

HAVANT BOROUGH COUNCIL
PUBLIC SERVICE PLAZA
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HAMPSHIRE P09 2AX

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CABINET AGENDA

Membership: Councillor Cheshire (Chairman)

Councillors Wilson, Briggs, Fairhurst, Guest and Weeks

Meeting: Cabinet

Date: Monday 13 July 2015

Time: 5.00 pm

Venue: Hollybank Room, Public Service Plaza, Civic Centre Road,
Havant, Hants PO9 2AX

The business to be transacted is set out below:

Jo Barden-Hernandez
Service Manager – Legal & Democratic Services

3 July 2015

Contact Officer: Penny Milne 02392446234
Email: penny.milne@havant.gov.uk

Page

PART 1 (Items open for public attendance)

1 Apologies for Absence

To receive and record any apologies for absence.

2 Minutes

1 - 4

To confirm the minutes of the last meeting held on 20 May 2015.

3 Matters Arising

To consider any matters arising from the minutes of the last meeting.

4 Declarations of Interests

To receive and record any declarations of interest.

5 Chairman's Report

6 Cabinet Lead Delegated Decisions, Minutes from Meetings etc. 5 - 30

To note the following minutes and delegated decisions:

- (1) TRO Proposals: Purbrook Way, Havant (part of Asda roundabout);
- (2) TRP Proposals: for (1) Littlegreen Avenue/St Albans Road and (2) Fullerton Close/Baybridge Road;
- (3) Portchester Crematorium Joint Committee – Minutes of meeting held on 15 June 2015.

7 Recommendations from the Scrutiny Board

7a Review of CCTV 31 - 36

Deputy Leader and Cabinet Lead For Environment and Neighbourhood Quality

8 Delivering Differently - Future Service Delivery of Operational Services 37 - 88

Cabinet Lead For Governance, Logistics and HR

9 Councillor Competency Framework 89 - 112

PART 2 (Confidential items - closed to the public)

10 Exclusion of the Press and Public

The Cabinet is asked to consider whether to pass a resolution excluding the public from the meeting during consideration of any of the items on the agenda. If members wish to do so then this could be achieved by passing the following resolution. Members are not required to pass the resolution but the Solicitor to the Council recommends this as to the item set out below.

That the public be excluded from the meeting during consideration of the item headed and numbered as below because:

- (a) it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during that item there would be disclosure to them of exempt information of the descriptions specified in paragraphs of Part 1 of Schedule 12A (as amended) of the Local Government Act 1972 shown against

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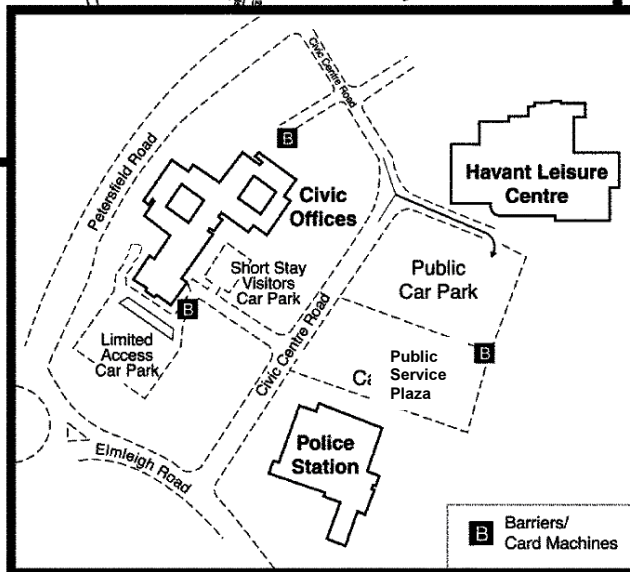
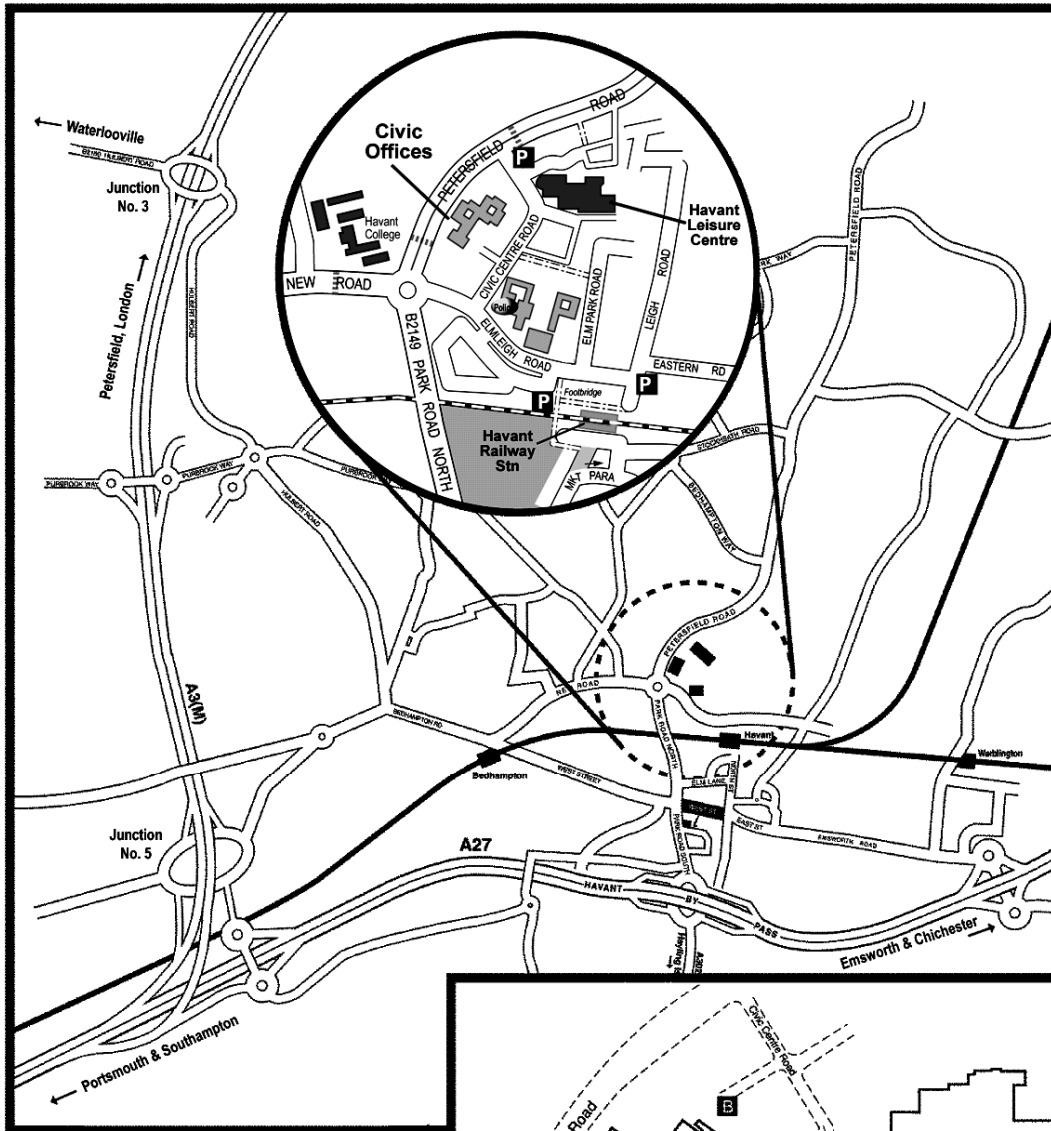
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HAVANT BOROUGH COUNCIL

At a meeting of the Cabinet held on 20 May 2015

Present

Councillor Cheshire (Chairman)

Councillors Briggs, Fairhurst, Guest and Wilson

146 Apologies for Absence

Apologies for absence were received from Councillor Weeks.

147 Minutes

The minutes of the Cabinet meeting held on 18 March 2015 were agreed as a correct record.

148 Matters Arising

There were no matters arising from the minutes of the last meeting.

149 Declarations of Interests

There were no declarations of interest from any of the members present.

150 Chairman's Report

The Chairman took the opportunity to formally welcome Councillor Wilson as a new member of the Cabinet, with Cabinet Lead responsibility for Governance and Logistics and HR. The Chairman also conveyed his thanks to Councillor Branson for her contribution to the work of the Cabinet in her former role and to wish her well in her new position as Chairman of the Scrutiny Board.

151 Cabinet Lead Delegated Decisions, Minutes from Meetings etc.

RESOLVED that the following delegated decisions and minutes of meetings be noted:

- (1) Minutes of the Portchester Crematorium Joint Management Committee meeting held on 16 March 2015;
- (2) Delegated Decision: Contract for the Disposal of Abandoned Vehicles;
- (3) Delegated Decision: Proposed Traffic Order for Barncroft Way and Priorsdean Crescent, Havant.

152 Delivering Differently - Future Service Delivery of Operational Services

Councillor Briggs presented a report setting out options for achieving further reductions in service budgets in the context of delivering Operational Services differently in the future.

Councillor Briggs outlined the significant work that had been done to date, both in delivering major savings within the current service and also in researching alternative models for delivering services going forward. Public consultations would commence shortly on the various options, to help identify the best option for both the Council and its customers and to inform decision making in due course.

An amendment to the table of advantages/disadvantages in relation to Option 4b as set out in Appendix A (page 76 in the agenda) was circulated and noted, removing references to 'no need for a fully detailed specification or OJEU process' and 'reduced technical client requirement'.

A revised recommendation was circulated and agreed as follows:

RESOLVED that:

- (1) Cabinet agree to the relevant officers researching in further detail option 2 (Outsource to a Private Contractor - PCC) and option 4 (Outsource to a Joint Venture Company - JVC) in order to inform decision making;
- (2) Prior to a formal decision being made on options at the next Cabinet meeting in June, a Public Consultation is undertaken, and these options are also considered by the Scrutiny Board on 2nd June 2015;
- (3) To assist with this decision, a presentation from a JVC contractor is to be arranged for all Members at that meeting on 2nd June;
- (4) Officers continue to explore options for increasing the efficiency and driving down costs of the current in-house core services to ensure that Operational Services are fit for commissioning, taking on board issues within the Business Plan for 2015/16, which includes some items carried over from 2014/15; and
- (5) That the officer recommendation in Appendix A be rejected in order to ensure all options remain open for public consultation.

153 Appointments to Outside Organisations

The Cabinet was requested to make annual appointments to outside organisations in 2015-16 in line with the circulated schedule of nominations.

During the course of the debate, Cabinet members emphasised the need for clear terms of reference and appointment criteria for each of the organisations concerned and for the schedule of appointments to be subject to rigorous review in the forthcoming municipal year. The Leader confirmed that Councillor G Shimbart, in his new role as Chairman of the Council's Representation on Outside Organisations would be putting in place a number of initiatives to ensure that this be taken forward in 2015-16.

Cabinet (20.5.15)

RESOLVED that the nominations set out in Appendix A to the report, as amended by the published supplementary information, be approved. All such appointments to remain in effect until the first meeting of the Cabinet in the 2016/17 municipal year.

154 Appointment of Working Parties and Panels

The Cabinet was requested to make annual appointments to the following working parties and panels in 2015-16:

(1) Coastal Defence Panel

Councillors: Branson, Cresswell, Guest, Lenaghan, Satchwell and K Smith

(2) Local Plan Panel

Councillors: Buckley, Brown, Guest, Hart, Heard, Keast, Satchwell, Mrs E Shimbart, D Smith and Tarrant.

The meeting commenced at 2.00 pm and concluded at 2.29 pm

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Chairman

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HAVANT BOROUGH COUNCIL

Delegated Decision by Cabinet Lead

Decision By: Deputy Leader and Cabinet Lead for Environment and Neighbourhood Quality Councillor Tony Briggs

Traffic Regulation Order Proposals – Purbrook Way, Havant (Part of the ‘Asda’ Roundabout Development)

Report by: Oli Seebohm

Key Decision: No

1.0 Purpose of Report

1.1 This report requests that a decision be made in line with the recommendation, that Officers can proceed with the process of implementing a Traffic Regulation Order in Purbrook Way, Havant.

2.0 Recommendation

2.1 To proceed with the advertising of the proposals for public comment and,

2.2 Subject to no outstanding objections, to bring the proposed TRO into force.

3.0 Summary

3.1 A Traffic Regulation Order is required to make changes to the current parking restrictions in Purbrook Way, in association with works associated with the re-development of the Purbrook Way and Hulbert Road (Asda) roundabout.

3.2 As part of the development, a new parking area is to be constructed in place of the existing lay-by fronting properties 428 to 432 Purbrook Way, which will be removed with the re-alignment of the road. Therefore the existing restrictions will cease to be valid in their current form.

3.3 The parking area will feature a new parking provision accessible from the Purbrook Way immediately east of the new roundabout. It is proposed to introduce revised parking restrictions in both the parking area, and in Purbrook Way to ensure safe passage of vehicles and minimise the likelihood of obstructive parking occurring.

3.4 A decision to proceed with the recommendation will enable Officers to undertake the public consultation on the proposed changes to parking provisions in Purbrook Way.

3.5 The proposed changes are described in Section 4.3 below.

4.0 Subject of Report

4.1 The re-development of the Purbrook Way and Hulbert Road (Asda) roundabout includes a new parking area to be constructed in place of the existing lay-by fronting properties 428 to 432 Purbrook Way.

4.2 The existing lay-by will be removed with the re-alignment of the road, and therefore the existing waiting restrictions will cease to be valid in their current form.

4.3 In order to ensure safe passage of vehicles and minimise the likelihood of obstructive parking it is proposed that the current lengths of No Waiting at Any Time restrictions are revoked and revised restrictions are implemented as follows:

4.3.1 A No Waiting at Any Time restriction is implemented on the northern side between Parkhouse Farm Way and the roundabout.

4.3.2 A No Waiting at Any Time restriction is implemented on the length of the new island between Purbrook Way and the parking area fronting properties 428 to 432 Purbrook Way.

4.3.3 A Prohibition of Entry restriction is implemented so as to prevent access to the parking area at its eastern end.

4.4 The Prohibition of Entry ensures that vehicles cannot travel in both directions within the parking area as access will only be from the western end. It will also enable safer access from the parking area onto Purbrook Way due to increased visibility of vehicles exiting the roundabout, and approaching vehicles from the west on Purbrook Way.

4.5 This Order is proposed so as to facilitate the passage of traffic on the road, and for preserving or improving the amenities of the area through which the road runs.

4.6 Plan 1516PL01 details the lengths of road subject to the proposed restrictions.

5.0 Implications

5.1 **Resources:** Funding for the TRO and the associated works has been sourced from the Hampshire County Council as part of the Agency agreement with Havant Borough Council.

- 5.2 **Legal:** The Order will be made under the provisions of the Road Traffic Regulation Act 1984.
- 5.3 **Strategy:** The regulation of traffic and on-street parking meets the Council's safer vision.
- 5.4 **Risks:** Should the proposals not be implemented the risk is that safety, visibility and accessibility problems may increase in the vicinity of the parking area. The current Traffic Regulation Order will not be able to be enforced as the lengths of the restrictions describes within will cease to be valid.
- 5.5 **Communications:** Interested parties will be notified of the proposals by means of notices, information on the Council website and in the local press as per the Councils statutory duties.
- 5.6 **For the Community:** The new parking area will provide a safe environment in which vehicles can park off of the main carriageway. It is intended that residents from the properties fronting the parking area will make use of the facility; however the aforementioned properties will not have exclusive use of the parking area.
- 5.7 **The Integrated Impact Assessment (IIA) has been completed and concluded the following:** There are no concerns about the proposals having a differential impact.
- 6.0 **Consultation:** The County Councillor, Ward Councillors, Police and other statutory bodies will all be consulted on the proposals.

Appendices: *None*

Background Papers:

- Hampshire County Council webpage: <http://www3.hants.gov.uk/transport-schemes-index/havant-asda-roundabout.htm%20>
- Havant Borough Council webpage: <http://www.havant.gov.uk/planning-development/dunsbury-hill-farm-development-and-asda-roundabout-project>
- Osborne webpage: <http://www.osborne.co.uk/project-updates/purbrook-way/hulbert-road-roundabout/>

Agreed and signed off by:

Service Manager: Michelle Green – (28 May 2015)
Cabinet Lead: Councillor Tony Briggs – (1 June 2015)
Legal Services: April Shilstone – (13/03/15)
Finance Services: Shirley Leavers – (13/03/15)

Contact Officer: Oli Seebohm
Job Title: Senior Traffic Engineer
Telephone: 023 92 446 433

E-Mail: trafficteam@havant.gov.uk

**Havant Borough Council
Record of Decision**

Non Key Decision

1. **TITLE:** Traffic Regulation Order Proposals – Purbrook Way, Havant (Part of the ‘Asda’ Roundabout Development)

2. **PURPOSE OF DECISION**

TRO Proposals for Purbrook Way and new parking area to east of roundabout.

