

Gosport Borough Council

CORPORATE PLAN

2009/2012

*Delivering
for Gosport*



Places



People



Prosperity



Pursuit of
Excellence

GOSPORT
BOROUGH COUNCIL



FOREWORD

I am delighted to introduce the 2009 - 2012 Corporate Plan for Gosport Borough Council, which outlines our strategic direction over the next three years. This plan will help us stay focused on what really matters and continue to provide value for money to all our customers.

This Corporate Plan contains our strategic priorities which will help us improve our services and deliver the Gosport 2026 Vision. This Vision sets out an exciting and ambitious future for the Borough which will be achieved by working closely with our partners and our community.

The Council has a key role in helping to deliver the Vision. Our range of services, projects, community involvement and leadership will contribute to this and improve the quality of life for our community.

I hope that you will find this plan inspiring and I welcome your interest and involvement in the delivery of this plan. If you have any views or comments I look forward to hearing them.



Ian Lycett
Chief Executive



If you have any comments or questions regarding this document, please contact the Head of Corporate Policy and Performance, Gosport Borough Council, Town Hall, High Street, Gosport, Hants, PO12 1EB or telephone (023) 9254 5381 or email corporatpolicy@gosport.gov.uk

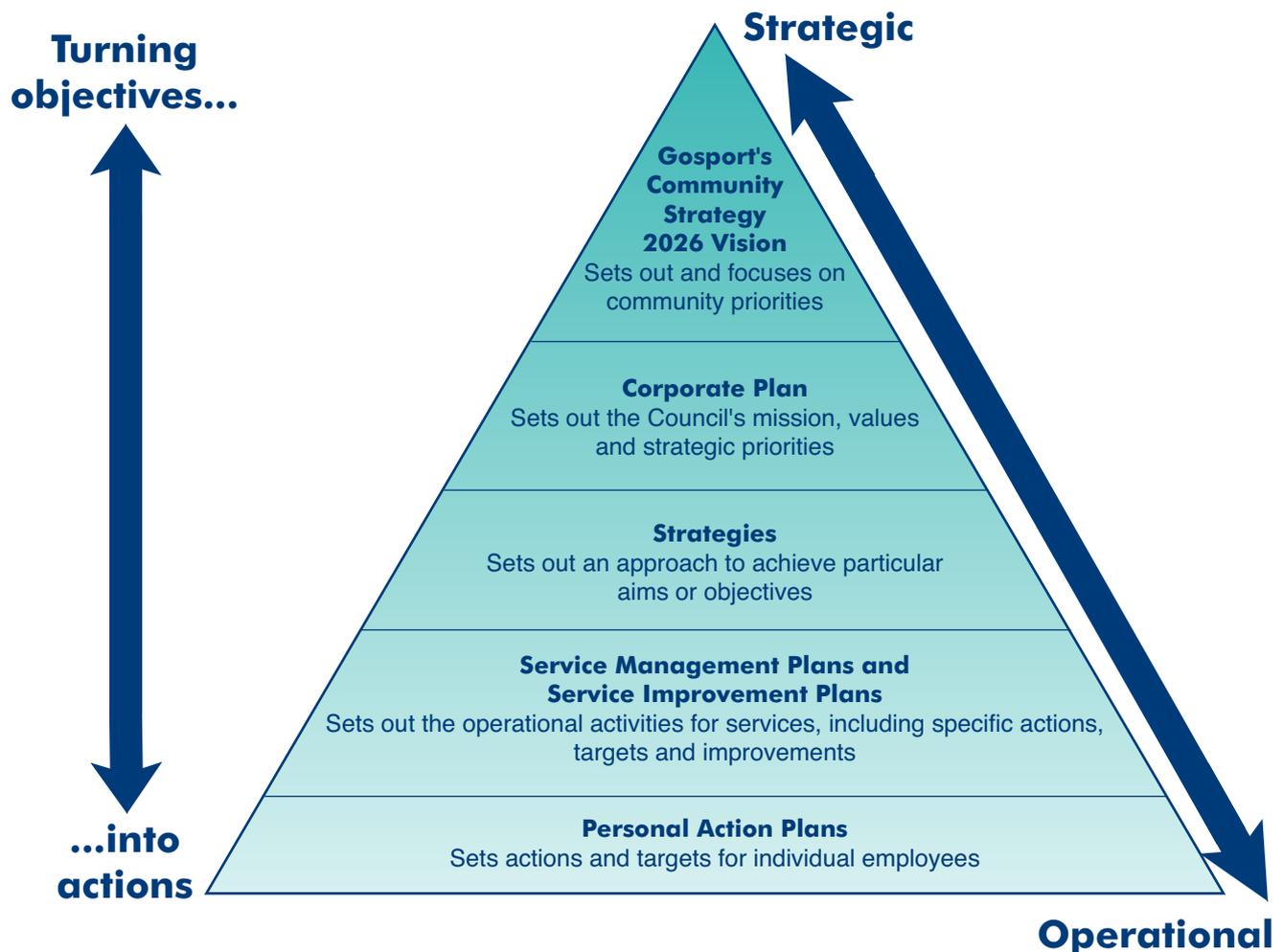
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INTRODUCTION

