

HAVANT BOROUGH COUNCIL  
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BOROUGH COUNCIL

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## CABINET AGENDA

**Membership:** Councillor Cheshire (Chairman)

Councillors Wilson, Briggs, Fairhurst, Guest and Weeks

**Meeting:** Cabinet

**Date:** Wednesday 7 October 2015

**Time:** 2.00 pm

**Venue:** Newlease Room - Public Service Plaza

The business to be transacted is set out below:

Nick Leach  
Monitoring Officer

29 September 2015

Contact Officer: Penny Milne 02392446234  
Email: [penny.milne@havant.gov.uk](mailto:penny.milne@havant.gov.uk)

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### 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 2 September 2015.

**3 Matters Arising**

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

<b>4</b>	<b>Declarations of Interests</b>	
	To receive and record any declarations of interest.	
<b>5</b>	<b>Chairman's Report</b>	
<b>6</b>	<b>Cabinet Lead Delegated Decisions, Minutes from Meetings etc.</b>	<b>5 - 24</b>
	To note the following minutes of meetings and delegated decisions:	
	(a) Delegated Decision: Service Level Agreement with Hampshire Biodiversity Information Centre;	
	(b) Delegated Decision: Response to draft planning documents relating to minerals and waste safeguarding and oil and gas development;	
	(c) Delegated Decision: Proposed Traffic Regulation Order (Various Roads) Ver.2; and	
	(d) Minutes of the Portchester Crematorium Joint Committee meeting held on 14 September 2015.	
<b>7</b>	<b>Appointments to Local Plan Panel</b>	<b>25 - 26</b>
<b>8</b>	<b>Recommendations from the Scrutiny Board</b>	
<b>8a</b>	<b>Tourism in the Borough</b>	<b>27 - 48</b>
<b>8b</b>	<b>Mail Services and Document Management System</b>	<b>49 - 52</b>
<b>8c</b>	<b>Review of CIL Spending Allocations</b>	<b>53 - 56</b>
	<b>Leader of the Council and Cabinet Lead for Corporate Strategy, Finance, Partnerships</b>	
<b>9</b>	<b>Budget Outturn Report</b>	<b>57 - 70</b>
	<b>Cabinet Lead for Planning and Built Environment</b>	
<b>10</b>	<b>Enforcement Plan</b>	<b>71 - 96</b>
<b>11</b>	<b>Councillor Competency Framework</b>	<b>97 - 118</b>

**PART 2 (Confidential items - closed to the public)**

**12 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 the heading in question; and
- (b) in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

**Item 13 – Delivering Differently – Future Service Delivery of Operational Services – Outline Business case for JVC (paragraph 3)**

**Item 14 – Land at Horndean Road, Emsworth (paragraph 3)**

### **Deputy Leader and Cabinet Lead for Environment and Neighbourhood Quality**

<b>13</b>	<b>Delivering Differently - Future Service Delivery of Operational Services - Outline Business Case for JVC</b>	<b>119 - 230</b>
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### **Cabinet Lead for Planning and Built Environment**

<b>14</b>	<b>Land at Horndean Road, Emsworth</b>	<b>231 - 262</b>
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## **GENERAL INFORMATION**

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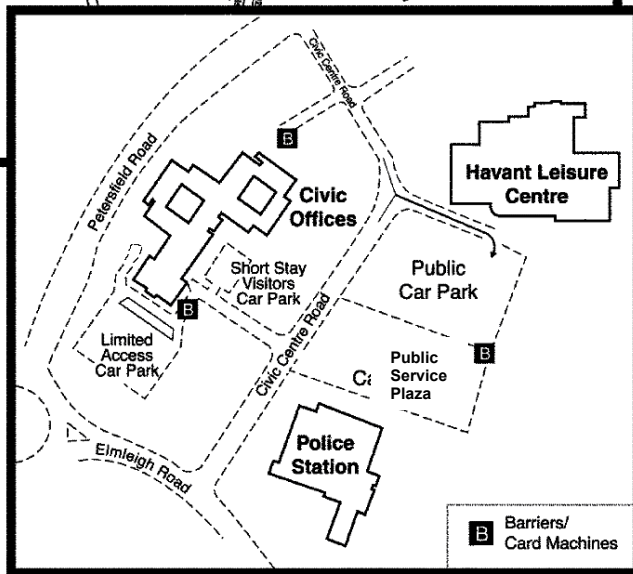
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## **HAVANT BOROUGH COUNCIL**

At a meeting of the Cabinet held on 2 September 2015

Present

Councillor Cheshire (Chairman)

Councillors Wilson, Briggs, Fairhurst, Guest and Weeks

### **170 Apologies for Absence**

There were no apologies for absence.

### **171 Minutes**

The minutes of the Cabinet meetings held on 13 and 31 July 2015 were agreed as a correct record.

### **172 Matters Arising**

There were no matters the Chairman wished to report.

### **173 Declarations of Interests**

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

### **174 Chairman's Report**

The Chairman reported that, together with the Chief Executive, he had attended a very recent meeting of the Leaders of all the partner authorities involved in the proposed Hampshire Combined Authority and gave an update on the discussion at that meeting.

### **175 Deputations**

The Cabinet noted that a deputation request had been received from Mr D R Holmes, to be heard under item 179.

### **176 Cabinet Lead Delegated Decisions, Minutes from Meetings etc.**

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

- (1) Response to Draft Planning Documents Relating to Minerals and Waste Safeguarding and Oil and Gas Development;
- (2) Havant Town Centre – Proposed Traffic Regulation Order;
- (3) Traffic Regulation Order – Little Hackets, Billy's Copse and Fulflood Road; and
- (4) Service Level Agreement with Hampshire Biodiversity Information Centre.