3. **DECISION MADE BY:** Deputy Leader and Cabinet Lead for Environment and Neighbourhood Quality and Cabinet Advice

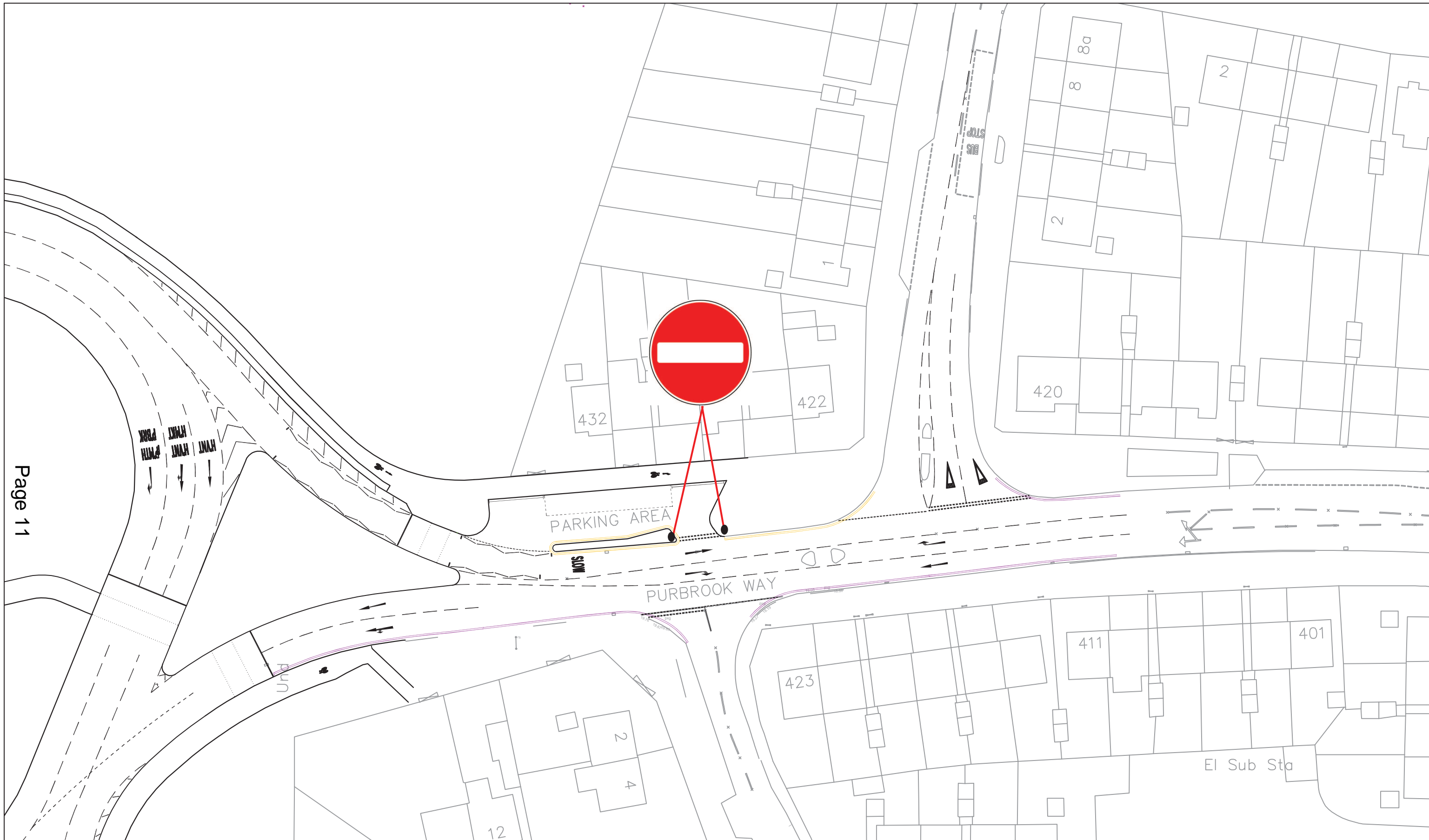
4. **DECISION:**
 - 1 To proceed with the advertising of the proposals for public comment and;

 - 2 Subject to no objections being received, to bring the proposed TRO into force.



5. **DOCUMENT CONSIDERED:** Traffic Regulation Order Proposals – Purbrook Way, Havant (Part of the ‘Asda’ Roundabout Development)
Enc. 1 Plan 1516LP01 for Traffic Regulation Order Proposals – Purbrook Way, Havant (Part of the ‘Asda’ Roundabout Development)

Decision Status	Date of Decision Made	Call In Expiry Date
For Determination	Tuesday, 02 June 2015	9 June 2015

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 Proposed No Waiting at Any Time Restrictions
 Existing No Waiting at Any Time Restrictions

TITLE
**TRO Proposals: Purbrook Way
 East of New 'Asda' Roundabout**

DRAWN BY OS	CHECKED BY	DRG No. 1516PL01
DATE March 2015	DIR NAME J.A. TSITMITROPOLITRO	
SCALE 1:500	CAD NAME TRO Proposal Dwg	

REV	DESCRIPTION	DATE	INITS

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HAVANT BOROUGH COUNCIL

Delegated Decision by Cabinet Lead

Decision By: Councillor Anthony Briggs

Traffic Regulation Order Proposals - Littlegreen Avenue and St Albans Road

Report by: Stephen Lewis

Key Decision: No

1.0 Purpose of Report

- 1.1 This report requests that a decision be made in line with the recommendation that officers can proceed with the process of implementing a Traffic Regulation Order (TRO) in Littlegreen Avenue and St Albans Road.
- 1.2 The TRO is being proposed to facilitate the safe passage of traffic on the road and of pedestrians, and for preserving and improving the amenities of the area through which the road runs.

2.0 Recommendation

- 2.1 To proceed with the advertising of the proposals for public comment and,
- 2.2 Subject to no objections being received, to bring the proposed TRO into force.

3.0 Summary

A decision to proceed with the recommendation will enable Officers to undertake the public consultation regarding the proposed changes to parking provision on the aforementioned roads.

4.0 Subject of Report

- 4.1 Local residents have reported that obstructive parking takes place in roads surrounding the school which raises safety concerns to both pedestrians and other road users in the immediate vicinity.
- 4.2 Enquires suggested that the obstructive parking takes place at school drop off and pick up times but after carrying out a number of surveys at different times of the day and days of the week, it is noted that obstructive parking also takes place outside of the key school times. This is predominantly at the junction of Littlegreen Avenue and St Albans Road which restricts visibility for vehicles exiting and entering the junction and also for vehicles travelling along Littlegreen Avenue in both directions.

4.3 Following investigation it is proposed that “no waiting at any time” and “No Stopping At Any Time on School Entrance marking” be implemented in the following locations:

4.3.1 the junction of Littlegreen Avenue with St Albans Road on both sides;

4.3.2 “No Stopping on School Entrance Markings” situated on the southern side of Littlegreen Avenue

4.4 Plan 2015BON01 details the lengths of road subject to the proposed restrictions.

5.0 Implications

5.1 **Resources:** Funding for the TRO and the associated works will be sourced from Hampshire County Councils budget.

5.2 **Legal:** The Order will be made under the provisions of the Road Traffic Regulation Act 1984.

5.3 **Strategy:** The regulation of traffic and on-street parking meets the Council’s safer vision.

5.4 **Risks:** Current long or short stay parking may migrate to other residential roads in the vicinity. Should the proposals not be implemented the risk is that safety, visibility and accessibility problems will remain which may increase the risk of accidents occurring.

5.5 **Communications:** Interested parties will be notified of the proposals by means of notices, information on the Council website and in the local press as per the Councils statutory duties.

5.6 **For the Community:** Interested parties will be notified of the proposals by means of notices, information on the Council website and in the local press as per the Council’s statutory duties.

5.7 **The Integrated Impact Assessment (IIA) has been completed and concluded the following:** There are no concerns about the proposals having a differential impact.

6.0 **Consultation:** The County Councillor, Ward Councillors and the Police are being consulted on the scheme.

Appendices: Plan of proposed restrictions

Background Papers: None

Agreed and signed off by:

Legal Services: (date)

Executive Head of Governance & Logistics: (date)

Relevant Executive Head: (date)
Portfolio Holder

Contact Officer: Stephen Lewis
Job Title: Traffic Management Engineer
Telephone: 02392 446435
E-Mail: Stephen.lewis@havant.gov.uk

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HAVANT BOROUGH COUNCIL

Delegated Decision by Cabinet Lead

Decision By: Councillor Anthony Briggs

Traffic Regulation Order Proposals - Fullerton Close and Baybridge Road

Report by: Emma Pond

Key Decision: No

1.0 Purpose of Report

- 1.1 This report requests that a decision be made in line with the recommendation that officers can proceed with the process of implementing a Traffic Regulation Order (TRO) in Fullerton Close and Baybridge Road.
- 1.2 The TRO is being proposed to facilitate the safe passage of traffic on the road and of pedestrians, and for preserving and improving the amenities of the area through which the road runs.

2.0 Recommendation

- 2.1 To proceed with the advertising of the proposals for public comment and,
- 2.2 Subject to no objections being received, to bring the proposed TRO into force.

3.0 Summary

A decision to proceed with the recommendation will enable Officers to undertake the public consultation regarding the proposed changes to parking provision on the aforementioned roads.

4.0 Subject of Report

- 4.1 Local residents have reported that obstructive parking takes place in the roads surrounding the school which raises safety concerns to both pedestrians and other road users in the immediate vicinity.
- 4.2 Enquires suggested that the obstructive parking takes place at school drop off and pick up times but after carrying out a number of surveys at different times of the day and days of the week, it is noted that obstructive

parking also takes place outside of the key school times. This is predominantly at the junction of Baybridge Road and Fullerton Close which restricts visibility for vehicles exiting and entering the junction and also for vehicles travelling along Baybridge Road in both directions.

4.3 Following investigation it is proposed that “no waiting at any time” be implemented in the following locations:

- 4.3.1 the junction of Fullerton Close and Baybridge Road;
- 4.3.2 the eastern side of Fullerton Close to its junction with Muscliffe Court;
- 4.3.3 between the existing “No Stopping on School Entrance Markings” situated on the southern side of Baybridge Road.

4.4 Plan 2015BON02 details the lengths of road subject to the proposed restrictions.

5.0 Implications

5.1 **Resources:** Funding for the TRO and the associated works will be sourced from Hampshire County Councils budget.

5.2 **Legal:** The Order will be made under the provisions of the Road Traffic Regulation Act 1984.

5.3 **Strategy:** The regulation of traffic and on-street parking meets the Council’s safer vision.

5.4 **Risks:** Current long or short stay parking may migrate to other residential roads in the vicinity. Should the proposals not be implemented the risk is that safety, visibility and accessibility problems will remain which may increase the risk of accidents occurring.

5.5 **Communications:** Interested parties will be notified of the proposals by means of notices, information on the Council website and in the local press as per the Councils statutory duties.

5.6 **For the Community:** Interested parties will be notified of the proposals by means of notices, information on the Council website and in the local press as per the Council’s statutory duties.

5.7 **The Integrated Impact Assessment (IIA) has been completed and concluded the following:** There are no concerns about the proposals having a differential impact.

6.0 **Consultation:** The County Councillor, Ward Councillors and the Police are being consulted on the scheme.

Appendices: Plan of proposed restrictions

Background Papers: None

Agreed and signed off by:

Legal Services: (date)

Executive Head of Governance & Logistics: (date)

Relevant Executive Head: (date)

Portfolio Holder

Contact Officer: Emma Pond
Job Title: Traffic Management Engineer
Telephone: 02392 446218
E-Mail: emma.pond@havant.gov.uk

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**Havant Borough Council
Record of Decision**

Non Key Decision

1. **TITLE:** TRO Proposals for 1) Littlegreen Avenue/St Albans Road and 2) Fullerton Close/Baybridge Road

2. **PURPOSE OF DECISION**

Proposal for introduction of waiting restrictions on:

- 1) Littlegreen Avenue/St Albans Road
- 2) Fullerton Close/Baybridge Road

3. **DECISION MADE BY:** Cabinet Lead for Environment & Neighbourhood Quality

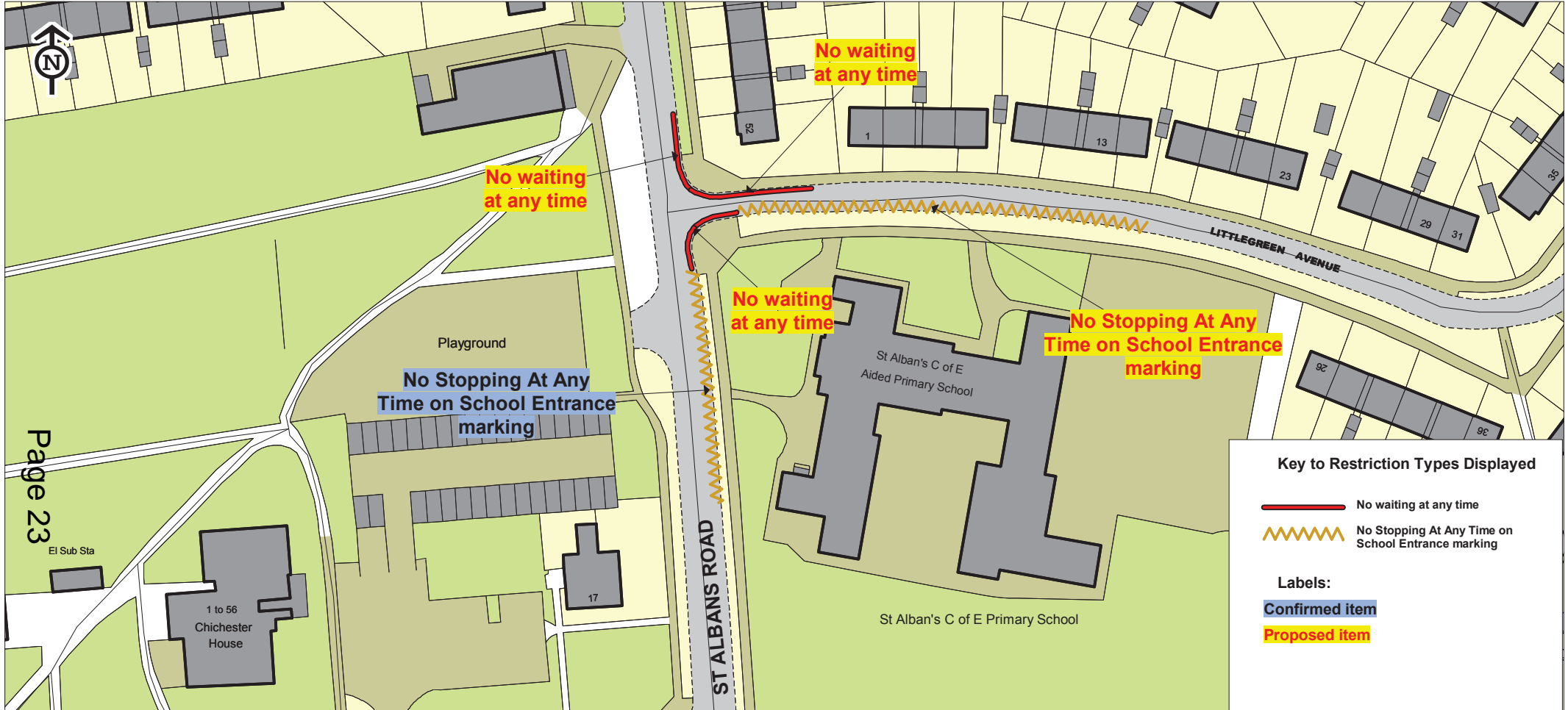
4. **DECISION:**

- 1 To proceed with the advertising of the proposals for public comment and,
- 2 Subject to no objections being received, to bring the proposed TRO into force.

5. **DOCUMENTS CONSIDERED:** TRO Proposals for Fullerton Close and Baybridge Road
 TRO Proposals for Littlegreen Avenue and St Albans Road
 2015BON02 - Plan for Fullerton Close and Baybridge Road
 2015BON01 - Plan for Littlegreen Avenue and St Albans Road

Decision Status	Date of Decision Made	Call In Expiry Date
Recommendations Approved (subject to call-in)	Monday, 15 June 2015	22 June 2015

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Page 23

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1 to 56
Chichester House

17

ST ALBANS ROAD

St Alban's C of E Primary School

St Alban's C of E Aided Primary School

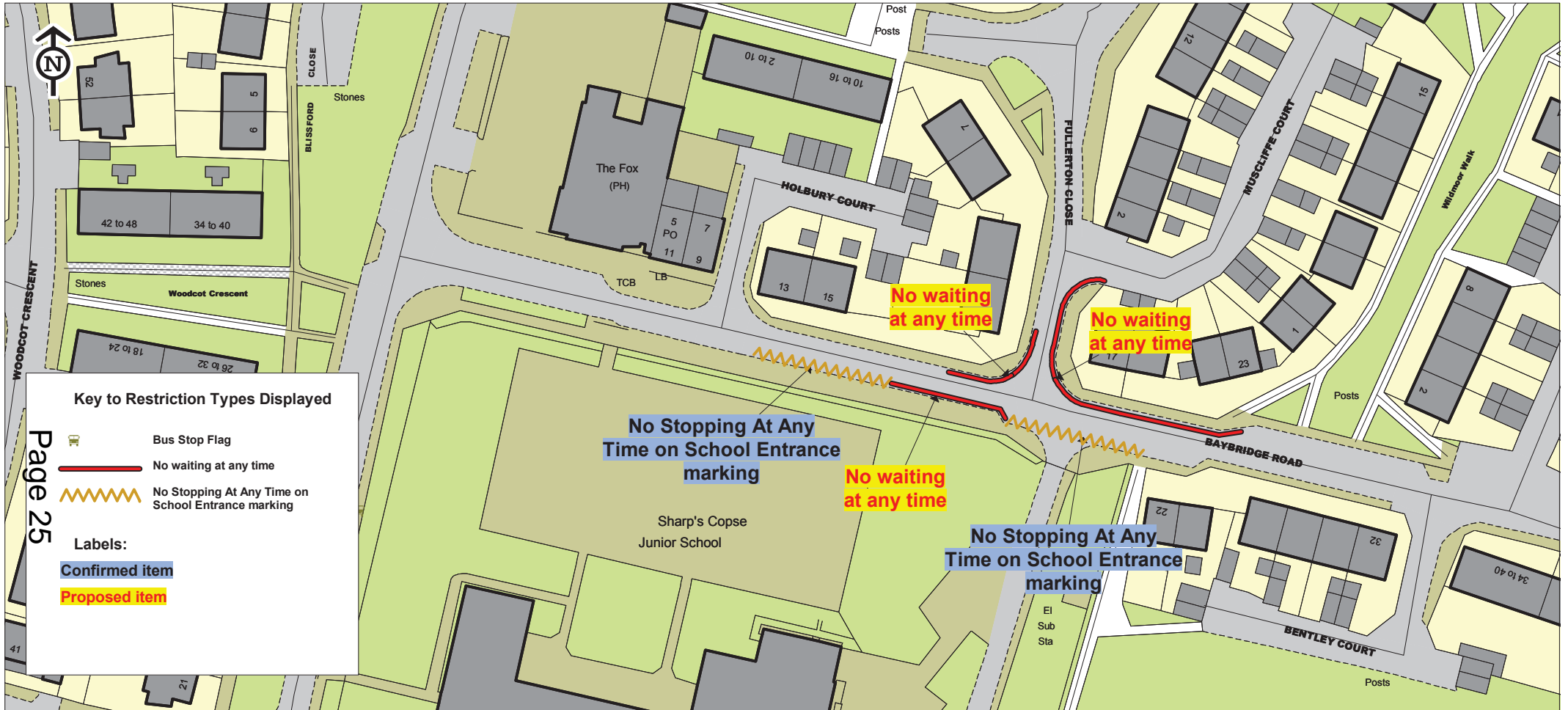
SCALE	1 : 1000
DATE	15/04/2015
DRAWING No.	2015BON01
DRAWN BY	SL
Page 1 of 1	






Havant
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**Littlegreen Avenue
St Albans Road
Proposed Restrictions
Bondfields Ward**

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Key to Restriction Types Displayed

-  Bus Stop Flag
-  No waiting at any time
-  No Stopping At Any Time on School Entrance marking

- Labels:**
-  Confirmed item
 -  Proposed item



Havant
BOROUGH COUNCIL

TRO Proposals
 Yellow Labels = Proposed Restrictions
 Blue Labels = Existing Restrictions

SCALE	1 : 1000
DATE	16/04/2015
DRAWING No.	2015BON02
DRAWN BY	EP
	Page 1 of 1

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PORTCHESTER CREMATORIUM JOINT COMMITTEE

MINUTES OF THE MEETING of the Joint Committee held in the Town Hall, Gosport on Monday 15 June 2015 at 2.00 pm.

