
NON EXEMPT

HAVANT BOROUGH COUNCIL

CABINET

8th September 2021

Hayling Seafront Strategy – Developing a Regeneration Ambition

FOR DECISION

Portfolio Holder: Cllr Clare Satchwell

Key Decision: YES

Report Number:

1. Purpose

- 1.1 This paper provides Cabinet with an update on work underway to develop a Hayling Seafront Strategy. It seeks Cabinet endorsement of the draft Ambition document, to enable delivery of a programme of engagement and consultation with a range of stakeholders. Further, it seeks approval to develop a new brand for Hayling Seafront and to engage and consult on that as part of the broader engagement programme.

2. Recommendation

- 2.1 Members are recommended:

- (i) To note the update on work underway to develop a Hayling Seafront Strategy
- (ii) Endorse the draft ambition document to enable delivery of a programme of stakeholder engagement and consultation.
- (iii) To approve the development of a new brand for Hayling Seafront, to form part of the programme of stakeholder engagement and consultation.

3. Executive Summary

- 3.1 Hayling Island Seafront is a key asset for the borough and is much loved. The seafront offers a wealth of opportunities, but also faces some significant challenges. It has a rich natural environment and is a popular destination for visitors, however much of the seafront is dated and requires investment. While its impressive natural coastline is one of the features that makes Hayling unique, its dynamic nature also presents a real challenge.

- 3.2 The Council is keen to develop an ambitious but deliverable plan for the seafront. One that takes a 'whole place' based' approach, which looks at all aspects of the Council's service delivery, including the operational management of its assets, how it delivers its coastal and environmental management obligations and its ambitions for regeneration and economic growth.
- 3.3 A new seafront strategy for Hayling is being developed and will set out how the Council, working with a range of stakeholders and strategic partners, will take a new approach to proactively managing and enhancing the seafront. This will be developed over the coming months and be brought to Cabinet/Council at a later date.
- 3.4 As part of this new strategy, the Council is also keen to develop a regeneration ambition for the seafront. Building on work already done with the local community and supported by a range of technical work, a new draft ambition document has been developed (annex 1). This paper seeks endorsement of the draft document, to enable delivery of a programme of engagement and consultation with a range of stakeholders.
- 3.5 Development of a new brand for Hayling Seafront has been identified as an early priority. It is proposed to develop options and engage/consult on those as part of the broader engagement programme on the regeneration ambition
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- 3.6 This work will form part of the Council's broader work to deliver its ambitious Regeneration Strategy for the borough.

4. Additional Budgetary Implications

- 4.1 None.

5. Background and relationship to Corporate Strategy and/or Business Plans

Emerging Hayling Seafront Strategy

- 5.1 The Council has a number of roles and responsibilities in respect of Hayling Seafront, including (but not limited to) as landowner, operator of assets, public safety and front line service delivery as well as Planning Authority and Coast Protection Authority. The Council also has statutory obligations with respect to the management of the Site of Special Scientific Interest (SSSI).
- 5.2 To date, the Council has taken a somewhat traditional approach with regards to how it manages the seafront. Operational management of its assets is carried out either in-house (e.g. parking) or is delivered via the joint venture with Norse (e.g. litter collection). Coastal Partners

(formerly the East Solent Coastal Partnership) lead on coastal issues, such as managing flooding and erosion risk, new coastal defence schemes and maintaining existing coastal assets.

- 5.3 Work to develop a regeneration plan for the seafront is led by the Council's regeneration team as part of the borough-wide regeneration strategy.
 - 5.4 As such, budgets and management for each element sits within each service. While there is a degree of internal coordination, there are currently no formal mechanisms to ensure decisions are taken on a whole-place based approach. Any formal decision-making is carried out in accordance with the Constitution.
 - 5.5 Work with external partners and stakeholders is also critical to ensuring effective management and best use of the seafront. While there is a range of joint work underway with bodies like Natural England and the Environment Agency, at this time there are limited formal governance structures in place.
 - 5.6 In 2020, the Cabinet appointed a Cabinet Lead with specific responsibility for Hayling Seafront Strategy. The Council is keen to take a new comprehensive 'place-based' approach, which would seek to enable better coordination and improve decision-making, to ultimately deliver better outcomes for the seafront.
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- 5.7 A Seafront Strategy is being developed to establish to set out how this will be achieved and to define the clear objectives and outcomes. The Strategy is likely to cover matters including the Council's approach with regards to coastal and shoreline management, operational management of assets and key infrastructure, how it meets its statutory and mandatory obligations with regards environmental and coastal protection, as well as how it can best achieve its aspirations for regeneration and economic growth.
 - 5.8 The Strategy will be supported by a Delivery Plan, which will look at how this is achieved, in terms of systems, processes, resources and governance. This strategy is currently in development and will be brought to Cabinet and if appropriate, Council later this year.