The Corporate Plan is one of the key documents that helps the Council to translate its objectives into actions, by turning strategic priorities into operational delivery. The following diagram illustrates how:



SUPPORTING DOCUMENTS

Additional information describing the delivery of the strategic priorities in the Corporate Plan is provided in three supplementary documents:

- the Corporate Plan Action Statement provides a regular update on the status and progress of those Service Improvement Plan (SIP) initiatives which underpin the delivery of each strategic priority;
- the Corporate Plan Performance Statement sets out those performance indicators and measurements which enable monitoring of the delivery of each strategic priority;
- the Corporate Plan Position Statement provides an annual "where are we now" commentary on the progress for each strategic priority.

DELIVERING FOR GOSPORT

This Corporate Plan sets out the Council's Mission and Values which help us provide quality service delivery whilst planning for a better and more prosperous future.

This Corporate Plan also identifies the Council's strategic priorities, which are based on a combination of factors including what matters most to local people; national priorities set by the Government; and the challenges arising from Gosport's changing social, economic and environmental context.

Our strategic priorities are based on the themes of Places, People, Prosperity and the Pursuit of Excellence.

OUR MISSION AND VALUES

The Council's mission is:

"To work with our community to improve everyone's quality of life and deliver a sustainable future for the Borough."

We aim to achieve this mission by applying our core values, which help us deliver a wide range of statutory, discretionary and support services.

Participation -

- to be a listening organisation which is open and responsive to community needs and provides a focus for community leadership
- to value customer and public opinion and to deliver customer focused services to clearly defined standards

Performance -

- to provide sustainable, efficient, effective, quality services whilst making best use of limited resources and maximising income streams
- to ensure data quality, to underpin performance management, priority setting, and risk management

Partnership -

- to work with other service providers and our community
- to share expertise to deliver an efficient co-ordinated approach
- to increase access to funding opportunities

People -

- to ensure equal treatment and access for all
- to recognise the value of diversity
- to invest in staff, using best recruitment, retention and development practices

Political Processes -

- to use the political processes to constructively debate and develop sustainable solutions to long term problems and strategic issues which face the community and Council.

PLACES



ENHANCING GOSPORT'S UNIQUE CHARACTER AND HERITAGE

We are proud of our maritime and naval heritage, and our links with the sea, and the buildings, physical structures and spaces that provide the unique character and setting for the Borough. Our aim is to enhance this character through the preservation and appropriate management and development of our coastline, beaches, green spaces, countryside and historic areas.

REGENERATING GOSPORT'S TOWN CENTRE AND WATERFRONT

Gosport's Harbour frontage has been a key regeneration area within the South Hampshire sub-region over the last decade and was the focus for a successful Millennium project. We recognise opportunities to build upon this success by turning our attention to the wider town centre area and Waterfront area by developing a 20 year regeneration master plan. With significant support from the Partnership for Urban South Hampshire (PUSH), we intend to identify the area as a Strategic Site within the emerging Gosport Core Strategy and set out a clear vision to enable its future regeneration.

DELIVERING THE ROWNER REGENERATION PROJECT

With our strategic partners and the local community, we have successfully raised the profile of the former naval estate and have fully developed a regeneration project. A planning application has been submitted that will provide the catalyst for the creation of approximately 700 new dwellings in a regenerated environment within the next 10 years.

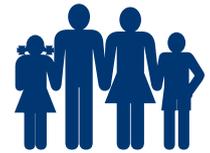
TACKLING THE CONGESTED ROAD NETWORK

Road access to and from the Gosport Peninsula is subject to traffic congestion which has a considerable effect on our economy, our residents and our environment. We recognise the need to work with strategic partners, business interests and our community to seek transportation solutions that will enable the attraction of inward investment and a more sustainable economy.

RESPONDING TO THE CHALLENGES OF CLIMATE CHANGE

The Council is uniquely placed to work with others in our community to reduce carbon emissions and help protect local people from the threat of social and economic disruption posed by the changing climate. We will act in various ways to reduce and mitigate the impact of climate change as a service provider, estate manager, planning authority, policy maker, purchaser and most importantly as a community leader.