Present

Fareham Borough Council

Councillor Keith Evans
Councillor Susan Bell

Gosport Borough Council

Councillor Alan Scard
Councillor Keith Gill (standing deputy)

Havant Borough Council

Councillor Tony Briggs

Portsmouth City Council

Apologies received for non-attendance

Apologies for Absence (AI 1)

Councillor Dennis Wright (Gosport BC - standing deputy in attendance);
Councillor David Guest (Havant BC); and Councillors Rob New & Ken
Ellcome (Portsmouth City Council). Andy Wannell (Treasurer)

Welcome and Introductions

Councillors Susan Bell (Fareham BC) and Keith Gill (Gosport BC) were
welcomed to the meeting.

633 Appointment of Chairman (AI 2)

**RESOLVED that Councillor Tony Briggs (Havant Borough Council) be
appointed Chairman for the 2015/16 municipal year.**

(Councillor Tony Briggs in the Chair)

634 Appointment of Vice-Chairman (AI 3)

**RESOLVED that the appointment of a Gosport Borough Council
representative as vice-chairman be considered at the next meeting.**

635 Declarations of Members' Interests (AI 4) – None

636 Minutes of the Meeting held on 16 March 2015 (AI 5)

RESOLVED that the minutes of the meeting held on the 16 March 2015 be signed as a correct record.

637 Matters Arising from the Minutes not specifically referred to on the Agenda (AI 6) - None

638 Clerk's Items (AI 7) – None

639 Portchester Crematorium Joint Committee – Annual Report - 2014/15 (AI 8)

(TAKE IN REPORT OF THE CLERK TO THE JOINT COMMITTEE)

RESOLVED that the annual report for the 2014/15 financial year be noted and received and it be sent for information to each constituent authority.

640 Comprehensive Income and Expenditure Statement 2014/15 (AI 9)

(TAKE IN REPORT OF THE TREASURER)

The Deputy Treasurer presented the report and in doing so drew specific attention to a number of items including the number of cremations undertaken; fees and income received; the level of contribution to each of the constituent authorities; and the amount of contribution made to the repairs and renewals fund.

In noting that 22 cremations of those under 16 years of age were carried out at no charge, and in response to questions, the Manager and Registrar explained that Portchester followed guidelines issued by the Institute of Cremation and Cemetery Management in respect of infant and child cremations. He also explained the long standing processes and procedures followed in and after the cremation process.

RESOLVED that the contents of the report be noted.

641 Annual Return for the Financial Year Ended 31 March 2015 (AI 10)

(TAKE IN REPORT OF THE TREASURER)

The Deputy Treasurer presented the report and in doing so drew specific attention to each section of the Annual Return.

RESOLVED that the Annual Return for the financial year ending 31 March 2015 be approved and signed as appropriate, as follows -

- (a) **Section 1 - Accounting Statements for Portchester Crematorium Joint Committee be approved and signed;**

(b) Section 2 - Annual Governance Statement be approved and signed;

(c) Section 4 - Annual Internal Audit Report be noted.

642 Financial Regulation 12 – Income and Banking (AI 11)

(TAKE IN REPORT OF THE TREASURER)

The Deputy Treasurer presented the report during which it was confirmed the Manager and Registrar supported the procedures set out in the document.

RESOLVED that the revised Regulation 12 be approved.

643 Building Works Programme (AI 12)

(TAKE IN REPORT OF THE ENGINEER AND SURVEYOR)

In presenting this report the Engineer and Surveyor referred to item 1511 – sound attenuation. He explained that the work on installing the acoustic grilles was completed successfully on Saturday 6 June. A series of sound level readings was being taken to compare with previous readings.

Councillor Bell (in her capacity as a ward councillor for the area) thanked all those involved for bringing this work to a satisfactory completion. The Manager and Registrar mentioned that he had taken the opportunity recently to show a local resident the complexity of the equipment involved and the work required to achieve the sound attenuation.

RESOLVED that the contents of the report be noted.

644 South Chapel Refurbishment (AI 13)

(TAKE IN REPORT OF THE ENGINEER AND SURVEYOR)

In presenting his report the Engineer and Surveyor showed members samples of the wood (African Ayous) to be used for the internal cladding of the chapel. Members were also informed that tenders were now due to be returned on the 26 June (one week later than previously notified to allow further time for tenderers to consider additional information that had been supplied to them in response to enquiries).

Members were advised that it was hoped the project might be completed during September 2015. At an appropriate time the Joint Committee might meet at the Crematorium or have an arranged site visit.

RESOLVED that the report be received and noted

645 Manager and Registrar's Report (AI 14)

(a) General Statistical Report

(TAKE IN REPORT OF THE MANAGER AND REGISTRAR)

In response to a question the Manager and Registrar explained the current level of the number of cremations that had been reached and that this was in accordance with what had been anticipated. He felt a stable level had been reached which in turn would enable satisfactory future financial planning.

RESOLVED that the report be received and noted.

(b) Any other items of topical interest - None (although see Minute 640 in respect of information given regarding the cremation of children).

RESOLVED that the report be received and noted.

646 Horticultural Consultant's Report (AI 15)

(TAKE IN REPORT OF THE HORTICULTURAL CONSULTANT)

RESOLVED that the report be received and approved.

**647 Grievance and Disciplinary Appeals Committee –
Appointment of Representatives (AI 16)**

RESOLVED that Councillors Susan Bell, Alan Scard and Dennis Wright be appointed, (together with Councillors Keith Evans and Tony Briggs as standing deputies) to serve on the Appeals Committee, as agreed on 14 June 2010 under minute 360.

648 Dates of Future Meetings (AI 17)

RESOLVED that the Joint Committee meets at 2pm on a rotating basis on the following dates in 2015/16, at the venues indicated –

**Monday 14 September 2015 (Havant)
Monday 14 December 2015 (Portsmouth)
Monday 14 March 2016 (Fareham)
Monday 13 June 2016 (Gosport).**

The meeting concluded at 2.35pm

Chairman

JH/me
15 June 2015
1060615m.doc

NON EXEMPT

HAVANT BOROUGH COUNCIL

CABINET

REVIEW OF CCTV

Report by the Environment and Neighbourhood Quality Panel

Portfolio Holder: Cllr T Briggs

Scrutiny Lead: Cllr D Keast

Key Decision: NA

1.0 Purpose of Report

- 1.1 To carry out a comprehensive review and determine the future direction of CCTV in the Borough of Havant.
- 1.2 To obtain and understand residents views on public space CCTV in the Borough of Havant.
- 1.3 To discover if the present CCTV system in Havant represents good value for money.
- 1.4 Seek the views of partners with regards to reducing the net cost of CCTV to the Council.

2.0 Recommendation

- 2.1. the Scrutiny Board recommends to Cabinet that the current CCTV system be retained in the budget for 2016/17..

3.0 Scope of the Work

- 3.1 Investigate the deterrent value of CCTV
- 3.2 Seek the views of the Police Commissioner with regards to future funding.
- 3.3 Carry out a public survey to discover their views and priorities
- 3.4 To understand the future options available
- 3.5 To discover what action other Councils have taken regarding their CCTV systems.

4.0 Not Included in the Scope

- 4.1 Partnership with other Councils.

NON EXEMPT

4.2 Bringing CCTV in house at the Plaza.

5.0 Work Undertaken

5.1 By public survey

5.2 By interview with the Portfolio Holder, Head of Service, Community Safety Officer and relative officers

5.3.1 By seeking possible funding from the Police Commissioner.

6.0 Background

6.1 CCTV

CCTV was introduced into Havant Borough in 1999. It is not a statutory service, which means we are not compelled by Government to offer such a service. In 2008 the Environmental & Community Board conducted a value for money review which resulted in annual savings £90k. It was also recommended that the current system be up graded to a digital one. That the number of cameras should be reduced to around 40 with agreement of the police, and that live monitoring should be reduced from 24 hours per day to 16 hours on weekdays and 18 hours at weekends. In 2010 the cameras and control room were up graded to digital with the help of a grant of £50,000 from the Police Authority. The number of cameras was now 46 and the total weekly working hours were reduced from 300 to 148 and the running cost came down from £276,000 to £190,000. In 2012 a new supplier contract was introduced resulting in a further reduction of costs to £154,000 per annum.

6.2 Staffing

During this review we looked at possible further staff reductions in the control room and whilst it might be possible to cut the supervisor position, it would mean that a Council Officer would need to spend time supervising, which rather defeated the object of the exercise.

6.3 Cameras

The current number of cameras was agreed with the police. It was felt to be about the right number at the time of the 2010 review and we believe that this number (40) is still the correct number. We should however review where cameras are sited on a regular basis because needs and hot spots do change. There was a recommendation in 2010 review that the Council should consider purchasing 4 redeploy able systems but this was not actioned by the Cabinet as no suitable system could be found.

6.4 Effect of Reduced Hours

The effect of reducing the hours that the control room is manned is reflected in the monthly figures. However, even looking at the 2012 figures, 228 incidents were caught on camera, 312 police visits were made to the control room, 262 arrests were made, another 48 arrests were likely, the police made 327 copies of video evidence and control room evidence was used in 66 court cases.

NON EXEMPT

6.5 2013 Public Survey

The facts speak for themselves. 82.9% were happy that CCTV cameras were present, 64.6% felt safer with CCTV in the area, 64.6% thought CCTV helped stop crime and 69.4% think HBC should spend money on CCTV. It is clear that the public broadly support CCTV.

6.6 Effectiveness of CCTV

The current position of the 40 odd CCTV cameras is felt to be about right but should always be kept under review. The police were consulted on these positions and agreed them. The upgrade to digital in 2010 greatly improved the quality of CCTV images. Whilst CCTV may act as a deterrent in some cases its worth is in the recording of incidents and the identification of the law breakers. TV channels are rife with programmes showing crimes being committed. Youths pull up hoodies and cover their faces with a scarf and are almost impossible to identify whilst committing crimes in front of the cameras. Others commit crimes despite CCTV cameras and are caught because of them.

6.7 CCTV Use

The Borough has a duty to look after the safety and security of its residents. The main user however of the Havant Borough CCTV system is the Hampshire Police Force. The Police Commissioner for Hampshire has refused to contribute to all or part of the system costs, which leaves Havant Borough Council picking up 100% of the cost each year, whilst Hampshire Police pay nothing.

6.8 Other Local Authorities

Many local authorities are in the same position as Havant. Many have made cuts just like us. In Powys the County Council has cut CCTV completely and say that it did not result in a significant rise in crime or anti social behaviour. Several other Councils are considering cutting CCTV. Some are putting the savings into "Bobbies on the beat".

6.9 Police

Paul Ford from the National Police Bureau recently said. There are massive consequences for the public if councils switch CCTV off. We are currently seeing an increase in violent crime and sexual offences associated with the night-time economy, so for CCTV to be switched off in towns and cities is a real game- changer. It's been a very important part of ensuring public safety, crime reduction and bringing offenders to justice over the past few years. Some people will say CCTV does not actually solve crime, but it's more complicated than that. It's a vital tool for identifying offenders and bringing them to justice.

7.0 Conclusions

From the report, three options can be deduced:

- 1) The first is to carry on as we are at a cost to the Council of £154,146.
- 2) To cease operating a CCTV system in Havant
- 3) To take note of the residents survey of 2013 in which almost 70% of those surveyed would pay more for CCTV.

NON EXEMPT

The full recommendation is set out in 2.1 above.

8.0 Implications

- 8.1 **Resources:** There is budget provision in the 2015/16 for CCTV. Continuing to provide a non-statutory service such as CCTV in future years must be viewed in the light of the wider budget position. The Council is working towards filling a £1.4m budget gap over the next 3 years and projects underway will not fill the whole budget gap. The new Government's plans for further austerity could increase the size of the gap through cuts in funding, additional responsibilities or potentially increased demand for statutory services following proposed legislation such as welfare reform and Right to Buy. Because the Council is required to set a balanced budget approving the continuation of CCTV at this time will limit the Council's options for meeting its strategic aims of continuing to provide key frontline services and not increase Council Tax.
- 8.2 **Legal:** In developing recommendations for CCTV, regard has been given to ensuring that these measures comply with all relevant legislation.
- 8.3 **Strategy:** The employment of CCTV within the Borough directly impacts the perception of safety of Havant. This has an additional effect of our mission as a council, making Havant increasingly prosperous and putting customers at the centre of what Havant does.
- 8.4 **Risks:** the lack of CCTV within the Borough could contribute to levels of crime, both petty and serious.
- 8.5 **Communications:** Hampshire Constabulary have been contacted regarding the use of CCTV within the Borough.
- 8.6 **For the Community:** The active use of CCTV benefits community safety.

9.0 Consultation

Discussions regarding CCTV have been undertaken with Havant Borough Council officers and leading councillors.

10.0 Appendices

Appendix A – Additional Havant Borough Council CCTV Information
Appendix B – CCTV: A 2013 Review of Camera Usage Within the Borough of Havant
Appendix C – Questionnaire: Havant Borough Council CCTV Review 2013
Appendix D – Submission from the Havant and Waterlooville Police District Commander

Agreed and signed off by:

Finance: 28/05/2015

Legal Services: 27/05/15

Executive Head of Governance & Logistics: 28/05/2015

NON EXEMPT

Contact Officer: Tristan Fieldsend
Job Title: Democratic Service Officer
Telephone: 02392446231
E-Mail: Tristan.Fieldsend@Havant.gov.uk

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HAVANT BOROUGH COUNCIL

CABINET

13th July 2015

Delivering Differently – Future Service Delivery of Operational Services

Report by Executive Head of Environmental Services

FOR RECOMMENDATION

Cabinet Lead: Councillor Tony Briggs

Key Decision: N/A

1.0 Purpose of Report

1.1. Havant Borough Council has to achieve £1.4 million corporate savings or additional revenue generation by 2018/19.

1.2 In order to achieve further reductions in service budgets and to meet the demands of the Corporate Strategy, there is a need to review the future delivery of Council Services. For Operational Services, officers have undertaken a detailed appraisal of 4 options in an effort to determine the most cost effective delivery method.

2.0 Recommendations

THAT Cabinet recommends to full Council:

- a) Approval for officers to continue to explore options for increasing the efficiency and driving down costs of the current in-house core services to ensure that Operational Services are fit for commissioning, including issues outlined within the Business Plan for 2015/16.
- b) Approval for officers to formally enter into discussions with Norse Commercial Services Ltd with a view to forming a Joint Venture Company.
- c) Agreement that an outline Business Case will be submitted to Cabinet in September 2015 for approval.
- d) Agreement that additional resources up to the sum of £75k be allocated to this project to ensure delivery by February 2016.

