher value job opportunities in key sectors

5. Industrial structure – Employee jobs by industry 2017

In terms of the local industry structure the dominant sectors are:

Sector	% Havant	Havant jobs	Trajectory – last 3 years	% South East
Wholesale and retail trade; repair of motor vehicles and motorcycles	15.9	7000	Decline (2.1%)	16.3
Education	13.6	6000	No change	10.4
Admin & support service activities	11.4	5000	Growth (1.2%)	8.7
Human health & social work	10.2	4500	No change	12.7
Manufacturing	9.1	4000	Decline (2.3%)	6.2
Accommodation & food service activities	8.0	3500	Growth (1.2%)	7.3
Construction	6.8	3000	Growth (1.1%)	5.5
Professional, scientific and technical activities	6.8	3000	Growth (1.1%)	8.0
Information and communication	4.5	2000	No change	5.9
Total	86.3%	38000		

Action: Develop partnerships with business to create new employment opportunities in growth sectors & where Havant has a locational advantage – Advanced manufacturing & engineering; professional/scientific/ technical; construction; accommodation and food sectors. Reduce the reliance on retail/ wholesale sectors as the dominant local industry.

6. Net out-commuting

26,602 Havant residents commute outside of the Borough for work. 17,685 workers from outside of the district commute into the Borough. This gives a net out-commuting level of 8,917. The majority of out-commuting from Havant is to Portsmouth (10,915) followed by Chichester (3100) and East Hampshire (2961).

Action: Reduce out-commuting through new local employment opportunities. Develop higher quality housing and lifestyle offer to meet the needs of Exec/ professional workforce. Target Portsmouth based business with expansion needs to locate in Havant.

7. Last Mile Delivery

Havant's employment floorspace is predominantly a mix of industrial and warehousing (78%) and occupier enquiries within the warehousing and logistics sector are on average 30% higher than other business uses. Key employment sites such as Brockhampton West, located adjacent to the strategic road network, are well placed to take advantage of growth within the transport, distribution and logistics sector. In particular last mile delivery is driving growth of courier, express and parcel services fuelled by increasing demand from millennials as their preferred delivery method.



THE OPPORTUNITIES

Havant Borough has a wealth of strategically and regionally important natural and economic assets that make it a prime location for investment:

- Sits on strategic road, rail and bus intersections
- Strong economic hinterland, unlike other coastal towns
- Close to economic centres without the accessibility problems of the major cities
- Many major employers & centres of innovation within striking distance
- Close to four major universities (Portsmouth, Southampton Chichester, Winchester) and centres of excellence for marine, green and digital media technology
- Very desirable coastal location (high quality environment, cultural heritage, water sports and marinas)
- High quality countryside (inc. South Downs National Park)
- Wealthy population/catchment
- Proximity to ports, airports and international markets
- Over 30 Ha of available land for industrial development and employment creation

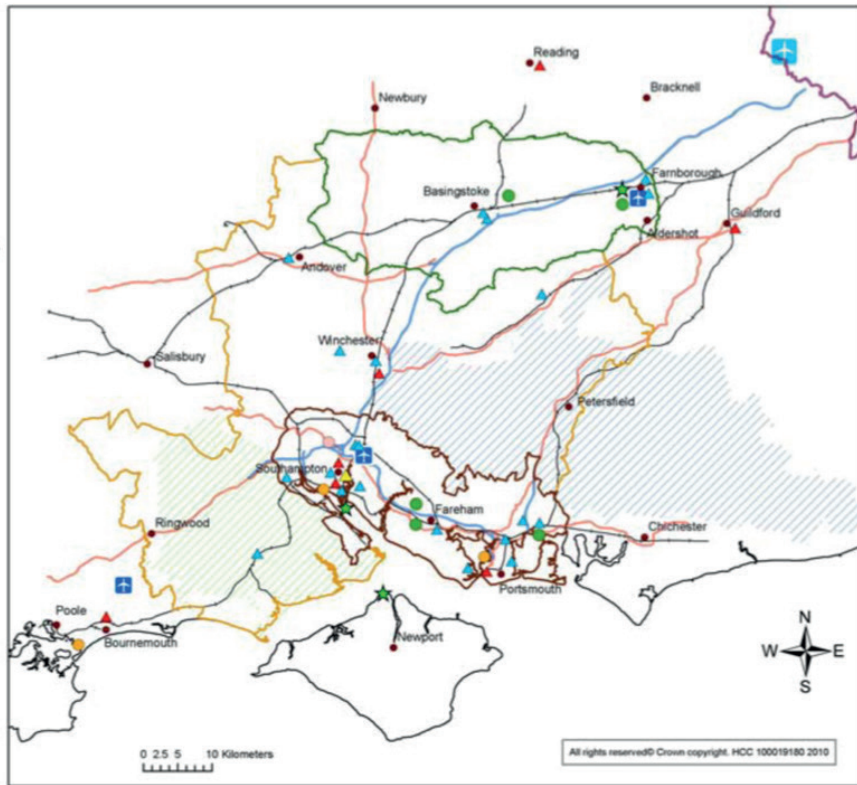
There is a clear opportunity to fulfil a need to provide high quality urban living near a range of high-quality employers and educators in an attractive environment. Emphasising proximity to the sea, countryside and the accessible nature of the Borough through careful and targeted developments and infrastructure improvements can have a significant impact on the Borough's reputation and attractiveness to employers and commercial developers.

