

Gosport Borough Council Corporate Plan 2023/24

Corporate plan: introduction

The purpose of the council's corporate plan is to set out clearly what our priorities are for the borough, so our residents, staff and other stakeholders can understand what the council is working to achieve for Gosport, and where we think it is most important that we focus our attention and resources right now.

Our overarching corporate plan is designed to be high level, setting out our overall priorities and some of the main projects and initiatives that contribute to those priorities, as well as highlighting the work we do every day that our residents rely on us to deliver. Our corporate plan will be supported by more detailed action plans.

Foreword

“As a council, we are committed to working for you, the people of Gosport. We have big ambitions for the borough that are all about building a better Gosport so we can improve the lives of local people and communities. Our new council plan sets out our immediate priorities, that show where we will be focusing our attention over the coming months. Our plan highlights some of our most important and exciting projects as we work to enhance Gosport’s natural environment and help keep the borough clean, to improve facilities for arts, sports and leisure for our communities; to create affordable new homes, and to encourage new employment opportunities. We are doing all of this in addition to providing the business-as-usual services that we provide everyday and that we know our residents value and rely on. Although these are challenging times for all local councils, we know we can continue to work together to build a better Gosport for everyone, which is why we are absolutely committed to achieving the aspirations for the borough that are set out in our plan.”

Council Leader, Cllr Peter Chegwyn

Council plan: business-as-usual

While the council plan sets out the things we are doing here and now that work towards our priorities for Gosport, our business-as-usual services remain at the heart of the organisation.

Our residents rely on us to do many things, including:

- Collect their bins, provide recycling services and keep the borough clean
- Maintain our parks and open spaces
- Offer housing services and provide housing benefit
- Collect council tax and business rates
- Provide planning services, including planning advice, determining planning applications and taking enforcement action when it is needed
- Encourage economic development
- Prepare for emergencies
- Support local democracy, including elections
- Provide environmental health and licensing services that help ensure everything from private hire vehicles to food premises are safe, and noise and environmental pollution is minimised

Council plan: partnerships

In Gosport, we know we are stronger when we work together with our partners, including through:

- Sharing services and council officers with other local authorities, including Fareham Borough Council and Portsmouth City Council
- Working to keep the borough safe through the Community Safety Partnership
- Developing digital connectivity through the Gosport Digital Peninsula Partnership
- Creating new opportunities for culture in Gosport in partnership with the Hampshire Cultural Trust and Arts Council England
- Working with the Solent Local Economic Partnership on Gosport's Infrastructure Investment Plan
- Regenerating the borough through our Heritage Action Zones, working with Historic England
- Working together with neighbouring councils, local attractions and the Gosport Ambassadors to promote Gosport as a destination for visitors

**Delivering our priorities
for the borough**

Council priorities: introduction

The council has six clear priorities, informed by what our residents have told us is important to them. The first five priorities set out the areas we will focus on as we work to build a better borough for local people and communities in Gosport.

The sixth priority sets out how we will work as an organisation to make sure our council is providing the best possible service for the people of Gosport, by working together with partners and communities and delivering value for money.

Council priorities

Building a better Gosport for everyone by:

- 1) Breathing new life into Gosport's high street, town centre and waterfront
- 2) Protecting, enhancing, and promoting Gosport's unique rich heritage and natural coastal environment
- 3) Making Gosport a cleaner and greener place to live, work and visit
- 4) Growing our economy, encouraging investment in Gosport, and creating jobs, opportunities and affordable homes for local people
- 5) Making sure Gosport has great facilities for arts, play, sports and leisure, enriching communities and helping people live healthy and happy lives
- 6) Being a council that works together with our partners and communities to get things done: listening, innovating and delivering value for money for the people of Gosport

Council plan: delivering priorities

Priority: Breathing new life into Gosport's High Street, town centre and waterfront

We will do this by:

- Transforming the old Criterion building into a multi-purpose arts and entertainment space for the benefit of the community, starting with pop-up events in 2023
- Revitalising Gosport's High Street through the £1.78m High Street Heritage Action Zone (HAZ) project, including:
 - grants to repair historic shop fronts
 - using vacant shops for community projects
 - the transformation of Gosport Museum and Art Gallery into a vibrant community hub
 - creating an 'Imagination Refinery' workspace
 - relaunching the High Street market
 - creating a programme of events for the High Street

Council plan: delivering priorities

Priority: Breathing new life into Gosport's high street, town centre and waterfront

We will do this by:

- Investing £1.6m in regeneration of the waterfront area
- Working to replace the old bus station with a People's Park, with plans for a bandstand and waterfront food and drink concessions
- Working in partnership with Hampshire County Council and other key stakeholders to deliver improvements to the transport interchange
- Consulting on and developing Gosport's Local Plan to provide a framework that encourages sustainable development and business investment
- Introducing free parking in key locations to support local traders