3.0 Summary

- 3.1 Since the report to Cabinet Brief on 20th May 2015, Norse Commercial Services Ltd, a 100% publically owned company, delivered a presentation to Members of the Council immediately prior to the Scrutiny Board meeting on 2nd June 2015. The Scrutiny Board also met on 24th June 2015 to deliberate and consider the options surrounding the future delivery of Operational Services. Several issues were raised either during the presentation or at the Scrutiny Board meeting. The issues that were not adequately dealt with at the presentation / meeting are addressed in this report.
- 3.2 Since the report to Cabinet on 20th May, further extensive research has been undertaken into other public joint venture companies but none are considered to have the necessary background, knowledge and experience to deliver the range of services under consideration.
- 3.3 Norse Commercial Services Ltd is identified as the most suitable JVC partner for Havant Borough Council because it has the appropriate standing and experience. Officers are confident that they will be able to undertake our services, maintain or improve existing standards, deliver efficiencies and expand the business in order to deliver profit share. The new JVC would initially focus on the services detailed in the report but with potential that would also allow for other related Council services to be added over time.
- 3.4 Cost savings would come from a number of sources:
- Operational efficiencies through higher productivity, including investment in new equipment.
 - Review of the existing management structure to develop commercial acumen.
 - Reduction in current support services provided to Operational Services as Norse would provide HR, Payroll, Finance, ICT, Sales & Marketing, Procurement, Health and Safety (an estimated 6% charge of the budget) to the JVC.
 - Compliance monitored by the Board rather than a Client Officer Team.

In order to fully benefit from the savings and additional income the council should review its Support Services to ensure they are not duplicated. Some of these costs may not be realised as there are other council activities that may still require these Support Services. Residual support services will be identified and managed appropriately.

- 3.5 In order to meet the financial challenges faced by the Council, one of the additional benefits of pursuing the Norse JVC option is the short implementation time of 6 months:

Stage Number	Stage	Details	Duration
1	Options	Options being considered by Havant Borough Council	Currently
Approval of recommendation			
2	Business Proposal	<p>If the decision made is to proceed with a JVC a Formal Proposal is drafted (alongside a Business Case) including:</p> <ul style="list-style-type: none"> • The objectives • Requirements • Risks • Financial projections <p>This is produced jointly by Norse and Havant Borough Council</p>	2 months
JEB/Scrutiny/Cabinet approval			
3	Due Diligence	<p>Including:</p> <ul style="list-style-type: none"> • Financial viability of the proposed JVC • Legalities (Teckal etc) • Risks • Pensions etc <p>Drafting of Legal Documents:</p> <ul style="list-style-type: none"> • Service agreements • Governance arrangements • Shareholders agreements • Business transfer arrangements etc <p>Norse create legal documentation, once agreement is reached, final documents are produced and signed. The budgets for the first five years are agreed</p>	1 month
Cabinet approval			
4	Mobilisation	<ul style="list-style-type: none"> • Formal Mobilisation Plan created • Transfer of services commences 	Three months

4.0 Subject of Report

4.1 To provide information relating to the 4 options:

Option 1- Service as-is

Option 2- Outsource to a Private Contractor

Option 3- Local Authority Partnership/Contracting Option

Option 4- Outsource to a JVC

(a) Public/Public

(b) Public/Private

4.2 The following services are within the scope of the report:

- Household Waste Collections
- Bulky Waste Collections
- Garden Waste Collection
- Street Cleansing
- Public Convenience Cleansing
- Open Space Maintenance (incl. Beachlands)
- Allotments
- Beach Huts
- Cemeteries
- Vehicle Maintenance Workshop
- Engineering Works Team

5.0 Implications

5.1 Resources:

Following approval of the recommendations, a Project Board and Project Team will be established. This will include representatives as required from HR, Finance, Legal, Operational Services, Procurement, Communications, I.T. and Business Improvement.

5.2 Legal:

The company will be set up under the 'Teckal exemption' so OJEU procurement rules do not apply.

The 'Teckal exemption' applies where a local authority contracts with a Company which is in Local Authority ownership (whether with one or more Local Authority Members) and which provides services to the hosting local authority.

For the company to benefit from the "Teckal exemption", the following criteria must be satisfied:

- a) the trading company must be wholly owned by the local authorities, and there can be no private ownership or interest in the company;
- b) the local authority exercises a control which is similar to that which it exercises over its own departments, and
- c) the trading activity of the company must not exceed **20%** of the turnover of the company, that is, **80%** or more of the activity of the company must be for its public sector owners.

Where these conditions are met it will not be necessary for the arrangement to be advertised in accordance with EU Procurement requirements and the contract can be awarded to the JVC directly.

This means that if Havant Borough Council make the decision that entering into the Joint Venture with Norse on the basis that this represents best value in terms of its provision of Operational Services, it can do so without having to put the opportunity out to competition.

5.3 **Strategy:**

The proposal set out in the 'Future Service Delivery of Operational Services' report (**Appendix A**) underpins the financial sustainability priority theme as set out in the Corporate Strategy. It also supports the theme of customer service excellence. The proposed option will generate savings for Havant Borough Council without reducing the quality of service that is currently provided to the customer.

This forms part of the Delivering Differently programme which will increase income and develop new markets as well as changing the way we deliver services to meet local needs in the most appropriate way.

5.4 **Risks:**

There are a number of factors which will be affected and could therefore pose risks to Havant Borough Council. The risks and associated mitigations are contained within the Risk Register (**Appendix C**)

5.6 **Communications:**

A Public Consultation for Operational Services started on 21st May and was completed on 18th June 2105. The final summary information from the Public Consultation is available at (**Appendix H**)

Employees within the Operational Services Team have been informed of progress to date following Member decisions.

A detailed Communications Plan will be devised once the recommendations have been approved.

Appendices:

- A -Delivering Differently Options Appraisal
- B -Service Costs
- C -Risk Register (amended 25/06/2015)
- D -SWOT analysis
- E- Potential savings and growth graph
- F- Project Plan

G- Example JVC governance and benefits table
H- Public Consultation Summary (added 25/06/2015)

Agreed and signed off by:

Legal Services: (01/07/2015)
Executive Head of Governance & Logistics: (01/07/2015)
Executive Head of Environmental Services: (01/07/2015)
Cabinet Lead: (01/07/2015)

Contact Officer: Steve Perkins
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APPENDIX A

Delivering Differently - Future Service Delivery of Operational Services at Havant Borough Council

Author:	Steve Perkins / Peter Vince
Approval Date:	
Approval Authority:	Havant Borough Council
Issue Number	1.8
Date:	13th July 2015
Status:	Final

1. Background

Balancing the budget by the beginning of 2016-17 will require significant reductions in public spending, savings which can then be used to support both deficit reduction targets and programmes to stimulate badly needed economic growth. Central departmental budgets will be on average 8% below their current levels in real terms in 2014-15. The situation in local government is tough too: Councils face a cut of 28% in the central government grant.

The challenge of bringing public finances into balance, coupled with the impact of major demographic change over the next 20 years, means there is an urgent need to re-think how we approach public services. Business as usual is not an option. We simply cannot afford to continue to run them in the same way if we are to deliver the services needed and demanded by the public.

Source: CBI report 'Open access – Delivering quality and value in our public services: September 2012

In line with Havant Borough Council's Business Plans (2014/15 and 2015/16) various options for future delivery of operational services have been considered.

Scope of this Report

- A review of existing service provision
- Estimated Cost of current services (2014/15 & 2015/16) - Appendix B
- Research into each option
- To make a recommendation based on findings

The following services are within the scope of this report:

- Household Waste
- Garden Waste Collection
- Street Cleansing
- Public Convenience Cleansing
- Open Space Maintenance (incl. Beachlands)
- Allotments
- Beach Huts
- Cemeteries
- Vehicle Maintenance Workshop
- Engineering Works Team

The Current Market

A key part of the core services is the waste and recycling collection service. This particular market area has a history of price volatility, and reacts to regional, national and even international issues, including market outlets for dry recyclables, competition on available collection and disposal contracts, and also the general economic situation at that time. Several years ago, tender returns were extremely competitive due to the prevailing market conditions at that time, and current competition may still be as high, but only a soft market test would give us an indication of the current situation, but cannot predict future trends.

Other core service areas, including Grounds Maintenance and Street Cleansing services, could also be part of a soft market testing process.

A soft market testing of recently let waste & associated environmental service (OJEU) let tenders has been carried out by the Business Improvement Team in order to compare our cost threshold for these services in Havant against current market trends, and also to verify the potential 11%* savings that could possibly be achieved by letting these functions out to a private contractor.

Based on 2015/16 estimates this could result in savings of £350k on core services (i.e. 11% of £3.2M) or up to £400k if the associated services were in scope as well. On the basis of this soft market test, the potential savings target appears to be reasonable and potentially achievable.

****Source: CBI report 'Open access – Delivering quality and value in our public services'***

An alternative outsourcing option to the traditional externally let contract to a private contractor would be a Joint Venture Company (JVC), which could also potentially deliver a similar level of savings for Havant; 11%*, whilst maintaining or even improving service levels.

****Source - Norse Commercial Services Ltd.***

Service "AS - IS"

Operational Services covers a wide range of frontline services based at Southmoor Offices / Depot and at Beachlands including:

Household Waste	Street Cleansing	Public Convenience Cleaning	Open Space Maintenance	Vehicle Maintenance	Engineering Works
Residential collections	Manual	Cleansing	*Allotments	Repairs	Rapid response
Recycling	Mechanical	Minor Maintenance	*Cemeteries	Maintenance/servicing	Out of hours
Garden waste	Fly tipping	Opening and Closing	Beach lands	Out of hours	Street name plates
Clinical waste	Rapid response		Playgrounds	Procurement	Minor civil works
Bulky waste	Out of hours		*Beach Huts		
Bring sites: Glass & Textiles			Play equipment	Taxi checks	
			Sports Facilities	Non- HBC vehicles (other LA's, schools etc.)	
			Grounds Maintenance		
			Arboriculture		
			Recreation Grounds		

** These service areas form part of the Business Plan for 2015/16*

Operational Services uses a wide range of IT systems and products including:

Product	Purpose/used for
ActiveSync	Downloading refuse cart PDAs
Remedy	Recording/reporting of service issues
Woisme	Looking up missed bins, contaminated waste
Epitaph	Cemeteries
SKOOP	Intranet
Meridio	EDRMS – document and records storage
Kofax	Scanning software
Kahootz	Enables data sharing for projects and groups
GIS	Graphical information system – map layering
Waste database	Bin ordering
Cedar	Financial systems
Cadcorp	Map editor
Pitch bookings	Pitch bookings and Allotment bookings (On old tower PC systems not on Winterm)
DVLA	Direct link to the DVLA to check vehicle ownership (stand alone PC)
Phoenix Triscan	Fuel usage system

2. Identified Options

Option 1- In- House

Option 2- Outsource to a Private Contractor

Option 3- Local Authority Partnership/Contracting Option

Option 4- Outsource to a JVC

a) Public/Public

b) Public/Private

The options in this study have been built upon information gathered via workshops, site visits and meetings with relevant groups and individuals.

In the creation of this document (and associated appendices) the following have contributed:

- Cabinet Lead - Cllr Tony Briggs
- Corporate Director
- Executive Head - Marketing & Development - Delivering Differently Lead
- Executive Head - Environmental Services
- Service Manager – Operational Services
- Service Manager Joint - Waste Contract (Option 2 & 3)
- Service Manager- Marketing and Customer Relations (Option 2 & 4)
- Corporate Programme Office (All Options)
- HR (All Options)
- Legal HBC (All options)
- Legal Counsel (Option 4a)
- Procurement (All Options)
- Finance Business Partner (All Options)
- Norse Commercial Services Group (Option 4a)
- Suffolk Coastal Norse (Option 4a)
- TOR2- (Option 4b)

Option 1- In-house:

Description

The Council will continue to operate the services.

As part of the 2015/16 business plan a number of projects were identified which could increase income and/or reduce costs as part of the on-going drive to reduce net costs to the council of the in-house option:

- Cemeteries-Identify a private sector operator to run HBC cemeteries by advertising a 'concessions contract' and also develop a new cemetery at West of Waterlooville MDA at nil cost to the Council.
- Pursue self management options for allotments sites and sports facilities- Transfer of services to user groups resulting in a reduced reliance on Council resources
- Beach Huts ~ a site for an additional 36 Beach huts has been identified, subject to planning and ecology advice as part of this project which will generate an estimated additional income of £28,000 per annum. The project is also looking at options for increasing income from existing licences which may result in a further £60,000 per annum from 2017/18. This would involve transferring from existing arrangements of licences for plots to leases for plots and huts.
- Review of open spaces management including grass cutting regime ~ initial estimates suggest we could save approximately £25,000 per annum by reducing the frequency of grass cuts and creating a more natural environment in some areas of our parks & open spaces. More detailed analysis is required to verify this.

Commercial opportunities

To explore the options for creating commercial opportunities within the service ie: Vehicle Maintenance workshop, grounds maintenance, trade waste/recycling etc. A robust business case would be required in order to identify as to whether any of these opportunities are worth pursuing and is there enough interest to warrant investment by the council.

It should be noted that in considering the commercial options outlined above, if a local authority wishes to trade to the private sector it must do so through a company (S 93-95 of the Local Government Act 2003)

HR features
Remain as-is
Legal features
As noted above
Timescale and achievability
N/A
Governance
Remain as-is

Advantages	Disadvantages
Flexible service with ability to respond to local issues / service changes	Budget savings unlikely to be significant following previous savings of £750K over the past few years.
Local response to councillors/customer enquiries	High maintenance approach to managing sickness and performance, and cost to the Council through sickness absence.
No procurement costs	Lack of commercial acumen
Ability to review services if required as part of budget setting process	Local Authorities are restricted in their ability to trade commercially. If public body wishes to trade with private sector must do so via a company.
Retention of vehicle workshop and ability to generate income	Support Service Costs
Retention of local knowledge	
Ability to respond to emergency situations	

Option 2- Outsource to a Private Contractor

Description
<p>This would involve the Council contracting the delivery of the services to a private contractor whilst the council would retain overall responsibility for the services. The contractor would deliver services on behalf of the Council in accordance with appropriate specifications identified within a commercial contract. A contractor would use its combined extensive resources, experience and expertise to increase cost efficiency and raise standards where possible.</p> <p>Given the value and nature of the contract, the contract would need to be OJEU tendered</p>

HR features
<p>TUPE- Transfer of Undertakings (Protection of Employment) regulations.</p> <p>The principles are common to all options involving staff transfer to an external body:</p> <ul style="list-style-type: none">• Where services are transferred to an external body, staff will normally transfer to that body under TUPE• Where the transfer is to a commercial organisation TUPE requirements need to be met• Demonstrate the ability to provide conditions of service, which are not less favourable than those provided by the Council, which may include any Organisational, Economic and Technical changes. <p>TUPE regulations apply to those staff directly delivering the services to be transferred. A lot of detailed work would be required including the creation of a transfer plan detailing:</p> <ul style="list-style-type: none">• What work/services to be transferred• Staff numbers• Personal contract details• Liabilities• Collective agreements• Trade union recognition• Continuous employment• Legal guidance <p>This information would have to be provided within one month of mobilisation.</p> <p><u>Pensions</u></p> <p>Where staff transfer to a new employer under TUPE, the new employer must apply to join the Local Government Pension Scheme (LGPS) as an “Admitted Body”. A pass-through agreement would be required whereby the contractor would only be responsible for current contribution levels at the point of transfer.</p>

Legal features
An EU procurement exercise would need to be undertaken and any arrangement entered into with a contractor would be subject to the Council's terms and conditions of contract, including a specification setting out the services included, financial arrangements, and standards required.
Timescale and achievability
<ul style="list-style-type: none"> • Preparing services of this value for transfer to a Private Contractor would involve a full EU procurement exercise. This will be very time consuming, up to 18 months from commencement, due to strict time guidelines, and costly due to the amount of officer/specialist time involved i.e. producing detailed specifications (these have not been produced since the days of Compulsory Competitive Tendering – CCT in the 1980's & 1990's), evaluation of bids and the provision of TUPE information. This could cost an estimated £100,000 (one-off) as it may need a Consultant to undertake and complete this work. • It is imperative that the contract contains a robust specification relating to the delivery of existing services and also includes a mechanism for future service changes and/or enhancements. At present no formal specification exists • The transfer of services to the commercial sector is an accepted procedure and there is expertise available to ensure that the transfer happens within the required rules and regulations. • Market research has indicated that there are likely to be commercial providers interested in tendering for HBC services.
Governance
<ul style="list-style-type: none"> • The contract would be governed through effective contract management arrangements, which would include KPI's and regular contract review meetings. The Council would carry out the aforementioned through a contract monitoring team; this would be a direct annual cost to the council of £200,000 (estimated). • The Council would have less flexibility in making changes to the contract specification without incurring additional costs

Advantages	Disadvantages
Potential budget savings	Interpretation of service specifications may result in uncertainties
Service provision guaranteed for length of contract	Potentially reduced ability to respond to emergencies unless covered and priced for in the contract
Service costs fixed, apart from population and inflation growth, for length of contract	Potential reduction of vehicle maintenance work might affect viability of Vehicle Workshop unless other markets are developed or this facility is included in the contract packaging.