Economic Assets

Catalysts for economic growth in Hampshire

Key

- North Hampshire
- South Hampshire
- Central Hampshire & New Forest
- Greater London
- ✈ Heathrow Airport (International Hub)
- ✈ (Major Airports)
- ▲ National Oceanography Centre
- ▲ Universities
- ▲ Further Education Establishments
- Southampton Science Park
- Major Business Parks
- Ports
- Towns and Cities
- Motorways
- Main A roads
- Railway lines
- South Downs National Park
- New Forest National Park
- ★ International Events
Farnborough Air Show (NH)
Southampton Boat Show (SH)
Cows Week



Connectivity

- **Road** : A3 North to London (less than an hour) A27 East/West
- **Rail**
Direct line to Waterloo (1 hour 16 mins)
- **Air**
Southampton International Airport (25 mins) - links to Europe and beyond



HAVANT to LONDON WATERLOO
1 hour 16 mins

SOU
Southampton
Airport



Population of

125,065



330,000 people of working age
within 10 miles of the borough



60km of coastline



40% of residents working
within 5km of home



Strategic road connections to

LONDON

SOUTHAMPTON

PORTSMOUTH

BRIGHTON

Within 25 miles of
Southampton Airport
handling two million
passengers and Docks
handling more than 1.5
million containers each year

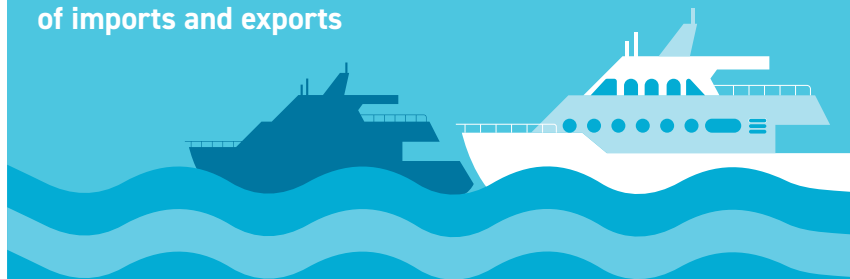


Within an hour of Southampton,
Portsmouth and Chichester
Universities and home to Havant &
South Downs College

Main line railway station with direct
connections to London, Brighton,
Southampton, Portsmouth, Bristol and
Cardiff



Within 8 miles of Portsmouth International
Port - handling more than 2.4 million tonnes
of imports and exports