Draft Ambition document

- 5.9 A key element of the new Strategy will be the Council's aspirations for regenerating the seafront. Building on work already done with the local community and supported by a range of technical work, a new draft ambition document has now been developed (annex 1).
- 5.10 This Draft Ambition Document outlines a seafront ambition for Hayling Island Seafront with a vision to be a 'Happy, Healthy, and Vibrant Place'.

- 5.11 The document sets out a clear ambition and strategy for the future of the seafront, supported with a concept plan and roadmap to delivery.
- 5.12 Proposals for regeneration activity is focused at three key areas, each with its own character; West Beach, Beachlands and Eastoke. These provide hubs around which regeneration activities can be focussed, with opportunities to enhance the connections between them, as well as improve links to the rest of the Island.
- 5.13 The ambition document also sets out a series of design principles, intended to guide future proposals for development and enhancement;
- i. Create an exciting and modern seafront and marine leisure offer supported by a strong brand, which increases the quality of the visitor experiences and opportunities for visitor spend
 - ii. Improve sustainable access to the seafront including enhancements to the Billy Trail
 - iii. Protect the unique character of the coastal landscape and enhance the natural environment. Ensuring the Council delivers its requirements to manage the SSSI
 - iv. Respond to Climate Issues
 - v. Create opportunities for active and healthy lifestyles
 - vi. Create a new approach to manage the seafront to improve the quality of resident and visitor experience
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- 5.14 This paper seeks endorsement of the draft ambition document, such that a programme of engagement and consultation with a range of stakeholders can be delivered. A draft engagement framework is set out in appendix 2.
- 5.15 The intention is for this ambition document to be developed and for further work to be carried out to develop a more detailed delivery and phasing plan. This will seek to identify key deliverable projects for both the short, medium and long term.
- 5.16 Following the initial engagement period, the ambition document will be updated, revised and brought back to Cabinet/Council for formal endorsement or adoption as appropriate. It will then form a clear and robust framework for the regeneration programme to be implemented. This work will be progressed to align with the emerging Hayling Seafront Strategy.
- 5.17 Development of a new brand for Hayling Seafront has been identified as an early priority. A new brand will articulate the ambition and improve the perception of the seafront to visitors and potential investors, while providing local residents and existing businesses with a strong identity, which can also be used to promote the 'place'. It is proposed to develop options and engage/consult on those as part of the broader engagement programme on the regeneration ambition.

- 5.18 This work will also form part of the Council's broader work to deliver its ambitious Regeneration Strategy.

Relationship to Corporate Strategy

- 5.19 The development of the Hayling Seafront Strategy, the ambition document and subsequent delivery programme strongly align with all themes as set out in Corporate Strategy 2020-24;
- **Theme 1 - An environmentally aware and cleaner Borough:** the Strategy and Ambition document will align to aspirations for a cleaner, greener borough with projects targeting low or zero carbon where appropriate. A large area of the Seafront is designated as a SSSI and the ambition document seeks to have a focus on protecting and enhancing its natural environment. The Seafront ambition intends to promote the creation of environmental initiatives such as plastic-free. Opportunities for active and sustainable travel will be promoted.
 - **Theme 2 - A safe environment, healthier and more active residents:** the Strategy, ambition document and any programme and projects delivered will seek to create places that are safe, that encourage healthy and active lifestyles and that support positive place-making for residents. This will include better connectivity through improved public realm and wayfinding to improve active travel. The proposed regeneration vision has 'happy and healthy' at its heart.
 - **Theme 3 - A thriving local economy:** both the wider Hayling Seafront Strategy and the regeneration ambitions will drive economic growth, through positive place-making and regeneration, with a particular focus on the visitor economy.
 - **Theme 4: A revitalized borough with infrastructure that meets our ambitions** – the Strategy, programme and projects will seek to deliver infrastructure (either directly or via partners) that will support the regeneration aspirations for the Council and have potential to deliver many of the broader objectives as set out in the Corporate Strategy.
 - **Theme 5: A sustainable Council:** the Strategy and regeneration programme will align to the Council's Financial Strategy and seek to create opportunities for income generation. A likely objective of the Hayling Seafront Strategy will be to create a self-sustaining place.
- 5.20 The work outlined in this paper aligns and seeks to deliver and further develop the work as set out in the adopted Regeneration Strategy – Opportunity Havant (November 2018). Hayling Island is identified as one of the five priorities of the Regeneration Strategy. The Strategy recognises the unique character of Hayling Island and its potential to be enhanced, both in terms of the built and natural environment.