Less management time involved in managing sickness / performance	Cost of setting up and then managing contract.
Potential to reduce Support Services	Long timescale to set up & start contract – likely to be in late 2016/17.
Potential income from lease of Southmoor site to contractor.	Reduced flexibility
Potentially a wide choice of contractor	
Sustaining local community and keeping jobs and profits in the local area	
Potential Day one savings <u>Savings profile:</u> <ol style="list-style-type: none"> 1. Reshaping service delivery to agreeable Council outcomes 2. Reorganisation of resources 3. Benefits released from transferring in or aligning additional services 4. Introduction of 2 tier working 5. Purchasing savings 6. Bringing subcontracted services ‘in house’ 7. IT system improvements 8. Reduction in bureaucracy and more agile working 9. Investment in more efficient equipment and vehicles 	
Possible Business/Commercial growth i.e. Vehicle Maintenance Workshop, Trade waste/recycling, Grounds maintenance etc	
Robust specification (you only get what you ask for)	
Access to wider markets	
Private Sector expertise / commercial acumen	
Economies of scale	

Option 3- Local Authority Partnership/Contracting Option

Description
<p>Savings are often increased where two or more councils collaborate and let a shared contract with a joint contract team.</p> <p>There are a number of examples of local authority partnerships across the country with contracted core services, and in the local area as follows:</p> <ul style="list-style-type: none">• East Hampshire / Winchester (expires 2019/20)• Basingstoke / Hart (expires 2017/18)• Wealden / Eastbourne / Rother / Hastings (expire 2023/24) <p>The approach for this option would either be:</p> <ul style="list-style-type: none">• Outsource to a Private contractor with a framework in place so that others can join• Join an existing contract (Legal implications below)

HR features
As option 2
Legal features
<p>The legal advice on contracts was as follows:</p> <p>If a public body has set up a framework agreement for the provision of operational services and that framework agreement was procured in-line with the Public Contracts Regulations, then a local authority can (subject to the terms of that particular framework agreement) “call off” under that framework for the provision of services from a Private operator already procured under the framework.</p> <p>In terms of joining an existing contract between a private operator and a local authority/ies, most public sector contracts above the public procurement thresholds will have been procured under a regulated procurement procedure. It follows that no substantial change should be made unless regard has been had to the EU's procurement rules. If a contract is changed to a material degree, it may be held that there is, in fact, a new contract, which should have been advertised accordingly and the resultant contract may be ineffective. Counsel's opinion on whether adding in a new party and significantly increasing the value of the contract.</p> <p>Counsel's opinion in conference was as follows:-</p> <p><i>“There are circumstances where it may be possible to add 10% additional work to the contract without the need to re advertise in the OJEU, however it would require a ‘Notification of modifications of a contract during its term’.</i></p> <p><i>The new EU rules which came into force in Spring 2015 extend the above by allowing</i></p>

additional works that have become necessary or involve substantial inconvenience/duplication of costs limited to 50% of the price of the original contract. This change needs to have been unforeseeable and will require further testing by asking Counsel to advise on the validity of our actions before proceeding.

Extending the contract by 10% does not pose any issues, over and above that will require further legal analysis.”

Timescale and achievability

The timescale would depend on which approach is taken:

- Outsource to a Private contractor with a framework in place so that other Local Authorities can join – similar to that of option 2
- Join an existing contract- unless the contract is as per the legal implications we would have to wait until contract expiry of selected Local Authority.

Governance

As option 2

Advantages	Disadvantages
Potential budget savings of greater magnitude than single authority approach (Option 2)	May be costly to add / change services once contract let
Service provision guaranteed for length of contract	Interpretation of service specifications may result in uncertainties
Service costs fixed, apart from population and inflation growth, for length of contract	Potentially reduced ability to respond to emergencies unless covered in contract
Less management time involved in managing sickness / performance	Loss of vehicle maintenance work might affect viability of Vehicle Workshop unless other markets are developed or this facility is included in the contract packaging.
Potential to reduce Support Services	Cost of setting up and then managing contract.
Potential income from lease of Southmoor site to contractor.	Long timescale to set up & start contract – not likely to be until at least 2017/18 or even 2019/20.
Wide choice of contractor	Changes in service dependant on Partner(s)
Sustaining local community and keeping jobs and profits in the local area	Finding a potential Partner Authority with aligned objectives and similar timescales to Havant Borough Council.

Day one savings	
<u>Savings profile</u> <ol style="list-style-type: none"> 1. Reshaping service delivery to agreeable Council outcomes 2. Reorganisation of resources 3. Benefits released from transferring in or aligning additional services 4. Introduction of 2 tier working 5. Purchasing savings 6. Bringing subcontracted services 'in house' 7. IT system improvements 8. Reduction in bureaucracy and more agile working 9. Investment in more efficient equipment and vehicles 	
Possible Business/Commercial growth i.e. Vehicle Maintenance Workshop, Trade waste/recycling, Grounds maintenance	
Robust specification (you only get what you ask for)	
Access to wider markets	
Private Sector expertise	
Economies of scale	

Option 4a- Public/Public Joint Venture Company

Description
<p>This option involves forming a Joint Venture Company (JVC) with another Local Authority.</p> <p>The Council retains a direct influence over the business operation, its governance and performance standards, as the Council and appropriate stakeholders would have equitable representation on the JVC Board and would therefore have the ability to change and respond to changing events and issues.</p> <p>This approach reflects the culture change required by the local authority partner to take a collaborative approach rather than a 'command and control' approach which is a necessary feature in traditional contractual relationships.</p> <p>Entering into a Joint Venture (JVC) with a suitable partner would enable the Council to access and share external expertise with the objective of addressing its budget challenges.</p> <p>Public/Public Joint Ventures can deliver public services subject to the 'Teckal' criteria being satisfied. The Council, as one of the public partners, can then 'passport' its services to the JV company for delivery. The JV company would also undertake trading activities with the objective of providing a 'dividend' or profit share back to the JV partners.</p> <p>A joint venture company would use its combined extensive resources, experience and expertise to increase cost efficiency and raise standards. As well as operational benefits, Havant Borough Council would enjoy increased profit-share and the prospect of long term growth via the development of external revenue.</p> <p>At a time of unprecedented pressure on public finances, a joint venture company can generate external revenue streams in both public and private sectors leading to revenue streams for the Council and its stakeholders, ensuring value for money for the residents of Havant.</p> <p>An example of this type of venture is:</p> <ul style="list-style-type: none">• <u>NORSE Commercial Services</u> (part of the Norse Group), which is wholly owned by Norfolk County Council) - For 24 years Norse Group has been pioneering a radical and cost-saving approach to delivering public services – from asset management to front-line services – by joining forces with the public sector to form Joint Venture Companies (JVCs). <p>Working in harmony with local councils and other public sector organisations through dynamic partnerships, Norse has increased cost efficiency, raised standards of delivery and added social value: from more efficient design, management and maintenance of public buildings to healthier school meals, cleaner premises, improved school transport, tidier streets and integrated waste and recycling.</p>

Jointly owned operating companies replace traditional client/contractor relationships, resulting in strategic partnerships which generate operating surpluses for the benefit of both Norse and the partner authority.

Faced with unprecedented pressure on public sector finances, more and more local authorities are working closely with Norse to launch such cost-efficient joint ventures.

With performance monitored closely, the partnerships create bonds of trust and financial transparency, delivering the highest standards and achieving targeted service levels.

Examples of Council's that Norse has formed joint ventures with include:

- Wellingborough Borough Council
- Devon County Council
- Waveney and Suffolk Coastal Councils

These examples have been in place for several years, and have produced year on year savings and profit sharing for the partner authorities.

HR features

TUPE

The HR principles are common to all options involving staff transfer to an external body:

- Where services are transferred to an external body, staff will normally transfer to that body under TUPE - Transfer of Undertakings (Protection of Employment) regulations.
- Where the transfer is to a commercial organisation TUPE requirements need to be met
- Demonstrate the ability to provide conditions of service, which are not less favourable than those provided by the Council, which may include any Organisational, Economic and Technical changes.

TUPE regulations apply to those staff directly delivering the services to be transferred. A lot of work would be required including the creation of a transfer plan detailing:

- What work/services to be transferred
- Staff numbers
- Personal contract details
- Liabilities
- Collective agreements
- Trade union recognition
- Continuous employment
- Legal guidance

This information would have to be provided within one month of mobilisation.

Pensions

Where staff transfer to a new employer under TUPE, the new employer must apply to join the Local Government Pension Scheme (LGPS) as an “Admitted Body”. A pass-through agreement would be required whereby Havant Norse would only be responsible for current contribution levels at the point of transfer.

The new employer also has a duty to provide a pension scheme for transferred employees. This needs further investigation as there could be cost implications for a JV.

Legal features

The ‘Teckal exemption’ applies where a local authority contracts with a Company which is in Local Authority ownership (whether with one or more Local Authority Members) and which provides services to the hosting local authority.

For the company to benefit from the “Teckal exemption”, the following criteria must be satisfied:

- d) the trading company must be wholly owned by the local authorities, and there can be no private ownership or interest in the company;
- e) the local authority exercises a control which is similar to that which it exercises over its own departments, and
- f) the trading activity of the company must not exceed **20%** of the turnover of the company, that is, 80% or more of the activity of the company must be for its public sector owners.

Where these conditions are met it will not be necessary for the arrangement to be advertised in accordance with EU Procurement requirements and the contract can be awarded to the JVC directly

We took advice from leading Counsel, in February 2015 who opined that the Teckal case law has not changed and that the proposal is “Teckal compliant” Further, Counsel does not regard the JV contract itself as being a public services contract and therefore, the selection of Norse as a joint venture partner does not, need to be exposed to competition.

This means that if HBC make the decision that entering into the JV with Norse on the basis that this represents best value in terms of its provision of operational services, it can do so without having to put the opportunity out to competition.

Timescale and achievability

Preparing services of this value for transfer to a JVC would not involve a full EU procurement exercise. It is anticipated that the full mobilisation could take as little as 6 months. Officer time would be required to provide a workable specification, ‘Due Diligence’ information which would include TUPE

Governance
<p>The joint venture option would involve senior Members and Officers as members of the Board of Directors. It may be possible to negotiate the exact make up of the Board.</p> <p>In addition to the Board of Directors, a Strategic Liaison Board is formed (reporting to the main Board.) This comprises of officers from the local authority, representatives of the partner and other stakeholders. i.e. End users, Members. This Strategic Liaison Board sets standards and provides direction for service outputs, and also deals with budget setting / savings targets etc. for the Partnership, which is locally managed.</p> <p>This means that the Council would have a strong influence on the company's governance and operations, ensuring compliance with Council strategy (including Fees and charges), vision and change programme principles.</p>

Advantages	Disadvantages
Greater Council control than in a traditional outsourced arrangement	Potential lack of commercial acumen within existing staff
Flexibility in responding to Council priorities via the Partnership Board including scrutiny process	Potential savings would be based on projections rather than contract price
Sustaining local community and keeping jobs and profits in the local area	
Opportunity to collaborate with other Hampshire districts who are also looking at this option	
Streamlined management and commercial culture	
Management fee including reduced support costs	
No upfront and on-going capital investment from the council	
Commercial Financial risk taken by JVC Partner	
Agreed minimum profit level guaranteed with surplus paid if above that level	
Reduced procurement time—no need for a fully detailed specification or OJEU process, potential delivery early 2016.	
Reduced technical client requirement	
Opportunity to develop external revenue streams eg: <ul style="list-style-type: none"> • Vehicle Workshop development opportunities 	

<ul style="list-style-type: none"> • Bus Shelters • Engineering Works Team and the work that could be completed on behalf of Coastal • Trade Waste • Cemeteries • Open Spaces • Regeneration opportunities • Allotments 	
<p>Profit share on commercial income and potential budget savings on direct and support service costs</p>	
<p>Public service ethos with commercial flair with the ability to trade commercially</p>	
<p>No major change in uniform, livery and facilities</p>	
<p>Day one savings</p> <p><u>Savings profile</u></p> <ol style="list-style-type: none"> 1. Reshaping service delivery to agreeable Council outcomes 2. Reorganisation of resources 3. Benefits released from transferring in or aligning additional services 4. Introduction of 2 tier working 5. Purchasing savings 6. Bringing subcontracted services 'in house' 7. IT system improvements 8. Reduction in bureaucracy and more agile working 9. Investment in more efficient equipment and vehicles 	

Option 4b – Public /Private Joint Venture Company

Description
<p>This option involves forming a Joint Venture Company (JVC) with a Private Company with profits</p> <p>The Council retains a direct influence over the business operation, its governance and performance standards, as the Council and appropriate stakeholders would have equitable representation on the JVC Board, and would therefore have the ability to change and respond to changing events and issues.</p> <p>This approach reflects the culture change required by the local authority partner to take a collaborative approach rather than a 'command and control' approach which is a necessary feature in traditional contractual relationships.</p> <p>Entering into a JV with a suitable partner would enable the Council to access and share commercial expertise with the objective of addressing its budget challenges.</p> <p>Unlike the public sector JV referred to above where the 'Teckal' exemption applies, a formal procurement process would need to be undertaken prior to establishing a private JV partnership. Assuming the competitive dialogue procurement process is followed; the procurement is likely to take 12-18 months and could be relatively expensive compared to the Teckal example. (With the Council being responsible for these costs).</p> <ul style="list-style-type: none">• May Gurney (now Kier) are working with Torbay Council to deliver various services including: Waste and recycling collections, maintenance of highways, grounds and parks, buildings and the Council's vehicle fleet, street and beach cleansing and out of hours support.

HR features
<p>TUPE</p> <p>The HR principles are common to all options involving staff transfer to an external body:</p> <ul style="list-style-type: none">• Where services are transferred to an external body, staff will normally transfer to that body under TUPE - Transfer of Undertakings (Protection of Employment) regulations.• Where the transfer is to a commercial organisation TUPE requirements need to be met• Demonstrate the ability to provide conditions of service, which are not less favourable than those provided by the Council, which may include any Organisational, Economic and Technical changes. <p>TUPE regulations apply to those staff directly delivering the services to be transferred.</p>

A lot of work would be required including the creation of a transfer plan detailing:

- What work/services to be transferred
- Staff numbers
- Personal contract details
- Liabilities
- Collective agreements
- Trade union recognition
- Continuous employment
- Legal guidance

This information would have to be provided within one month of mobilisation.

Pensions

Where staff transfer to a new employer under TUPE, the new employer must apply to join the Local Government Pension Scheme (LGPS) as an “Admitted Body”. A pass-through agreement would be required whereby Havant Norse would only be responsible for current contribution levels at the point of transfer.

The new employer also has a duty to provide a pension scheme for transferred employees. This needs further investigation as there could be cost implications for a JV.

Legal features

The ‘Teckal exemption’ does not apply where a local authority contracts with a Company which is not in Local Authority ownership.

An EU procurement exercise would need to be undertaken, compliant with the Public Contracts Regulations 2015 and Council’s tendering rules, and any arrangement entered into with a contractor would be subject to the Councils terms and conditions of contract, including a specification setting out the services included, financial arrangements, and standards required.

Timescale and achievability

Preparing services of this value for transfer to a Public/Private JV would involve a full EU procurement exercise. This will be time consuming, 12 to 18 months from commencement, due to strict time guidelines, and costly due to the amount of officer/specialist time involved i.e. producing specifications (these have not been produced since CCT), evaluation of bids and the provision of TUPE information. Timescale would be similar to Option 2, however, this could be slightly shorter as the specification process will reflect that of option 4a.

Governance

The joint venture option would involve senior Members and Officers as members of the Board of Directors. It may be possible to negotiate the exact make up of the Board.

In addition to the Board of Directors, a Strategic Liaison Board is formed (reporting to

the main Board.) This comprises of officers from the local authority, representatives of the partner and other stakeholders. i.e. End users, Members. This Strategic Liaison Board sets standards and provides direction for service outputs, and also deals with budget setting / savings targets etc. for the Partnership, which is locally managed.

This means that the Council would have a strong influence on the company's governance and operations, ensuring compliance with Council strategy, vision and change programme principles.

Advantages	Disadvantages
Greater Council control than in a traditional outsourced arrangement	Long timescale to set up & start contract – likely to be in late 2016/17.
Flexibility in responding to Council priorities	Likely to be a greater Contractor profit motivated approach, with openness and transparency a critical requirement.
Sustaining local community and keeping jobs and profits in the local area	Potential lack of commercial acumen within existing staff
Opportunity to collaborate with other Hampshire districts who are also looking at this option	Potential savings would be based on projections rather than contract price
Streamlined management and commercial culture	
Opportunity to develop external revenue streams eg: Trade Waste Recycling, Vehicle Maintenance Workshop, Grounds Maintenance.	
Profit share on commercial income and potential budget savings	
Public service ethos with commercial flair with the ability to trade commercially	
<p>Day one savings</p> <p><u>Savings profile</u></p> <ol style="list-style-type: none"> 1. Reshaping service delivery to agreeable Council outcomes 2. Reorganisation of resources 3. Benefits released from transferring in or aligning additional services 4. Introduction of 2 tier working 5. Purchasing savings 6. Bringing subcontracted services 'in house' 7. IT system improvements 8. Reduction in bureaucracy and more agile working 9. Investment in more efficient equipment and vehicles 	

On-going service efficiencies 2015-16

The following are to be undertaken during 2015:

- Waste Service development opportunities which are currently being explored by the Waste Services Project Officer, together with all other core and associated services, including Streetscene and Grounds Maintenance.
- Capture as-is processes of the service and streamline to ensure its activities are as lean as possible.
- Following this- a capacity analysis will be undertaken by the Corporate Programme Office to identify any spare capacity.

Risks

Risks are captured in the Risk Register. **(Appendix C)**

Recommendations

Option 1- (Service AS - IS)

This option is discounted due to the fact that:

- Unlikely to provide further major savings without significantly affecting the level of service delivery.
- Lack of commercial knowledge, acumen and resources within the service to develop into new business areas that would complement the core services.
- Local Authorities are restricted in their ability to trade commercially. If public body wishes to trade with private sector must do so via a company.

Option 2- (Outsource to a Private Contractor)

This option is discounted due to the fact that:

- Prolonged timescales not compatible with corporate objectives
- No profit share income
- Significant set up cost (One off)
- Higher Client Cost (On-going)
- Reduced flexibility and influence (Council and Members)

Option 3- (Local Authority Partnership/Contracting)

This option is discounted due to the fact that:

- Prolonged timescales not compatible with corporate objectives
- No profit share income
- Significant set up cost (One off)
- Higher Client Cost (On-going)
- Reduced flexibility and influence (Council and Members)
- No Partner Authority with aligned objectives and similar timescales to Havant Borough Council.