KEY ISSUES AND OBJECTIVES

Issues- economic/social/environmental

1	Local Plan requirements for housing, employment and infrastructure
2	Lack of focus on natural assets including the sea and high quality countryside
3	Low job density, relatively low proportion of Havant workforce in high value employment
4	Low skill base of resident workforce: resident wage levels below the national average
5	Reliance on retail/ wholesale sector as the major local employer
6	High levels of out-commuting
7	Extended lack of investment in renewal – Low residual values
8	Lack of private sector interest - confidence in the future of the borough
9	Poor urban form
10	Polarised wealth distribution (pockets of deprivation)
11	Reduction in key employers (Pfizer, Seagate)
12	Reduction in the performance of Town Centre retail a) Edge of town retail – shifting focus of retail activity and parking b) Impact of larger retail offers at Portsmouth and Southampton – loss of retail at Havant, Waterlooville and Leigh-Park c) Changes in shopping habits - loss of retail at Havant, Waterlooville and Leigh-Park
13	Homogenous nature of the housing offer and demography at Leigh Park
14	Lack of larger open space in the town – Lots of smaller spaces, verges and larger gardens
15	Limited recognition of the cultural and heritage assets in the borough
16	Poor perceptions/reputation/image - community confidence
17	Congestion on Hayling Island at busy times in the tourist season that leads to perceptions that access is poor and deters visitors

Objectives

- Housing delivery – 1,600 homes across this programme utilising a combination of brownfield sites and urban intensification
- Broaden the housing offer to executives, young professionals and downsizing retirees to make Havant attractive to a more diverse demographic and encourage inward investment
- Working in partnership with business and educators to create Job, education & training opportunities – Creating an attractive environment for employers to set up businesses and expand in the borough
- Inward investment and business growth - focussed on advanced manufacturing, scientific & professional occupations, construction, food and accommodation
- Reduce out-commuting through development of more local job opportunities
- Focus on the regeneration of the Borough's Town Centres and Hayling Island Seafront including the consolidation of town centres to ensure a sustainable offer – Acknowledging changing retailing habits and the need for leisure/cultural/heritage based social spaces
- Raising the quality of development and investment and creating attractive business/living environments to raise confidence the future of the borough
- Infrastructure/environmental improvements – Removing barriers to using facilities
- Improving perceptions and reputation - Celebrating natural environment while addressing climate change
- Financial sustainability for the Council – Utilising financial tools (e.g. Prudential Code borrowing powers) to develop sustainable revenue income streams that will underpin the Council's frontline activities.

THE STRATEGY

There are five key regeneration areas in the borough:

1. Havant Town Centre (including the Civic Campus)
2. Havant Strategic Employment Sites (Brockhampton West, Langstone Technology Park & Dunsbury Park)
3. Hayling Island Seafront (West Beach, Beachlands, Eastoke, Southwood Road, Ferry Point & improved access)
4. Leigh Park Centre
5. Waterlooville Town Centre

There is a need to improve access to the focal areas on Hayling Island. This will drive visitor numbers and increase viability of attractions.

The Opportunity Havant Regeneration Strategy Is:

WHEN	Over the next eighteen years
WHY	to drive economic and social regeneration
HOW	by using the Council's powers and property assets
WHAT	to identify, bring forward and manage a programme of targeted development projects in the five Priority Areas
OUTCOME	to change perceptions, instil confidence and stimulate future development.



Regeneration Programme

A schedule of projects has been developed in the five key development areas. This list makes up the Regeneration Programme. This programme is a separate, dynamic document setting out the details of individual projects including some which are commercially sensitive. The delivery of the projects on the Regeneration Programme will be progressed in a way that is focussed on the objectives of this strategy.

In addition to the projects currently being managed through the Regeneration Programme opportunities will be sought for additional projects that would support the delivery of this Strategy and meet the strategic and commercial criteria. Where such projects are identified individual business cases will be developed and cases considered on their merits.

The cumulative effect of the Council's commitment and investment in the delivery of the projects in the Regeneration Programme will make a significant contribution to its strategic objectives including the delivery of housing, employment and quality environments.

The Council has limited resource. It is therefore fundamental to the strategy to give a focus to developing partnerships with national and local agencies and most importantly with local businesses to collaborate to make the most effective use of our individual resources.

Prioritisation

The limited resources available means that the projects within the Regeneration Programme will need to be delivered in phases. Emphasis will be placed where there is most potential to move things forward quickly and have the greatest impact. A key aspect for prioritisation of the programme is to focus on areas with Council land/property ownership or areas of strategic acquisition. This reduces reliance on other partners and landowners and generates a capital receipt for re-investment in the programme.