- 5.21 This work will also seek to align and complement work being undertaken on the emerging Hayling Island Coastal Management Strategy 2120 and work underway to develop a Flood and Coastal Erosion Risk Management (FCERM) Strategy for Hayling Island.
- 5.22 The work also aligns closely to and seeks to support delivery of the (existing and emerging) Havant Borough Council Local Plan.

6. Options Considered

- 6.1 *Do nothing (Seafront Strategy)* – in the absence of a new Hayling Seafront Strategy, there is a risk that the Council's management approach won't align fully to the Council's other responsibilities for the seafront, nor its work to develop and deliver the regeneration plans or.. There is a risk that without that comprehensive framework, operational and strategic decisions could be made in isolation and without full regard to the wider impact, which means opportunities for improvement could be lost.
- 6.2 *Do nothing (Regeneration Ambition)* - without a clear document setting out a clear regeneration vision and ambition for the seafront, opportunities will be lost to enhance the infrastructure, facilities and the economic prospects. Including supporting delivery of the Local Plan aspirations. Decisions could be taken with the short term in mind only and without full regard to the strategic opportunity to enhance the seafront offer and upgrade the seafront's infrastructure.
- 6.3 *None or limited engagement/consultation* - without proper and good quality engagement, local residents and businesses may feel excluded and the work would not benefit from their input, challenge and support. The Council's role is significant with regards the seafront, but other stakeholders play a key role and it is critical that they are fully engaged and involved, in order to consider all wider impacts and achieve the best outcomes.

7. Resource Implications

Financial Implications

- 7.1 The work to engage on the ambition document and to develop a brand for Hayling Seafront will be done predominantly in-house by officers and these costs will met by existing staffing budgets.
- 7.2 Where specialist support or input is required, for example where graphics and presentation materials are needed to support the engagement programme, or in the event that external specialist support is required to develop the brand, the cost of this will be met within existing regeneration budgets.

- 7.3 Budgets will be monitored closely and appropriate programme management arrangements will be in place to ensure the work can be delivered within the approved budgets.

Section 151 Officer comments

Date: 5th August 2021

The cost of developing the Hayling Seafront Strategy will be met by existing budgets. The outcome will be reported back with any future financial options.

Human Resources Implications

- 7.4 None. All work will be done in-house or by consultants funded within existing budgets.

Information Governance Implications

- 7.5 None. Information Governance will be considered at programme and project level.

Other resource implications

- 7.6 None.

8. Legal Implications

- 8.1 Approval of the recommendations in this report may require the engagement of external consultants and this will need to be undertaken in accordance with Contract Standing Orders.

Gina Homewood 20 July 2021

Monitoring Officer comments

Date: 5th August 2021

Legal implications comments above are noted; no further comment to add

9. Risks

- 9.1 There is recognition that there are a number of emerging policies and strategies for Hayling Island, including this work, the Local Plan and the Coastal Management Strategy 2120/Flood and Coastal Erosion Risk Management Strategy. In many cases, there has been, is currently or will be engagement with local stakeholders for these matters and therefore there is a need to be clear about which matter is subject to consideration, what influence stakeholders can have and how these policies and strategies will work together. This will be managed through the Stakeholder Engagement Plan.
- 9.2 No further significant identified risks. All risks will be considered and managed at programme and project level.

10. Consultation

- 10.1 The Cabinet Lead for Planning, Hayling Seafront Strategy and Coastal Management and wider Cabinet have been consulted on this paper.
- 10.2 Natural England has also been engaged informally and further work is underway to continue to develop a positive working relationship with them and other statutory and non-statutory stakeholders.
- 10.3 Engagement and consultation with local residents, businesses and a wide range of key strategic stakeholders and partners will be important as this work moves forward. A stakeholder engagement framework is set out in appendix 2.

11. Communication

- 11.1 Communications with local residents, businesses and key partners will also be important and a variety of methods will be used to keep people updated and communicate key messages. This will include updates via the broader regeneration programme website (www.havewithhavant.co.uk) as well as dedicated pages on the Council website (www.havant.gov.uk/hayling-island-seafront), social media channels and other methods as appropriate.
- 11.2 A Communications Plan will be developed by the Council's communication teams and will be a whole Council plan to ensure coordination across the various services.

12. Appendices

Appendix 1: A Regeneration Ambition (draft)

Appendix 2: Stakeholder Engagement Framework

13. Background Papers

Havant Regeneration Strategy -

<https://cdn.havant.gov.uk/public/documents/Have%20opportunity%20with%20Havant%20update%20March%202019.pdf>

Hayling Island Coastal Management Strategy 2120/Flood and Coastal Erosion Risk Management (FCERM)

<https://coastalpartners.org.uk/project/hayling-island-coastal-management-strategy-2120/>

Agreed and signed off by:

Monitoring Officer: 5th August 2021

S151 Officer: 5th August 2021

Director: 28th July 2021

Portfolio Holder: 20th July 2021

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