Option 4b- (Public/Private JVC)

This option is discounted due to the fact that:

- Prolonged timescales not compatible with corporate objectives
- Significant set up cost (One off)
- Higher Client Cost (On-going)
- Reduced flexibility and influence (Council and Members)

Therefore, the recommendation for approval is as follows:

- a) Officers continue to explore options for increasing the efficiency and driving down costs of the current in-house core services to ensure that Operational Services are fit for commissioning, taking on board issues within the Business Plan for 2015/16.
- b) That Havant Borough Council formally pursue a Joint Venture Company with Norse Commercial Services Ltd, as that they have:
 - i. A proven track record of working with Local Authorities to develop public sector Joint Venture Companies.
 - ii. Significant experience across the range of front line service areas proposed within the scope of the joint venture.
 - iii. A proven track record in expanding commercial opportunities with a 50/50 profit share with the Council
 - iv. Good staff and Trade Union relationships, with a track record of maintaining terms and conditions for transferred staff for the entire term of the contract
 - v. The Teckal process is a relatively short timeframe compared to an OJEU procurement process.

APPENDIX B

SERVICE COSTS

Refuse & Recycling	2014/15	2015/16
Employee Cost	896,400	889,263
*Supplies & Services	451,010	417,614
Income	-530,400	-587,500
Support Services	249,187	275,548
Total	1,066,197	994,925

Green Waste	2014/15	2015/16
Employee Cost	104,046	121,069
*Supplies & Services	87,352	60,800
Income	-334,000	-330,010
Support Services	71,509	100,279
Total	-71,093	-47,862

Open Spaces	2014/15	2015/16
Employee Cost	678,472	647,287
*Supplies & Services	560,734	435,008
Income	-300,822	-328,747
Support Services	146,039	170,996
Total	1,084,423	924,544

Street Cleansing	2014/15	2015/16
Employee Cost	591,421	591,468
*Supplies & Services	189,583	142,228
Income	-13,124	-8,000
Support Services	172,700	221,090
Total	940,580	946,786

Public Conveniences	2014/15	2015/16
Employee Cost	57,925	66,923
*Supplies & Services	60,167	13,765
Income	-12,077	-7,500
Support Services	25,550	48,517
Total	131,565	121,705

Beachlands	2014/15	2015/16
Employee Cost	211,118	130,912
*Supplies & Services	61,027	46,800
Income	-38,232	-5,810
Support Services	62,145	86,323
Total	296,058	258,225

Allotments	2014/15	2015/16
Employee Cost	0	35,559
Supplies & Services	6,474	4,500
Income	-34,808	-31,723
Support Services	0	10,076
Total	-28,322	18,411

Cemeteries	2014/15	2015/16
Employee Cost	178,535	139,979
Supplies & Services	30,012	31,523
Income	-172,084	-166,000
Support Services	37,315	67,134
Total	73,778	62,636

Vehicle Maintenance Workshop	2014/15	2015/16
Employee Cost	228,353	219,443
*Supplies & Services	319,805	310,960
Income	-404,319	-402,450
Support Services	58,663	74,791
Total	202,502	202,744

Engineering Works Team	2014/15	2015/16
Employee Cost	217,188	191,528
*Supplies & Services	21,907	23,718
Income	-597	0
Support Services	45,658	81,190
Total	284,156	296,436

Beach Huts	2014/15	2015/16
Employee Cost	0	37,635
Supplies & Services	11,961	8,800
Income	-204,895	-204,900
Support Services	0	498
Total	-192,934	-157,967

‘Employee Costs’ – this includes;

- All officers directly responsible for delivering the services (Service Manager, Team leaders, Supervisors and team members)

‘Supplies and Services’ – this includes;

- Vehicle costs i.e. MoT, servicing, repairs, maintenance, fuel, insurance, licencing, hire etc...
- Purchase of materials
- Purchase/Hire of equipment
- Uniforms/Health and Safety equipment

2015/16 savings have been made as a result of reviewing and reducing the amounts required.

It should be noted that fuel prices will vary throughout the year and it is very difficult to accurately predict expenditure in this area.

‘Support Services’– this includes;

- Legal services
- Printing and distribution
- Corporate Finance
- Transactional services
- Business Improvement
- IT
- Communications and Marketing
- Customer Services
- Corporate Admin Support
- Executive cost re-charges
- Depot overhead

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Appendix c - Operational Services- Future Delivery of Service														These columns assist in establishing the priorities surrounding risk management and current mitigation actions			Important Note - The cost implications estimated are those associated with the need to reduce/remove risks which may or may not occur.	
Project Manager: Peter Vince																		
Risk ID	Risk Title	Identification of areas where there are significant risks	Option	Date Added	Type	Risk Category	Risk Owner	Linked Risk IDs	Initial Assessment			Mitigation Required	RAG Status	Direction of Travel	Proximity (Timing)	COST to mitigate risk and/or recover from risk occurrence	COST based on likelihood	
									Likelihood	Impact	Risk Rating							
1	Governance	The Council loses control / governance of the service standards and performance	2,3+4	May	Organisational/Project	Quality			1	5	5	The Council would establish an agreed service level with the service provider and this would robustly monitored		▶	L			
2	Insolvency	The company becomes insolvent, with discontinuity of service	2,3+ 4	May	Organisational/Project	Financial			1	5	5	The Council operates its own risk management strategy with close scrutiny of the company's financial performance and defined triggers for action to ensure continuity of service.		▶	L	Council would recover assets i.e vehicles and buildings	£3M	
3	Timeline	Timescale and project slip for implementation	2,3+ 4	May	Organisational/Project	Financial			1	4	4	1)Close monitoring of progress 2)Regular reporting and 3)liaison meetings with selected service provider		▶	S	Savings not delivered on time	£200,000	
4	Experience	The Council has limited experience of establishing local authority controlled companies, transferring staff, agreeing pension arrangements and participating in the running of those companies	4	May	Organisational/Project	Resource			1	3	3	Expertise will be brought in to fulfil these roles in any areas of weakness JVC Partner will have specialist knowledge and resources and would work with the Council to ensure a seamless transition to the new arrangement		▶	M	£10,000	£10,000	
5	Financial risk	Efficiencies not delivered and Business does not grow which could result in expected savings not realised	1,2,3 +4	May	Organisational/Project	Financial			1	3	3	Priority to focus on cost reduction and income generation from day one of the contract.		▶	L	Up to £300,000		
6	JVC-Legality	Compliance with procurement regulations	4	May	Project	Quality			1	1	1	Counsel advice sought- No risk working as a Teckal .		▶				
7	Reputation	Damage to the Council's reputation if losses arise and/ or service standards are not maintained.	1,2,3+4	May	Organisational/Project	Quality			1	5	5	Close and robust monitoring of services and the service providers.		▶	L			
8	Traded functions	Re-allocating of resources away from core services and into commercial functions in order to strengthen the company.	4	May	Organisational/Project	Quality			2	3	6	Purposes and priorities of the company are clearly defined in its constitution. Service Delivery Agreements are clearly related to required outcomes, backed by performance guarantees and rigorously monitored at Board level.		▶	L			
9	Contract	Contract specification poorly written	2+3	May	Organisational/Project	Quality			2	4	8	Make use of existing skills/resource and if required seek external support		▶	L	External Resources	£15,000	
10	Project Interdependencies	Over reliance on limited amount of internal resources	1,2,3+4	May	Project	Quality			5	2	10	1)Early dialogue and consultation with project leads 2) seek to provide additional resource		▶	M		£15,000	
11	Lack of Public consultation	Service users not given opportunity to express an opinion or influence change	2,3+4	May	Organisational/Project	Quality			1	5	5	Make use of existing skills/resource and if required seek external support		▶			£1,000	
12	Supplier initiated termination of contract	Contractor/partner chooses to pull out of the contract.	2,3+4	May	Organisational/Project	Quality			2	5	10	An agreed break clause which allows for the development of alternative service delivery		▶	L		£3M	

Appendix c - Operational Services- Future Delivery of Service													These columns assist in establishing the priorities surrounding risk management and current mitigation actions			Important Note - The cost implications estimated are those associated with the need to reduce/remove risks which may or may not occur.						
Project Manager: Peter Vince													Some useful notes ▶ ▶ ▶									
Risk ID	Risk Title	Identification of areas where there are significant risks	Option	Date Added	Type	Risk Category	Risk Owner	Linked Risk IDs	Initial Assessment			Mitigation Required	RAG Status	Direction of Travel	Proximity (Timing)	COST <i>to mitigate risk and/or recover from risk occurrence</i>	COST <i>based on likelihood</i>					
									Likelihood	Impact	Risk Rating											
13	Support from Unions	Lack of support may lead to potential delay in implementation	2,3+4	May	Organisational/Project	Resource			1	3	3	Commence early dialogue with union. (Unison)		▶	S							
14	Timely submission of report(s)	Project slip	1,2,3+4	May	Organisational/Project	Timetable			1	5	5	Prioritisation of workload and timely submission		▶	S							
15	Successful Challenge on decision	Delay to project mobilisation	2+3	May	Organisational/Project	Timetable			3	4	12	Robust review of tender returns		▶	S		£100,000					
16	Personalisation	interdependency to ensure that HBC retains 'ownership' of the customer and that any future Op Service needs to integrate with HBC's chosen customer channels	1,2,3+4	June	Organisational	Quality			2	4	8	The council will continue to manage customer interaction		▶	S							

Likelihood		
1	Very Unlikely	<10%
2	Unlikely	20%
3	Fairly Likely	40%
4	Likely	65%
5	Highly Likely	>90%

Type
Organisational
Project
Organisational/Project

Impact	
1	Negligible
2	Marginal
3	Substantial
4	Severe
5	Disastrous

Category
1
2
3
4

Overall Risk Boundaires	
Green	0 - 7
Amber	8 - 14
Red	15 - 25

Direction of Travel
▶
▲
▼

Action Owners		
<i>Owner's Initials</i>	<i>Owner's Full Name</i>	<i>Owner's Project Role Title</i>
<i>FB</i>	<i>Fred Bloggs</i>	<i>Project Manager</i>

Proximity (Time)	
IM	- Immediate
S	- Short
M	- Medium
L	- Long

Timetable
Resource
Quality
Financial

Unchanged
Increased
Decreased

Option 1- In House

S

Strengths

- Control of decision making by HBC
- Quick response to local issues
- In depth local knowledge
- Public sector expertise
- Changes to service specification at minimal cost
- Local authority partnerships/networking
- Good union relations
- Flexible work force
- High quality service
- Community trust/reputation
- Passion for local initiatives

W

Weaknesses

- Limited Commercial acumen
- Financial constraints
- Lack of focus on new opportunities
- High levels of sickness absence
- Support Service costs
- Limitations on income
- Complacency
- Process driven,
- Risk averse

O

Opportunities

- Collaborate with other councils i.e. joint procurement
- Potential for improved services
- Development of existing services i.e. Beach huts/garden waste/ Vehicle Maintenance workshop
- Creation of new services i.e. /trade waste

T

Threats

- The need for year on year financial savings
- Savings may not materialise
- Redundancies
- Continuing pressure on council budget
- Not progressing/Moving forward

Option 2- Outsource to Private Contractor

S

Strengths

- EU Procurement Regulations compliant.
- Open and transparent approach to procurement.
- All of the market approached.
- No reliance on winning private work.
- Agreed specification from start.
- Potential for reduced HR and Payroll.
- Control of decision making by HBC.
- Commercial acumen from private contractor.
- Competitive Dialogue route to the procurement, result in bespoke service.
- Potential gain/pain sharing.

W

Weaknesses

- Long expensive procurement process.
- Parties understanding of specification
- Any specification changes may cost - e.g. compensation if work cut.
- Potential gain/pain sharing.
- If open book contract – heavy on administration for client, and potential poor outcomes.
- Employee protection maybe only guaranteed for minimum period under TUPE, relocated etc.
- Limited investment
- Produce detailed specification documents – Will be expensive and time consuming.
- Will have to create a new Technical Client team
- Will still have some residual central overheads

O

Opportunities

- Potential 11% savings delivered through tendering to the private sector (CBI).
- Collaborate with other councils
- Include the ability to trade commercially in partnership with contractor.
- Cost savings realised.
- Potential Improved Service.
- Playing to strengths.
- Potential Staff development.
- Focus on technology.
- Commit to providing more apprentices helping objectives relating to NEETS. (Include Community Benefits)
- Staff training – staff training and development part of contract.
- Investment.

T

Threats

- Not in place in time. For 2016/17
- Pensions.
- Trade Unions.
- Savings may not materialise in current market.
- Potential Redundancies.
- Contractor may claim for every change to agreed contract however minor.
- No interest from market
- Challenges on procurement decision.

Option 3- Local Authority Partnership/Private Contractor

S

Strengths

- EU Procurement Regulations compliant.
- Open and transparent approach to procurement.
- All of the market approached.
- No reliance on winning private work.
- Agreed specification from start.
- Potential for reduced HR and Payroll.
- Control of decision making by HBC.
- Commercial acumen from private contractor.
- Competitive Dialogue route to the procurement, result in bespoke service.
- Potential gain/pain sharing.

W

Weaknesses

- Long expensive procurement process.
- Parties understanding of specification
- Any specification changes may cost - e.g. compensation if work cut.
- Potential gain/pain sharing.
- If open book contract – heavy on administration for client, and potential poor outcomes.
- Employee protection maybe only guaranteed for minimum period under TUPE, relocated etc.
- Limited investment
- Produce detailed specification documents – Will be expensive and time consuming.
- Will still have some residual central overheads

O

Opportunities

- Potential 11% savings delivered through tendering to the private sector (CBI).
- Include the ability to trade commercially in partnership with contractor.
- Cost savings realised.
- Potential Improved Service.
- Playing to strengths.
- Potential Staff development..
- Staff training – staff training and development part of contract.
- Investment.
- Shared client team

T

Threats

- Not in place in time. For 2016/17
- Pensions.
- Trade Unions.
- Savings may not materialise in current market.
- Potential Redundancies.
- Contractor may claim for every change to agreed contract however minor.
- Political Challenges
- No interest from market
- Challenges on procurement decision.

Option 4a- Joint Venture - Public / Public SWOT ANALYSIS

S Strengths

- Six months turnaround.
- No Procurement – Does not breach EU Procurement Regulations (Teckal).
- Profit Split 50/50
- Profit share based on a guaranteed discount, discount set at the beginning of each financial year.
- Due to 80% share Norse and 20% share HBC and guaranteed discount means no corporation tax liability to the Council
- Norse Group takes all the commercial risk.
- Havant Borough Council represented on Board of JVC (3 Norse and 2 HBC)
- Financial transparency and greater control due to HBC representation on Board.
- Thin Client – so savings on HR, Payroll, Contact Centre etc.
- Ability to trade commercially.
- Public Service ethos and Commercial Flair.
- Shared vision and objectives due to make up of Board.
- 10 year contract offering long term stability and security.
- 12 month termination clause.
- Investment.
- Employee protection – TUPET & Cs for whole of contract period.
- Norse has national agreements with GMB, Unite, UCATT and Unison.
- Norse has established 22 JVCs since 2002.
- Partly owned by HBC so limited number of contract managers required.
- "Norse Commercial" advertises brand and bid for external contracts – JVC carry out external contracts for a management fee and all of the profits.
- Will purchase existing equipment for nominal price and replace with likewise at end of contract.
- Council get 100% of budget reductions

W

Weaknesses

- 12 month termination clause could be used by Norse, and also the Council
- Redundancies.
- Norse 3 to 2 on Board
- Norse 80% shareholder.
- Discount set at the beginning of each financial year so could dictate approach. – by Council –
- Will still have residual central overheads

O

Opportunities

- Win external contracts.
- Cost savings and profit share realised.
- New Brand – use marketing and sales to achieve fresh business.
- Other local Authorities join JVC more savings due to Economies of Scale.
- Average 11% frontline savings across all of Norse's other JVCs.
- Improved Service.
- Playing to strengths.
- Staff development.
- Focus on technology.
- Committed to providing more apprentices helping objectives relating to NEETS.
- Staff training – staff training and development among Norse's top priorities.
- Develop current facilities – Workshop Garage
- Develop associated business – Trade Waste, Trade Waste Recycling, MRF recycling facilities - new items

T

Threats

- Pensions "Pass through"
- Trade Unions/buy in
- May not win external contracts initially
- Existing private market may come to see Norse JVCs as a threat and compete harder in the market.
- Savings may not materialise.

Option 4b – Joint Venture - Private / Public

Page 77

S

Strengths

- EU Procurement Regulations compliant.
- Open and transparent approach to procurement.
- Wider market approached.
- Agreed specification from start.
- Potential for reduced HR and Payroll.
- Control of decision making by HBC.
- Commercial acumen from private contractor.
- Competitive Dialogue route to the procurement, result in bespoke service.
- Potential gain/pain sharing.