The Phasing of individual projects is set out in the Regeneration Programme. This is based on the criteria shown below. The phasing plan will remain fluid. Where there is an opportunity to bring a project forward early, or a need to delay a project this will be managed through the Major Projects Task Force (Regeneration).

PHASE 1 (2018-2024)	Quick wins, sites entirely in HBC ownership & opportunities for income generation
PHASE 2 (2024-2030)	More complex longer term projects
PHASE 3 (2030-2036)	Aspirational projects that are more challenging, or where market conditions are less favourable

THE VISION

Given all of the above assets, a realistically deliverable vision for a Borough of the future would include:

Havant Town Centre

A clean, safe environment with a vibrant residential zone at the heart of the town, where people from all walks of life enjoy restaurants and cafes looking over an attractive town square and quality green spaces: including the valued and well used town park adjacent to a well serviced and maintained aesthetically pleasing railway station. The station is part of a public transport interchange in the town that cements Havant's place at the heart of the regional transport network linking Havant to London, the south coast conurbations both east and west and to the leisure offer of Hayling Island. Bus links for the area are provided by a modern bus station in a new major redevelopment that has built upwards, alongside the redeveloped Meridian centre that provides quality homes and a small number of shops for its residents. The convenient public transport infrastructure is increasingly used by people alongside the A3/ M3/ M27 corridor and provides the impetus for economic prosperity for the Borough.

Havant is renowned for its high quality-built environment that has created a vernacular which supports the historic core of the town centre alongside a modern digitally connected space. The town centre is pedestrian and cycle centric with severance caused by roads reduced through careful use of levels and materials. Older unattractive buildings have been replaced or upgraded with high quality flexible contemporary development that will provide a sustainable legacy for the future of the Town. The Town acknowledges its historic links to the springs and its commercial heritage; making use of these to create additional focal points where people meet and enjoy their environment. The town is also famous for its early adoption of clean energy and driverless vehicles. Investment in advanced forms of sustainable transport has reduced reliance on the car and allowed for the creation of more pleasant and healthier pedestrian based environments.

Civic Plaza Area

Havant Plaza is a mixed-use development of public sector facilities, leisure, high quality desirable homes for key workers and commercial office space. The site has been developed upwards to create a stunning skyline and enable the preservation of the mature trees around the office developments. The Plaza joins the award-winning college space and the town centre together as a place where people can meet, talk, walk and cycle through safely, in a green and pleasant environment. It has a popular café and local shop for people crossing the new pedestrian friendly roads and the new pedestrian bridge across the railway line to seamlessly and effortlessly link the campus to the other character areas of the Town Centre. The Plaza building itself has been extended out over the car parks on either side to facilitate a wide range of public sector uses including the DWP, Police and courts within its environs. The building faces a new square which is a cultural meeting space surrounded by high quality residential development. Parking has been sensitively incorporated into the attractive development including parking under some of the residential development and the addition of a new multi-storey car park.

Langstone - Broadmarsh

Langstone has developed into a cohesive mixed-use area containing extensive employment sites, high quality public open space, leisure facilities and housing for young people as well as holding a solar farm.

The Technology Park has been refurbished added to, with people who work on the park increasingly walking and cycling along the attractive new routes to the Solent Retail area and town centre to meet up and enjoy their leisure time in a green environment. High quality public space and new and refurbished buildings make the area feel fresh and vibrant, alongside housing for younger people.

The land south and west of the water treatment works on Southmoor lane/Harts farm Way has been developed as a solar farm. Brockhampton West is instantly recognisable as the home of a nationally important commercial facility/distribution hub, linking with the Technology Park and taking advantage of this strategically located waterfront site.

Hayling Island

Hayling Island has developed its own character that reflects its stunning coastal location, history and importance in the development of water sports, including being the birthplace of windsurfing. It has new desirable, higher-rise accommodation in the East Hayling area, with flood defences supporting the developments. East Hayling has an international reputation with the marina and the Sailing Club providing access to the open English Channel making it a premier destination on the south coast. Its exclusivity has meant that Hayling has protected its wild coast charm elsewhere on the island.