Council plan: delivering priorities

Priority: Protecting, enhancing, and promoting Gosport's unique rich heritage and natural coastal environment

We will do this by:

- Ensuring Gosport's unique military history is sustained and heritage assets are refurbished through the Heritage Action Zone (HAZ), including:
 - developing new uses for the SETT
 - transforming the E-Magazine into the Powder Monkey Brewery and tap room
 - restoring the Victorian military railings around St George Barracks
 - restoring and reusing the Police Barracks at Haslar Gunboat Yard
 - launching a Submariners' Memories oral history project
- Investing in coastal flood and erosion risk management
- Improving the Alver Valley country park

Council plan: delivering priorities

Priority: Making Gosport a cleaner and greener place to live, work and visit

We will do this by:

- Delivering Gosport's climate change strategy and action plan, including:
 - promoting energy efficiency measures and advice
 - providing options for improving energy efficiency of council homes
 - piloting Passivhaus principles when building new council homes
 - optimising refuse collection routes to reduce fuel consumption
 - promoting sustainable travel, including for staff
- Including policies in the Local Plan to reduce emissions and encourage sustainable development
- Installing solar panels on leisure centre and other council buildings
- Introducing new electric vehicle charging points

Council plan: delivering priorities

Priority: Making Gosport a cleaner and greener place to live, work and visit

We will do this by:

- Clearing and restoring Bastion 1 as a public park
- Improving street cleansing, including more bins and increased patrols
- Introducing community skips to reduce fly-tipping
- Planting new trees and wildflower verges
- Protecting the coastline, including through the coastal pollution plan
- Supporting, and working in partnership with, Hampshire County Council and other key stakeholders to add to, and improve, the Borough-wide cycle infrastructure

Council plan

Priority: Growing our economy, encouraging investment in Gosport, and creating jobs, opportunities, and affordable homes for local people

We will do this by:

- Raising the profile of the borough to encourage investment and build the visitor economy
- Working with partners and continuing to invest in the development of Daedalus Waterfront to create employment opportunities
- Delivering a new digital strategy for 2023-25, including:
 - giving our residents and businesses access to the digital connections they need
 - creating digital infrastructure in the borough
 - building digital skills
 - improving digital access for local people

Council plan

Priority: Growing our economy, encouraging investment in Gosport, and creating jobs, opportunities, and affordable homes for local people

We will do this by:

- Using the High Street and Heritage Action Zone schemes to actively create opportunities for employment and economic growth
- Continuing to invest in improvements to council homes, for example refurbishing Chester Courts
- Refurbishment of 15 new council homes for local people, including family homes and accessible accommodation, piloting Passivhaus principles
- Starting an options appraisal for the Wilmott Lane depot housing project, aiming to deliver 225 new homes, including affordable homes
- Consulting on and developing Gosport's Local Plan to provide a framework that encourages sustainable development and business investment

Council plan

Priority: Making sure Gosport has great facilities for arts, play, sports, and leisure, enriching communities and helping people live healthy and happy lives

We will do this by:

- Transforming the old Criterion building into a multi-purpose arts and entertainment space
- Investing in upgrading playgrounds and play areas and maintaining splash parks for local children
- Making improvements to leisure centres and sports pavilions
- Reviewing our approach to grants to make more funding directly available to community groups and projects
- Investing in improving and providing more allotments
- Developing a new cultural strategy, supported by Hampshire Cultural Trust

Council plan

Priority: Being a council that works together with our partners and communities to get things done: listening, innovating, and delivering value for money for the people of Gosport

We will do this by:

- Running resident consultations and listening and responding to the results, informing the services we provide
- Facilitating the community safety partnership to keep the borough safe, including:
 - producing and supporting the delivery of an annual community safety plan
 - supporting local engagement events and awareness campaigns including the Summer Passport programme for young people
 - delivering improvements that reduce opportunities for anti-social behaviour through a successful bid to the Safer Streets fund

Council plan

Priority: Being a council that works together with our partners and communities to get things done: listening, innovating, and delivering value for money for the people of Gosport

We will do this by:

- Undertaking a review of the council's buildings and assets to maximise value and generate income to support local services
- Focusing on income generation, looking at everything from fees and charges to rental from beach huts
- Developing a social value statement that helps ensure we include considerations around sustainability, environmental issues and opportunities for local economic regeneration in procurement processes
- Engaging local businesses, both to make sure we understand the local market and to encourage local businesses to bid for council procurement opportunities, actively supporting the local economy

Council plan

Priority: Being a council that works together with our partners and communities to get things done: listening, innovating, and delivering value for money for the people of Gosport

We will do this by:

- Reviewing our approach to funding, for example CIL and s.106, to maximise investment in facilities for local people and communities
- Supporting our staff, including through hybrid and flexible working, and development and training
- Recruiting good people by enhancing our employer brand and promoting Gosport Borough Council as a great place to work