W

Weaknesses

- Longer expensive procurement process.
- Parties understanding of specification
- Any specification changes will cost e.g. compensation if work cut.
- Potential gain/pain sharing.
- If open book contract – heavy on administration for client, and potential poor outcomes.
- Employee protection maybe only guaranteed for minimum period under TUPE, relocated etc.
- Limited investment
- Produce specification documents – Limited information available at present
- Will have to create a new Technical Client team
- Will still have some residual central overheads

O

Opportunities

- Potential 11% savings
- Collaborate with other councils
- Include the ability to trade commercially in partnership with contractor.
- Cost savings realised.
- Potential Improved Service.
- Playing to strengths.
- Potential Staff development.
- Focus on technology.
- Commit to providing more apprentices helping objectives relating to NEETS. (Include Community Benefits)
- Staff training – staff training and development part of contract.
- Investment – develop facilities & business, e.g. Garage, Trade Waste, MRF etc

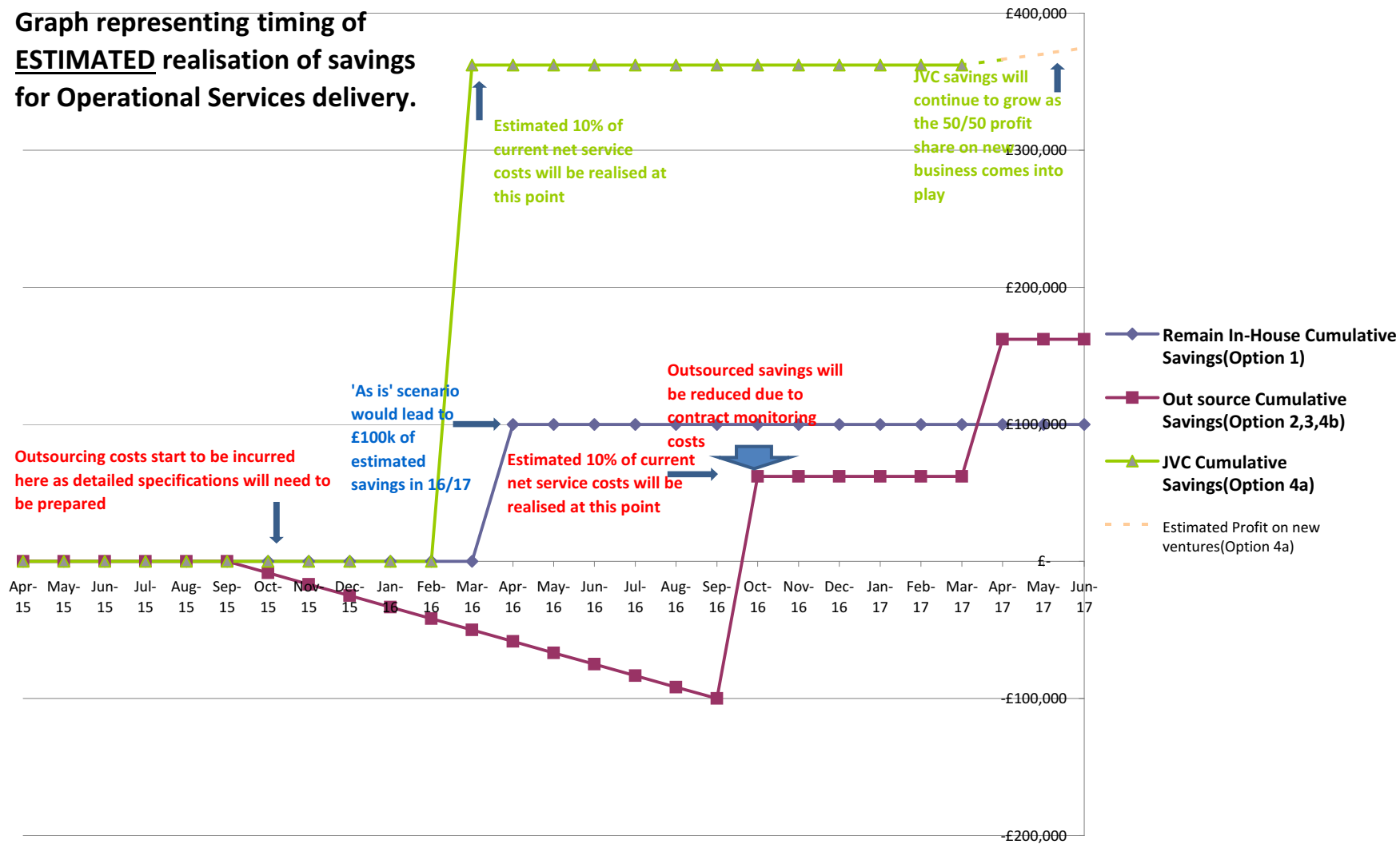
T

Threats

- Not in place in time for 2016/17
- Pensions.
- Trade Unions.
- Savings may not materialise in current market.
- Potential Redundancies.
- Contractor may claim for every change to agreed contract however minor.
- No interest from market
- Challenges on procurement decision.

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Graph representing timing of ESTIMATED realisation of savings for Operational Services delivery.

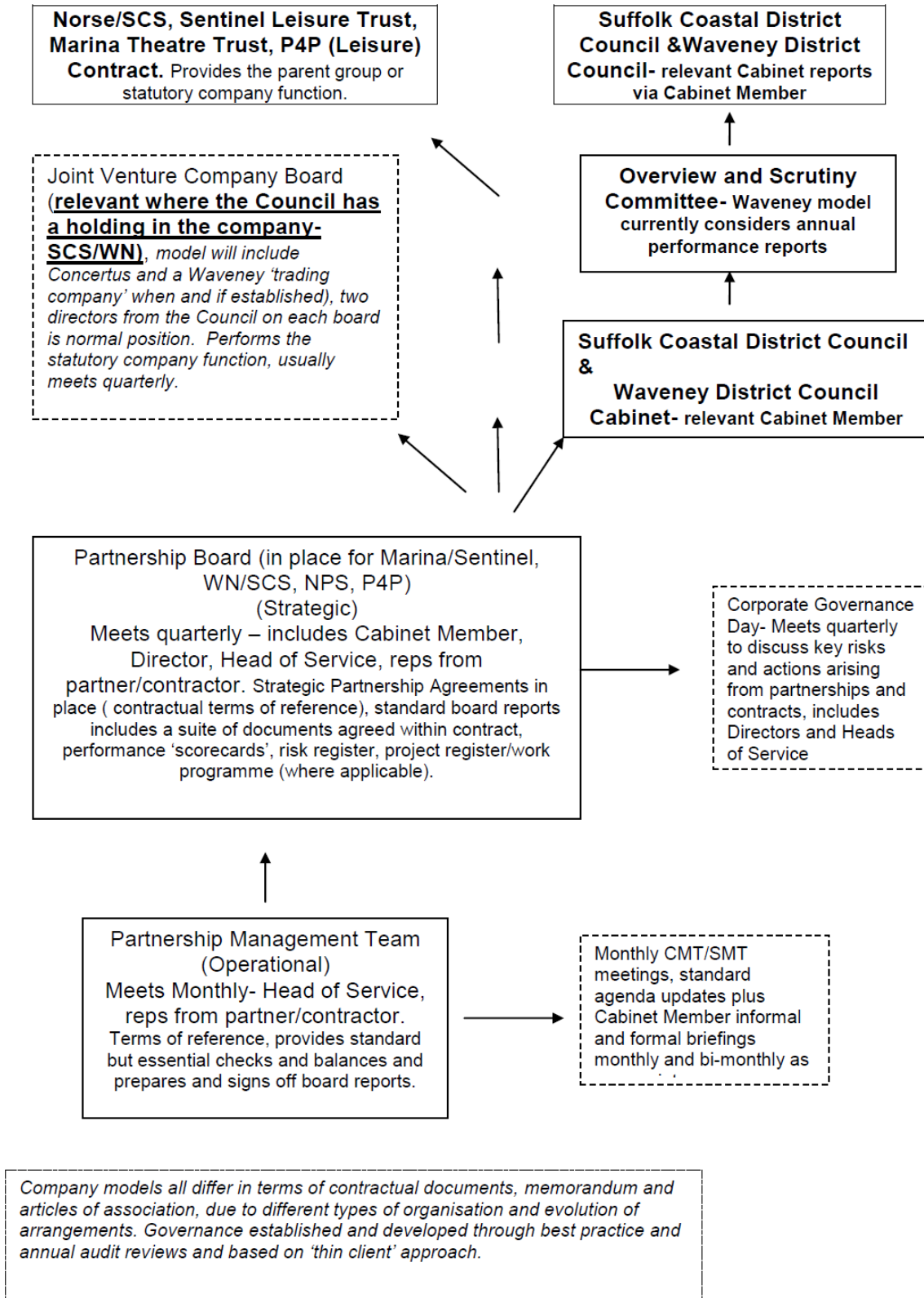


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ID	Task Mode	Task Name	Duration	Start	Finish
1		Option 4a - Operational Services Future Delivery JVC	131 days	Mon 03/08/15	Mon 01/02/16
2		Approval Process	30 days	Thu 11/06/15	Wed 22/07/15
3		Business Plan	50 days	Mon 03/08/15	Fri 09/10/15
4		Due Dilligence	30 days	Mon 28/09/15	Fri 06/11/15
5		Mobilisation	60 days	Mon 09/11/15	Fri 29/01/16
6		Go Live	1 day	Fri 01/04/16	Fri 01/04/16
7		Communication	130 days	Mon 03/08/15	Fri 29/01/16
8		Human Resources	121 days	Mon 03/08/15	Mon 18/01/16
9					
10					
11					
12		Options, 2, 3 and 4b - Operational Services - Future Delivery- Outsource	454 days	Fri 02/10/15	Wed 28/06/17
13					
14		Project Management Arrangements	454 days	Fri 02/10/15	Wed 28/06/17
15		Detailed Business Case	50 days		
16		PQQ Stage	30 days		
17		ISDS Stage	150 days		
18		ISFT Stage	130 days		
19		Preferred Bidder Stage	40 days		

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**Suffolk Coastal District Council & Waveney District Council
Partnerships and Contracts
Governance Flowchart**



Partnership Financial Benefits Table

Suffolk Coastal Norse

Year	Savings, efficiencies, retro discount	Savings, efficiencies	Profit Share (retro discount)
*from 01.08.2004	SCN	SCN	SCN
2004/05*	£119,200	£119,200	£0
2005/06	£422,500	£362,100	£60,400
2006/07	£282,800	£202,800	£80,000
2007/08	£308,400	£228,400	£80,000
2008/09	£283,328	£189,559	£93,769
2009/10	£230,482	£96,000	£134,482
2010/11	£612,990	£447,690	£165,300
2011/12	£877,157	£696,423	£180,734
2012/13	£1,095,578	£788,747	£306,831
2013/14	£728,837	£398,087	£330,750
2014/15	£742,155	£311,250	£430,905
	£5,703,427	£3,840,256	£1,863,171

Waveney Norse

Year	Savings, efficiencies, retro discount	Savings, efficiencies	Profit Share (retro discount)
*from 01.08.2004	WN	WN	WN
2004/05*	na	na	na
2005/06	na	na	na
2006/07	na	na	na
2007/08	na	na	na
2008/09	£329,000	£266,785	£62,215
2009/10	£199,500	£71,613	£127,887
2010/11	£510,000	£386,952	£123,048
2011/12	£435,000	£298,941	£136,059
2012/13	£417,840	£136,000	£281,840
2013/14	£447,100	£145,634	£301,466
2014/15	£551,314*	£551,314	*tbc
	£2,889,754	£1,857,239	£1,032,515

Operational Services
Havant Borough Council Consultation Summary
23/06/15

Havant Borough Council consulted:

- if there is support, in principle to change the way our services are delivered locally
- whether there are any potential impacts on communities or service users we should consider and how we could improve our proposal to address these

Responses received

In total, Havant Borough Council received 238 responses: Of these 8 declared themselves as being from businesses and groups.

74 (31%) agreed with the principle, 134 (56%) disagreed with the principle, 23 (10%) answered "Don't Know", and 7 (3%) did not provide an answer to the question.

Following due consideration of the consultation in detail, Cllr Tony Briggs (Cabinet Lead for Environment & Neighbourhood Quality) has considered the evidence and is recommending:

- a) Officers continue to explore options for increasing the efficiency and driving down costs of the current in-house core services to ensure that Operational Services are fit for commissioning, taking on board issues within the Business Plan for 2015/16.
- b) That Havant Borough Council formally pursue a Joint Venture Company with Norse Commercial Services Ltd

The key concerns for Havant, along with the responses, are as follows:

Supporting the Principle

Customer Comment	Response
1. The proposal may be more cost efficient	The evidence from our soft market testing indicates that savings are available. A value for money judgement will be made as part of our decision making process before going to contract.
2. Potential for improved services	Noted. There is potential for improved service levels. This will be built into the terms of the agreement. The council are not looking to reduce any service levels with this proposal.
3. Potential for reduced service levels	Noted. There is potential for improved service levels. This will be built into the terms of the agreement. The council are not looking to reduce any service levels with this proposal. We will not be entering into this proposal if it is not cost efficient

Against the Principle

1. Potential for reduced service levels	Noted. There is potential for improved service levels. This will be built into the terms of the agreement. The council are not looking to reduce any service levels with this proposal.
2. Potential issues with the Authority losing control of the service	No policies can be set up by a service provider – we are seeking transactional service delivery only. Decisions will continue to be made by elected Councillors through the democratic process.
3. The current service is satisfactory	The change to service delivery is being pursued as the council will be facing serious financial challenges in the future.
3.1 The Proposal may be less cost efficient	We will not be entering into this proposal if it is not cost efficient

“Don’t Know” on the Support of the Principle

1. The current service is satisfactory	The change to service delivery is being pursued as the council will be facing serious financial challenges in the future.
2. Potential for improved service levels	Noted. There is potential for improved service levels. This will be built into the terms of the agreement. The council are not looking to reduce any service levels with this proposal.
3. The current proposal needs more detail	Noted
3.1 Potential for reduced service levels	Noted. There is potential for improved service levels. This will be built into the terms of the agreement. The council are not looking to reduce any service levels with this proposal. We will not be entering into this proposal if it is not cost efficient
3.2 There must be accountability from whoever delivers the service	No policies can be set up by a service provider – we are seeking transactional service delivery only. Decisions will continue to be made by elected Councillors through the democratic process.

Comments on the Proposal

Proposal may result in Job Losses	To be added to the Project Risk Register We do not know at this time if this proposal will result in redundancies
--	--

The service will be delivered by the organisation for profit	Agreed, this is a potential outcome of this proposal (JVC) – The council could benefit from any profit generated.
The proposal may impact staff and Pay Conditions	This proposal could have an outcome which changes who employs staff under TUPE (TUPE refers to the "Transfer of Undertakings (Protection of Employment) Regulations 2006" as amended by the "Collective Redundancies and Transfer of Undertakings (Protection of Employment) (Amendment) Regulations 2014". The TUPE rules apply to organisations of all sizes and protect employees' rights when the organisation or service they work for transfers to a new employer.) It is not likely that this proposal will have an outcome of a change to Council Staff pay and conditions.
Local knowledge should be retained and local needs addressed	There are no plans to change local management. There are no plans to physically relocate this service. We are not changing our governance arrangements for the council.
The organisation delivering the service may have different customer service standards	Customer Contact will still come through the council.
The Authority needs expertise in dealing with Contractors	Noted. A client team will be set up if we pursue the option of a private contractor.
There may be communication issues with the new organisation	We'll commit to writing a communications strategy with our chosen provider.
Non essential services should be cut	We will continue to review our services annually. Our medium term financial strategy highlights that we have a budget gap of c. £1.4 million to meet. We are aiming to do this without cutting front line Services.
Desire for increased levels of recycling	There is potential for the future of this service to develop markets for additional recycling.
Volunteers should be used to deliver the service	We already have volunteer groups and would welcome more from all groups and individuals.
The service needs to offer equal access to customers	Agreed

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NON EXEMPT

HAVANT BOROUGH COUNCIL

CABINET

13 July 2015

Councillor Competency Framework
Report by Caroline Tickner (Service Manager, HR)

FOR DECISION

Portfolio: Councillor Wilson and Councillor Branson

Key Decision: No

1.0 Purpose of Report

- 1.1 This report provides Cabinet with an overview of the Councillor Competency Framework which has been adapted from the LGA Political Skills Framework for use in the Council.
- 1.2 This framework has been developed to describe the key Councillor behaviours which will improve organisational performance and enhance the performance of Councillors in their roles.

2.0 Recommendation

- 2.1 That Cabinet approves the implementation of the competency framework. This will ensure there is a clear understanding of what is expected of Councillors in their role.

3.0 Summary

- 3.1 There have been many changes to local government over the past few years and these changes are set to continue. The Council recognises that it will be judged on how it responds to these changes and how effectively it delivers its services.
- 3.2 Against this background, the Council has identified Councillor development and training as a key priority to enable Councillors to maximise their ability and capacity in a modern political structure.
- 3.3 Competencies are defined as the behaviours which leaders need to have or acquire to perform well at work. Competencies therefore describe the behaviours that lie behind competent performance. A competency framework is a structure that sets out and defines each individual competency.
- 3.4 This paper provides Cabinet with an overview of the Councillor Competency Framework which has been adapted from the LGA Political Skills Framework tool kit. Please see Appendix A for further detail.

NON EXEMPT

4.0 Subject of Report

- 4.1 The political landscape is more complex than ever before and it is vital that we equip our Councillors with the right skills needed to do the job. Core to this is the need to define the types of behaviours which we need our Councillors to demonstrate to enhance their role in the organisation and the wider community.
- 4.2 The LGA first developed the Political Skills Framework in 2004 and since this time there have been a number of iterations to adapt to the changing world and demands placed on Councillors in their roles. To be effective in their role, Councillors need to know what is required of them and have the knowledge and skills to achieve this. The political skills framework provides this by setting out the key knowledge and skills needed in a Councillor role.
- 4.3 Rather than re-invent the wheel the opportunity has been taken to adapt the framework slightly to meet Council needs. The Councillor Competency Framework incorporates the key elements from the Political Skills Framework document.

The framework is split into two areas:

- a) A description of the core competencies needed
 - b) A self reflective learning review for each competency area to support Councillors in being able to identify their own areas of strength and development.
- 4.4 The Councillor Competency Framework outlines six competencies which have been identified as key Councillor behaviours. These behaviours are:
- Local Leadership
 - Partnership Working
 - Communication Skills
 - Political Understanding
 - Scrutiny & Challenge
 - Regulation & Monitoring

Each competency within the framework consists of a definition, positive and negative indicators and a self reflective learning exercise.