The development at Eaststoke acts as a focal point for East Hayling with its coffee houses, restaurants and high-quality accommodation all within a stunning public realm that is a place where people have fun and socialise all year round.

The redevelopment of the central Funlands area has seen residential and leisure development where people can socialise, have fun and enjoy the wonderful environment. West Beach water sports area has seen the development of top class facilities for water sports enthusiasts, a range of accommodation including 'pod hotels' and a cluster of shabby chic eateries that have made it an international mecca for the extreme sports community and the location of a number of international competitions. Removal of flood defences has allowed the beach to find its own position. Beach huts and accessible walkways have been put in place so that everyone can enjoy one of the best beaches on the south coast no matter what their age or mobility.

Development interest in the island prompted by the enhanced visitor offer has made the construction of a second public transport/autonomous vehicle bridge linking the island with Havant Rail Station economically viable. An area just on the island developed as the Hayling Gate provides facilities and up to date visitor information for people heading onto the island. There is parking and public transport links to the rest of the island that provides a park and ride service easing congestion in busy summer months. Investment in advanced forms of sustainable transport has reduced reliance on the car and allowed for the creation of more pleasant, healthier, pedestrian based environments.

Leigh Park

Building on the recent £1M investment in Front Lawn, the Community of Leigh Park has gone from strength to strength with pride in the new community facilities and environmental enhancements that bring together the services that have supported people to achieve their potential. The communities in Leigh Park are connected by the most attractive and user friendly cycleways and footways that provide spaces along the routes for people to enjoy the natural environment and socialise. Working with Portsmouth City Council a more diverse mix of housing types and tenures has been developed to meet the needs of the local community and the new people who have moved in, appreciating the high quality environment and good quality housing stock. Young people have pride in their area and this has been supported by the investment in a high quality public realm and management of the natural environment. Investment in advanced forms of sustainable transport has reduced reliance on the car and allowed for the creation of more pleasant, healthier pedestrian based environments.

The reputation of Leigh Park has changed beyond all recognition; it is now known as a desirable place where people from all walks of life can live, socialise and work in the nearby business areas that are thriving.

Waterlooville

Waterlooville has redefined its centre by consolidating its retail area into a much more sustainable leisure based offer. Some of the tired buildings have been redeveloped into new prominent residential and commercial buildings that serve the local community. The severance of the road network between the new MDA and the old town has been minimised and the centre is now seen as an integral part of the local community. Improvements of pedestrian and cycling routes and removal of barriers to movement has made Waterlooville a much more walkable place and firmly linked it with nearby residential areas. This, combined with the extension of the Premium Bus Rapid Transit network linking to Portsmouth, Havant and Petersfield and innovative approaches to reducing car ownership have ensured that Waterlooville Town Centre has rediscovered its historical status as a natural destination of choice. The traditional High Street with its attractive public realm is now the place where people from all parts of the area meet up to enjoy its diverse range of eating and leisure venues and each other's company creating a healthier community that loves the area.

APPROACH

1. Interventionist – The Council will need to take on the role of developer, at least in part. This will involve capital investment in the long term future of the Borough on the basis that investment in development will realise a return over time that can be used to service any borrowing and reinvest in other infrastructure projects. Funding this role will involve Land assembly, CPO, Vision, Master Planning, Promotion and Marketing
2. Local Plan – Forward facing supportive of Regeneration with flexible policies that adapt to our rapidly changing society
3. Integrate regeneration into the Corporate Strategy for whole council focus
4. MTFS – Need to reduce the financial strain on front-line services. Any strategy involving borrowing must be based on robust self-contained business cases that consider the Council's wider regeneration objectives and ensure that any financial risk to the Council are reduced to a minimum.
5. Borrow to Invest – Prudential Code Guidance. Needs to be affordable based on individual robust business cases, in Borough and based on regeneration/economic development
6. Selective strategic use of Assets (including selective disposals with returns reinvested to deliver further key regeneration objectives)
7. Best use of Assets – Utilise what we already own – undertake a strategic review of land & property assets
8. Pump priming – Building relationships with Private Investors to take forward the mantle once the case has been proven and risks reduced
9. Where necessary the Council will utilise its Compulsory Purchase Powers to bring forward schemes and will make the required budget available. This will give greater certainty over delivery of the Regeneration Programme.
10. Coordinate & collaborate – Local Partners, strong business networks, information, research – take bidding opportunities that are directly relevant to programme priorities

FUNDING

There will be a need for capital expenditure that will be significant in relation to the Council's operational budget. This will be recouped through a mixture of capital re-sales and revenue generating projects. Initially the Council will need to fund this using short-term Prudential Code borrowing to manage cash flow between projects in line with the Prudential Code and Treasury Management Strategy.