PEOPLE



PROMOTING HEALTH AND WELL-BEING

We recognise that our community has significant inequalities in health outcomes compared to the rest of Hampshire. These include lower life expectancy, and higher levels of coronary heart disease, strokes and cancer. We will work with the community and partners such as the Primary Care Trust to support the promotion of health and well-being and tackle the causes of ill-health.

IMPROVING LEISURE OPPORTUNITIES AND FACILITIES

It is important to provide a range of leisure and recreation facilities and events for our community. The Holbrook leisure centre is to be redeveloped to provide a modern complex, catering for a range of activities. We will continue the development of the Alver Valley Country Park, and the expansion of our programme of leisure and arts based events.

REDUCING CRIME AND ANTI-SOCIAL BEHAVIOUR

As part of the Gosport Community Safety Partnership, we are working to help reduce the problems of crime and anti-social behaviour in the Borough. We will ensure we have a 'joined-up' approach to enforcement and will explore innovative and effective approaches to the prevention of crime and anti-social behaviour.

STRENGTHENING COMMUNITY COHESION

A cohesive community is one where all residents feel they are respected, treated fairly and have similar life opportunities. Working with local residents, neighbourhoods and partners, we will strengthen community cohesion by promoting understanding and good relations between people from all backgrounds, cultures and beliefs to ensure a shared sense of belonging and pride in the local community.

PROSPERITY



ATTRACTING INVESTMENT TO GOSPORT'S ECONOMY

Gosport has the lowest job density and business start-up rate in Hampshire, contributing to out-commuting, traffic congestion and negative perceptions of the Borough. We are working with partners, businesses and the community to improve the Borough's image, create the right conditions for business growth and proactively target potential investors and developers.

MAXIMISING LOCAL EMPLOYMENT OPPORTUNITIES

There is a need to improve the skills and qualifications of a significant percentage of Gosport's population and ensure that sufficient and appropriate employment opportunities are available to all residents. Working with employers and other partners, we are supporting the development of key business sectors and skills. This will assist us to provide more jobs for local people and ensure that residents and employees have the necessary skills and qualifications to succeed in a changing economy.

PROMOTING TOURISM OPPORTUNITIES

Gosport enjoys a prime site on the South Hampshire coast with a location on the Solent adjacent to Portsmouth Harbour. As well as our cultural and natural assets we have a small, but relatively well known range of visitor attractions. We will continue to develop our assets and proactively raise the marketing profile of Gosport as a visitor destination.

IMPROVING SOCIAL INCLUSION

Gosport has a number of neighbourhood areas ranked in the top 20% most deprived in England. Income, health and educational inequalities also contribute to the social exclusion experienced by many households and families in the Borough. By piloting a neighbourhood management approach in the worst affected neighbourhoods, and working with partners to improve services to vulnerable groups across the Borough, we are developing solutions that are easily accessible and responsive to the needs of residents.

PURSUIT OF EXCELLENCE



DELIVERING QUALITY SERVICES

The Council provides a range of statutory, discretionary and support services for our community. Our aim is to provide quality, customer focused services in an economic and efficient way.

Our services include:

- Environmental Services -
Car Parks, Litter, Refuse Collection, Street Cleansing, Recycling, Grass Cutting, Trees, Abandoned Vehicles, Amenity Skips, Dog Control, Food Safety & Hygiene, Health & Safety at Work, Licensing, Pollution Control, Noise Nuisance, Pest Control.
- Housing Services -
Housing Options, Maintenance, Rent, Private Sector Housing, Services to Council Tenants & Leaseholders.
- Leisure & Cultural Services -
Ann's Hill Cemetery, Arts & Events, Community Recreation, Countryside Management, Parks & Open Spaces, Play Areas, Sports & Facilities, Tourism, Explosion! Museum, Engineering (coastal defence).
- Development Services -
Planning Applications, Building Regulations, Dangerous Structures, Demolitions, Heritage Issues.
- Financial Services -
Benefits, Council Tax, Business Rates, Concessionary Travel, Accountancy (including collecting and making payments), Payroll.
- Corporate Services -
Customer Complaints, Reception, Switchboard, Cashiers, Community Notice Boards, Freedom of Information, Data Protection, Website.
- Legal & Democratic Support -
Council Meetings & Deputations, Electoral Registration, Land Charges.
- Chief Executive -
Corporate Policy, Community Safety, Economic Prosperity (Business Support, Training & Events, Inward Investment), Personnel, Press & Public Relations, Internal Audit.

Gosport Borough Council is committed to equal opportunities for all.

IF YOU NEED THIS DOCUMENT IN LARGE PRINT, ON TAPE, IN BRAILLE OR IN OTHER LANGUAGES, PLEASE ASK.

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