5.0 Implications

5.1 Resources:

To ensure the successful implementation of the framework there will need to be Cabinet member involvement to roll this out and reinforce the importance of this framework to Councillors.

NON EXEMPT

5.2 Legal:

There are no legal implications associated with the implementation of this strategy.

5.3 Strategy:

The implementation of a Councillor Competency Framework supports the objective to ensure that Councillors fulfil their roles and contribute to the delivery of the Council's strategic priorities.

5.4 Risks: (Environmental, Health & Safety and Customer Access Impact Assessment)

None to report

5.5 Communications:

There will need to be clear communications with all Councillors on the framework to reinforce the Council's commitment to Councillor development.

5.6 For the Community:

None to report.

5.7 There is no requirement for an IIA to be completed.

6.0 Consultation

There is no requirement to consult with UNISON on the attached framework.

Appendices:

Appendix A: Councillor Competency Framework

Background Papers:

n/a

Agreed and signed off by:

Legal Services: (2.6.15)

Executive Head of Governance & Logistics: (29.5.15)

Relevant Executive Head: (29.5.15)

Portfolio Holder: (29.5.15/12.6.15)

Contact Officer: Caroline Tickner
Job Title: Service Manager (HR)
Telephone: 02392 446139
E-Mail: caroline.tickner@havant.gov.uk

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Havant Borough Council

councillor competency framework

Havant
BOROUGH COUNCIL

Cleaner, Safer,
More Prosperous

Introduction

Councillors by their very nature have strong leadership instincts and we must continuously develop those skills to ensure that we are able to meet the challenges, opportunities and risks that come with the Localism agenda.

The landscape is far more complex than it was a decade ago and local government has a democratic right to provide leadership across a geographic area, not confined to local government services, but a right to influence every aspect of services provided locally.

Developing new leadership skills to meet this challenge is vital and it is through shared learning that Councillors can and will maximise the opportunity to provide genuine local leadership of place.

At Havant Borough Council our vision is to be financially sustainable, to provide public service excellence and to deliver economic growth. This will be achieved through delivering services in a very different way which continue to add value to our customers' lives.

To achieve this we need highly skilled Councillors who can embrace change, show strong leadership and lobby for support.

Councillors play a key leadership role in making this vision a reality. At the heart of this is ensuring Councillors have the right knowledge and skills to achieve this.

What is the Councillor Competency Framework?

To be effective in any job you need to know what is required of you and have the knowledge and skills to achieve it. Teachers, doctors, plumbers and chief executives are not born with the knowledge and skills they need

for their jobs – these are learned, practised and improved over time.

This framework is based on the LGA Political Skills Framework which was originally drafted in 2004 and revised again in 2007 in recognition of the substantial culture change in attitudes towards political roles and how they should be carried out. This included the growing recognition of the need for training and development amongst councillors themselves.

The Councillor Competency framework sets out the key knowledge and skills needed to support new and experienced councillors in their efforts to develop the knowledge and skills to be effective in their role.

The framework reflects the fact that whilst councillors' responsibilities may remain largely unaltered, they have evolved over time and the political and social environment in which they carry out these responsibilities has changed fundamentally. New council structures, vastly increased use of new technology and social media, public sector spending cuts, and rising public expectations (to name but a few) are all having a profound effect on how councillors undertake their role.

Six core skills for councillors

There are six core skill areas for all councillors which are detailed in this framework. These are:

Local leadership

This refers to the need for councillors to engage with members of their community in order to learn about issues of local concern and help to facilitate a vision for the locality. It involves encouraging trust and respect between individuals and groups by mediating fairly and constructively between different organisations and sections of the community.

Partnership working

This aspect of the councillor role focuses on the need to build good relationships with others (i.e. colleagues, officers, community groups and other organisations) by identifying and working collaboratively to achieve shared goals. It recognises the need for councillors to recognise and value different contributions, delegate or provide support as required, and to take a long-term view in developing partnerships.

Communication skills

This skill area recognises the need for councillors to demonstrate excellent communication skills across many different settings, including the ability to listen sensitively and use appropriate language with different groups. Councillors must also communicate regularly and effectively with all parts of their community using different forms of media.

Political understanding

This skill set recognises the need for councillors to develop a range of political skills in order to communicate their values, promote a political vision, and encourage democratic processes and public engagement. It recognises that councillors need to work across group boundaries at times, yet still be able to maintain their own political integrity.

Scrutiny & Challenge

Scrutiny and challenge is an important day-to-day aspect of the councillor role. Councillors need to act as a critical friend by identifying opportunities for scrutiny inside and outside the council, and by providing constructive challenge and feedback to others. To be effective in this role, councillors need to analyse information quickly and present arguments that are concise, meaningful and easily understood.

Regulating and monitoring

This skill set relates to the more judicial aspects of the role that require councillors to understand their legal responsibilities and follow protocol when evaluating arguments and making decisions. Not only do councillors need

to balance public needs and local policy, they must also monitor progress and seek feedback on their own learning needs.

Positive and negative indicators

Each of the skill set definitions describe what is expected of councillors if they are to be effective and influential in their role.

It is recognised that there is no 'one best way' to be a councillor. Each member will approach their role as a community leader in a very different way from their colleagues, but by discussion with over 350 members and officers the indicators contained within the Political Skills Framework and incorporated into the Councillor Competency Framework reflect commonly held views about what might be considered excellent and poor councillor behaviour.

Positive (desirable) behaviours and negative (undesirable) behaviours are included for each of the skill sets. No councillor could be expected to demonstrate excellent levels of positive behaviour all of the time, and never demonstrate any negative behaviour, but excellent councillors generally demonstrate far more positive than negative characteristics.

These behaviours are described as positive and negative indicators because they provide an indication of the types of behaviour that councillors associate with excellent and poor performance. They are not meant to be prescriptive – but rather to help councillors and those who work with them reflect on how they perform their role and how what they do fits with each of the skill areas. They also provide a way to foster a shared understanding of what constitutes excellent councillor performance among the wider community.

Local leadership

This refers to the need for councillors to engage with members of their community in order to learn about issues of local concern and help to facilitate a vision for the locality. It involves encouraging trust and respect between individuals and groups by mediating fairly and constructively between different organisations and sections of the community.

Positive

- ✓ Engages with their community, canvasses opinion and looks for new ways of representing people
- ✓ Keeps up-to-date with local concerns by drawing information from diverse sources, including hard to reach groups
- ✓ Encourages trust and respect by being approachable, empathising and finding new ways to engage with others
- ✓ Creates partnerships with different sections and groups in the community and ensures their involvement in decision-making
- ✓ Mediates fairly and constructively between people and groups with conflicting needs
- ✓ Works with others to develop and champion a shared local vision

Negative

- ✗ Doesn't engage with their community, waits to be approached and is difficult to contact
- ✗ Maintains a low public profile, not easily recognised in their community
- ✗ Treats groups or people unequally, fails to build integration or cohesion
- ✗ Has a poor understanding of local concerns and how these might be addressed
- ✗ Concentrates on council processes rather than people
- ✗ Is unrealistic about what they can achieve and fails to deliver on promises

Self reflective learning

How do I see myself as a ward member?	
What do you think are your particular strengths? (e.g., what do you bring to the role of councillor that you think is particularly good?)	Prompts... How is my role changing and what is driving that change What sections of my community have I engaged with and canvassed opinion? How have I looked for new ways of representing people? How up-to-date am I on local concerns? Would others see me as approachable? Who have I built partnerships with? When did I last act as a mediator? How do I champion others' needs?
Can you illustrate these strengths by writing down examples of things you think you have done well over the past year?	
In which of these areas would you like to improve and how?	

Partnership Working

This aspect of the councillor role focuses on the need to build good relationships with others (i.e. colleagues, officers, community groups and other organisations) by identifying and working collaboratively to achieve shared goals. It recognises the need for councillors to recognise and value different contributions, delegate or provide support as required, and to take a long-term view in developing partnerships.

Positive

- ✓ Works proactively to build good relationships with colleagues, officers, community groups and other organisations
- ✓ Emphasis on achieving shared goals by maintaining focus and mobilising others
- ✓ Knows when to delegate, provide support or empower others to take responsibility
- ✓ Makes people from all backgrounds feel valued, trusted and included (e.g., says 'thank you')
- ✓ Understands and acts on their role in building and shaping key partnerships at local, regional and national levels
- ✓ Understands how and when to assert authority to resolve conflict or deadlock effectively

Negative

- ✗ Prefers to exert control and impose solutions by using status rather than through persuasion and involving others
- ✗ Fails to recognise or make use of others' skills and ideas
- ✗ Typically avoids working with people with different views or political values
- ✗ Prefers to act alone and fails to engage or network with others
- ✗ Often uses divisive tactics to upset relationships within their group, or council policies and decisions
- ✗ Defensive when criticised, blames others and doesn't admit to being wrong

Self reflective learning

How am I working in partnership?	
<p>What do you think are your particular strengths? (e.g., what do you bring to the role of councillor that you think is particularly good?)</p>	<p>Prompts...</p> <p>Do I have good relationships with colleagues and officers?</p> <p>How do I help others build partnerships?</p> <p>How do I support and empower others?</p> <p>Do I value and include people from different backgrounds?</p> <p>What networks and partnerships have I developed?</p> <p>Do I stay calm and focused under pressure?</p> <p>Am I engaging with all relevant groups within my ward?</p>
<p>Can you illustrate these strengths by writing down examples of things you think you have done well over the past year?</p>	
<p>In which of these areas would you like to improve and how?</p>	

Communication skills

This skill area recognises the need for councillors need to demonstrate excellent communication skills across many different settings, including the ability to listen sensitively and use appropriate language with different groups. Councillors must also communicate regularly and effectively with all parts of their community using different forms of media.

Positive

- ✓ Provides regular feedback to people, making sure they are kept informed and manages expectations
- ✓ Regularly informs and communicates with their community using all available media (e.g., internet newsletters and email)
- ✓ Listens to others, checks for understanding and adapts their own communication style as required
- ✓ Creates opportunities to communicate with different sectors, including vulnerable and hard to reach groups
- ✓ Speaks confidently in public settings (e.g., in council and community meetings, and the media)
- ✓ Communicates clearly in spoken and written forms (e.g., uses appropriate language and avoids jargon or 'council speak')

Negative

- ✗ Slow to respond to others; tends to communicate only when necessary
- ✗ Doesn't listen when people are speaking and uses inappropriate or insensitive language
- ✗ Communicates in a dogmatic and inflexible way
- ✗ Unwilling to deliver unpopular messages, uses information dishonestly to discredit others
- ✗ Tends not to participate in meetings and lacks confidence when speaking in public
- ✗ Presents confused arguments using poor language and style

Self reflective learning

How am I communicating with others?	
What do you think are your particular strengths? (e.g., what do you bring to the role of councillor that you think is particularly good?)	Prompts... How regularly do I communicate with different sections of the community? What different methods do I use to communicate? How well do I listen and adapt to others? Do I feel comfortable using technology to communicate with people? Am I confident when speaking in public? Do I feedback regularly to others to keep them informed?
Can you illustrate these strengths by writing down examples of things you think you have done well over the past year?	
In which of these areas would you like to improve and how?	

Political understanding

This skill set recognises the need for councillors to develop a range of political skills in order to communicate their values, promote a political vision, and encourage democratic processes and public engagement. It recognises that councillors need to work across group boundaries at times, yet still be able to maintain their own political integrity.

Positive

- ✓ Demonstrates a consistency in views and values through their decisions and actions
- ✓ Helps to develop cohesion within and between different groups and also between different groups and the council
- ✓ Clearly communicates political values through canvassing and campaigning
- ✓ Actively develops their own political intelligence (e.g., understanding local and national political landscapes)
- ✓ Looks for ways to promote democracy and increase public engagement
- ✓ Is able to put party politics aside and work across political boundaries when required, without compromising political values

Negative

- ✗ Lacks integrity, has inconsistent political values and tends to say what others want to hear
- ✗ Puts personal motives first or changes beliefs to match those in power
- ✗ Has poor knowledge of group manifesto, values and objectives
- ✗ Fails to support political colleagues in public
- ✗ Doesn't translate group values into ways of helping the community
- ✗ Lacks a clear political vision of what they would like to achieve

How am I at political understanding?	
<p>What do you think are your particular strengths? (e.g., what do you bring to the role of councillor that you think is particularly good?)</p>	<p>Prompts ...</p> <p>How have I promoted democracy and increased public engagement?</p> <p>Are my values clear and reflected in what I do?</p> <p>How do I build cohesion between members of my own group?</p> <p>Can I work effectively in other political environments (e.g., outside council)?</p> <p>How have I developed my political intelligence?</p> <p>How well do I work with people with different views and values?</p>
<p>Can you illustrate these strengths by writing down examples of things you think you have done well over the past year?</p>	
<p>In which of these areas would you like to improve and how?</p>	



Self reflective learning

Scrutiny & Challenge

Scrutiny and challenge is an important day-to-day aspect of the councillor role. Councillors need to act as a critical friend by identifying opportunities for scrutiny inside and outside the council, and by providing constructive challenge and feedback to others. To be effective in this role, councillors need to analyse information quickly and present arguments that are concise, meaningful and easily understood.

Positive

- ✓ Identifies areas suitable for scrutiny and ensures that citizens and communities are involved in the scrutiny process
- ✓ Quickly understands and analyses complex information
- ✓ Presents concise arguments that are meaningful and easily understood
- ✓ Understands the scrutiny process, asks for explanations and checks that recommendations have been implemented
- ✓ Objective and rigorous when challenging process, decisions and people
- ✓ Asks challenging but constructive questions

Negative

- ✗ Doesn't prepare well or check facts and draws biased conclusions
- ✗ Too reliant on officers, tends to back down when challenged
- ✗ Fails to see scrutiny as part of their role
- ✗ Too focused on detail, doesn't distinguish between good, poor and irrelevant information
- ✗ Uses scrutiny resources inappropriately (eg, on issues over which they have no influence)
- ✗ Overly aggressive: prefers political 'blood sports' to collaboration and uses scrutiny for political gain

Self reflective learning

How am I at political development/assurance?	
What do you think are your particular strengths? (e.g., what do you bring to the role of councillor that you think is particularly good?)	Prompts ... What new areas have I identified for development? How do I deal with new information? Are my arguments always concise, meaningful and easily understood? Am I constructive in my criticism? Am I fair, objective and rigorous when challenging processes or people?
Can you illustrate these strengths by writing down examples of things you think you have done well over the past year?	
In which of these areas would you like to improve and how?	

Regulating and monitoring

This skill set relates to the more judicial aspects of the role that require councillors to understand their legal responsibilities and follow protocol when evaluating arguments and making decisions. Not only do councillors need to balance public needs and local policy, they must also monitor progress and seek feedback on their own learning needs.

Positive

- ✓ Understands and acts on their judicial role in meeting legal responsibilities (e.g., duty of care, corporate parenting)
- ✓ Uses evidence to evaluate arguments and make independent, impartial judgements
- ✓ Chairs meetings effectively, follows protocol to make sure all views are explored and keeps process on track
- ✓ Follows legal process, balances public needs and local policy
- ✓ Monitors others' performance and intervenes when necessary to ensure progress
- ✓ Is committed to self-development, seeks feedback and looks for opportunities to learn
- ✓ Understands and abides by the councillor's code of conduct

Negative

- ✗ Doesn't declare personal interests, makes decisions for personal gain
- ✗ Fails to check facts or consider all sides and makes subjective or uninformed judgements
- ✗ Leaves monitoring and checks on progress to others
- ✗ Makes decisions without taking advice, considering regulations or taking account of wider issues
- ✗ Misses deadlines, leaves business unfinished and lacks balance between council and other commitments

Self Reflective Learning

How am I at regulating and monitoring?	
What do you think are your particular strengths? (e.g., what do you bring to the role of councillor that you think is particularly good?)	Prompts ... How well do I understand and act on my judicial role? (e.g., corporate parenting) How effectively do I chair meetings? Do I know enough about legal process? Are my judgements based on evidence? Do I monitor others to ensure progress? When have I sought feedback or looked for opportunities to learn?
Can you illustrate these strengths by writing down examples of things you think you have done well over the past year?	
In which of these areas would you like to improve and how?	

Some questions and answers

All these behaviours look very daunting, aren't they a little unrealistic?

There are many different ways in which local councillors can perform their roles well, and no two councillors are likely to perform their roles in exactly the same way. Every member has their unique areas of strength as well as areas they would like to improve.

The framework provides a starting point for individual councillors to reflect on their own skill profile, before deciding what they want to develop and how. Some councillors might decide that they want to be excellent in all areas, whereas others might prefer to focus on one or two key areas.

Why is political understanding included?

Most councillors are affiliated to a political party. Even if standing as an Independent, values form an important guide for the electorate in deciding how to vote. Political systems are at the heart of local government and to be successful, councillors must be able to understand the processes by which decisions are taken and how influence is exerted.

However, there is also an on going need for political skill with a small 'p'. Political skill means being able to influence and persuade others, and the ability to mobilise support to achieve objectives. Members must be able to work in political environments inside and outside the council.

What learning resources are available to me?

There is a growing array of learning resources available to councillors. However, learning and development should be based on a needs analysis and the learning objectives clearly described. The framework provides a basis for conducting individual and organisational learning

needs analyses. Once the needs have been identified the types of development opportunities available might include:

- member handbooks
- new councillor handbook
- induction training
- officer briefings
- guidance notes
- e-learning resource packs
- workshops/seminars
- external training and know-how
- work shadowing
- visits to other councils
- mentoring and coaching
- training
- learning needs analysis
- 360-degree review.

Please speak to Democratic Services in the first instance for development support.

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