The Prudential Code states that any borrowing must be for purposes that are legal and where a council has a clear mandate (usually under the Power of Wellbeing). Although some commercial operators in the market have questioned the appropriateness of councils using these powers for property investment (often outside the council's administrative area), where this investment is for economic regeneration purposes such as those set out in this strategy this has not been brought into question and is considered entirely appropriate.

The second condition of the Prudential Code is that borrowing must be affordable. This means that either the Council must have sufficient reserves to repay the loan or the transaction must be supported by a robust and financially sustainable business case e.g. the acquisition/development creates revenue stream and/or capital receipt. For the purposes of delivering this strategy each acquisition or development investment will be supported by a business case that demonstrates how the investment will be recouped and the loan repaid.

Borrowing costs will be calculated based on an interest rate available from the Public Works Loan Board (PWLB) as confirmed at the time by the s151 officer, although actual borrowing rate may differ from that used within the initial Business Case as rates are varied to align with any base rate movements announced by the Bank of England. A Minimum Revenue Provision (MRP) will be incorporated into affordability calculations. This sets the borrowing period at 40years in line with current CIPFA and Central Government Guidelines and will adjusted in line with any new legislation or guidance that may come into force, MRP will be agreed in advance with the s151 officer. IoR and total borrowing cost calculations will use this period.

The Regeneration Programme will be structured so that projects that will generate a capital receipt will be prioritised. This will be used to off-set any borrowing as early as possible in order to both reduce financial exposure to the Council and to reduce borrowing costs (interest and MRP), however it is important to note that any early repayments of PWLB loans do come with a significant early payment penalty which will need to be taken into consideration at the time.

Wherever possible expenditure will be capitalised to reduce the strain on the Council's revenue budgets. Such development fees/costs will be treated as part of the capital cost of the individual project and budgeted for and recouped accordingly. Opportunities for grant assistance will be sought to cover unavoidable revenue costs.

Where necessary the Council will utilise its Compulsory Purchase Powers to bring forward schemes and will make the required budget available. This will give greater certainty over delivery of the Regeneration Programme.

The investment in the acquisition and development of strategic regeneration assets by the Council will include the utilisation of Borrowing, most likely through the Public Works Loans Board (PWL), council to council lending or from the market, where local authorities are able to benefit from preferential rates, all loans will be managed by the Council's Treasury Team and approved by the s151 officer.

To achieve the successful delivery of this regeneration strategy the Council will need to approve amendments to the Treasury Management Strategy to include the authority to borrow for the purposes set out in this strategy and to recommend that the Council delegate authority to the Chief Executive, the Leader of the Council and the Chief Financial Officer to authorise borrowing on a case by case basis.

DELIVERY

Borough-Wide Vision

Being able to sell the vision to developers, our community, businesses, funders and occupiers is an important part of the successful delivery of the Regeneration Programme. This will also be an important tool in promoting inward investment. Architects have been appointed to translate the key components of this Strategy and express them as a fully realised vision. This will include comprehensive 3D visualisations of all schemes that will be used to market each project and the strategy/borough in general. High-quality fly-throughs will demonstrate the latent potential that the Regeneration Strategy can realise. Visualisations will show how good architecture and urban design, coupled with a reconsideration around building heights and density can deliver the quantum and quality of development that will be needed to put Havant Borough on the map.

RESOURCES

Havant Borough Council is not a commercial developer and as such does not have the breadth of skills and depth of resource required to carry forward such an ambitious regeneration programme. The successful delivery of this strategy will require the following:

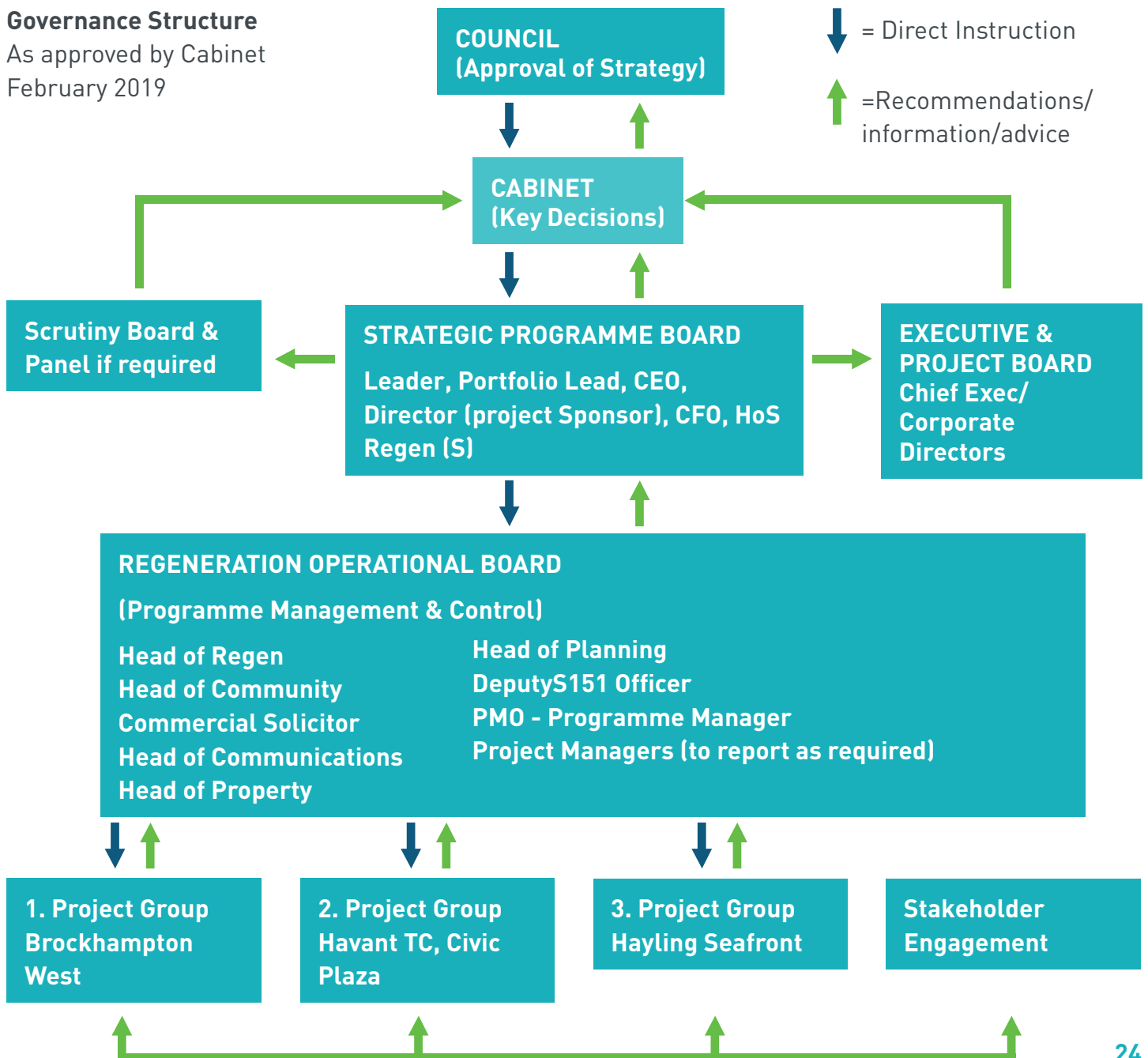
- Resourcing of internal staff to key posts (Head of Regeneration, Regen Programme Manager, Programme support, Project managers etc.)
- The setting up of and adherence to a clear governance structure, where all necessary delegated approvals and a clear line of command are in place and clearly understood by all
- The setting up of a flexible and robust project management delivery team structure – where project managers are carefully selected, trained and given the capacity to deliver.
- Programme task force/project teams will also include staff from other functions (e.g. Planning, Legal, Community, Ecology, Landscape, Trees, highways, communications, economic development etc.) who's primary function is not as part of the project team. Their role and capacity will need to be clearly understood. There will need to be a strong corporate focus on the delivery of the Regeneration Programme and an understanding that without adequate resources projects will not be delivered.
- Project management processes (such as a project initiation documents, project register, action list & reporting mechanisms) will need to be adhered to minimise the complexity of managing projects and allow the main focus to be on delivering outcomes. The provision of a level of project/ administrative support will make this much easier and more cost effective.

The use of outside consultants, where specific skills or capacity is not available in-house (e.g. for valuations, planning & design), will need to be agreed and funded as part of each project plan according to project needs. Project managers would then manage these contract

GOVERNANCE AND MANAGEMENT

- The Council remains the accountable body and will formally approve the Strategy
- Cabinet has delegated authority to make key decisions relating to major milestones in the delivery of the Strategy
- The Executive Board led by the Chief Executive will take the role of Project Sponsor for the Regeneration Programme and will have delegated authority to make decisions relating to its delivery
- The Major Projects Task Force (Regeneration) will be subject to an approved Terms of Reference
- The Programme Manager and Project Managers will attend and report to the Major Projects Task Force (Regeneration)

Governance Structure
As approved by Cabinet
February 2019



Appendix A

Table 1 – JOB DENSITY

Jobs density (2016)

	Havant (jobs)	Havant (density)	South East (density)	Great Britain (density)
Jobs density	51,000	0.70	0.88	0.84

Source: NOMIS

The borough currently has the second lowest job density figure in Hampshire;

In order to address this issue Havant needs to create;

Basingstoke and Deane	0.87
East Hampshire	0.83
Eastleigh	0.94
Fareham	0.83
Gosport	0.53
Hart	0.91
Havant	0.70
New Forest	0.82
Portsmouth	0.87
Rushmoor	0.93
Southampton	0.78
Test Valley	1.04
Winchester	1.28
Hampshire	0.87

11,160 new jobs to achieve a job density equal to the GB average

13,380 new jobs to equal the Hampshire average

14,120 new jobs to equal the SE average

23,000 new jobs to achieve a job density of one job per resident

10,420 new jobs to equal East Hampshire

Table 2 – employment by occupation

	Havant (numbers)	Havant (%)	South East (%)	Great Britain (%)
Soc 2010 major group 1-3	24,300	42.9	50.8	45.8
1 Managers, directors and senior officials	8,000	14.2	12.3	10.8
2 Professional occupations	8,100	14.3	22.7	20.3
3 Associate professional & technical	8,200	14.4	15.8	14.5
Soc 2010 major group 4-5	13,200	23.2	20.3	20.6
4 Administrative & secretarial	6,900	12.2	10.3	10.3
5 Skilled trades occupations	6,300	11.0	9.9	10.2
Soc 2010 major group 6-7	9,800	17.2	15.3	16.7
6 Caring, leisure and Other Service occupations	5,300	9.4	8.5	9.0
7 Sales and customer service occs	#	#	6.8	7.6
Soc 2010 major group 8-9	9,500	16.7	13.5	16.9
8 Process plant & machine operatives	4,200	7.4	4.8	6.3
9 Elementary occupations	#	#	8.7	10.5

Table 3 – skills levels

Qualifications (Jan 2017-Dec 2017)				
	Havant (level)	Havant (%)	South East (%)	Great Britain (%)
Individual levels				
NVQ4 and above	19,900	27.5	41.4	38.6
NVQ3 and above	34,600	47.8	61.1	57.2
NVQ2 and above	53,900	74.4	78.6	74.7
NVQ1 and above	65,300	90.1	89.5	85.4
Other qualifications	5,100	7.0	5.3	6.9
No qualifications	#	#	5.2	7.7

Table 4 – Earnings

Earnings by place of residence (2017)			
	Havant (pounds)	South East (pounds)	Great Britain (pounds)
Gross weekly pay			
Full-time workers	543.6	596.8	552.7
Male full-time workers	599.0	651.6	594.2
Female full-time workers	443.3	522.1	494.4