### **177 Recommendations from the Scrutiny Board**

There were no recommendations from the Scrutiny Board.

### **178 Hampshire and Isle of Wight Devolution Deal**

The Cabinet considered a report by the Chief Executive and Executive Director providing an update on the work across Hampshire and the Isle of Wight regarding the possible devolution of powers to local areas from Government.

The Leader reminded all those present that a briefing would held immediately following the Cabinet meeting to apprise all Councillors of the current position prior to consideration of the matter at an extraordinary Council meeting.

RECOMMENDED that the Council

- (1) agrees to delegate to the Chief Executive, in consultation with the Leader, authority to decide the extent of the commitment of this Council to the detailed Hampshire and Isle of Wight Devolution proposal scheduled to be sent to the Government on 4th September 2015, this delegation to take effect up to and including 4 September; and
- (2) notes the appointment by the Cabinet of a Combined Authorities Working Group, consisting of Councillors Narinder Bains, Gary Hughes and Tim Pike, to work with the Leader and Cabinet in taking forward the proposal for a Hampshire Combined Authority.

### **179 Langstone Area, Havant, Experimental Traffic Regulation Order**



*Cabinet (2.9.15)*

Councillor Briggs presented a report to Cabinet setting out objections and representations following the advertising of an Experimental Traffic Regulation Order (ETRO) in Langstone, Havant, and seeking to make the ETRO permanent.

At the invitation of the Cabinet, Mr D R Holmes gave a deputation, referring to incidents that had caused damage to property adjacent to the turning circle in Langstone Avenue and seeking an amendment to the ETRO to install double yellow lines in the turning circle and relocate the associated two car parking spaces. A written representation from Mr Holmes in support of his deputation was also circulated for Cabinet members' attention.

Whilst sympathetic to the particular views expressed by Mr Holmes, Cabinet members noted that comprehensive consultations with local residents and Ward Councillors, including two separate consultation phases and a dedicated workshop, had been held over an extended period of time and that every effort had been made to respond positively to the wide-ranging comments received. Cabinet members were satisfied that the current proposal was supported by the majority of local residents and that, on that basis, the ETRO should be made permanent.

At the conclusion of the debate the Leader thanked all the officers involved in taking forward this complex piece of work. The Leader also took the opportunity, on behalf of the Cabinet, to thank Mr Oli Seebohm for his outstanding contribution to the Council in recent years as Senior Traffic Engineer and wished him well in his future employment.

RESOLVED that the two phases of the ETRO be made permanent.

**The meeting commenced at 2.00 pm and concluded at 2.55 pm**

.....  
**Chairman**

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## Havant Borough Council Record of Decision

### Non Key Decision

1. **TITLE:** Service Level Agreement with Hampshire Biodiversity Information Centre

2. **PURPOSE OF DECISION**

Scheme of Delegation to Portfolio Holders paragraph 6 – power to authorise officers to enter into agreements and arrangements with other local authorities, other public sector bodies and organisations undertaking activities of a public nature where this is expedient to the effective provision of services by the Council.

3. **DECISION MADE BY:** Cabinet Lead for Economy, Planning and Built Environment

4. **DECISION:**

Agree that authority be given to officers to execute a Service Level Agreement with Hampshire Biodiversity Information Centre for the provision to the Council of biodiversity data and information services for a period of 3 years from 1<sup>st</sup> April 2015 to 31<sup>st</sup> March 2018 at a cost of £5,000 per annum.

5. **DOCUMENT CONSIDERED:** Report

<b>Decision Status</b>	<b>Date of Decision Made</b>	<b>Call In Expiry Date</b>
Recommendations Approved (subject to call-in)	16 July 2015	23 July 2015

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## Item for Consideration by Cabinet Lead for Planning & Economy

### Councillor Guest

Subject (NB. identify Category or Categories of delegated decision)  
Scheme of Delegation to Portfolio Holders paragraph 6 – power to authorise officers to enter into agreements and arrangements with other local authorities, other public sector bodies and organisations undertaking activities of a public nature where this is expedient to the effective provision of services by the Council.

#### Issue

The Council wishes to enter into an agreement with Hampshire County Council as agent for Hampshire Biodiversity Information Centre (copy attached). The agreement is for a period of 3 years

The Hampshire Biodiversity Information Centre is the biological records centre for Hampshire and has been running as a partnership since 2002. It used to be run by HCC but is now independent. HBIC provides the survey information to:

- enable Local Plans and Development Briefs to be drafted in the knowledge of the area's important wildlife sites and species. Data is needed to assist the preparation of plans, assess all proposals, and respond to objections and appeals.
- evaluate planning applications, and assist with public inquiries against a background of increasingly sophisticated ecological consultants employed by applicants.
- guide site/habitat management planning on local authority controlled land, and to support other schemes operating in their local authority area.
- assist with hedgerow removal notices under the Hedgerow Regulations
- to assist in the preparation, implementation and monitoring of Biodiversity Action Plans, Landscape Strategies and State of the Environment Reports involving local authorities or prepared by individual authorities
- to enable local authorities to respond to consultations, policies, strategies and programmes of other agencies operating in their area.

The partnership/collaborative approach has the following advantages :

- The gathering together of many different datasets to provide a 'one-stop shop' for all species and habitats, and thereby providing the 'bigger picture' and context for biodiversity in Hampshire.
- Effectiveness and economy of scale – it is cheaper to share the costs of the service rather than each organisation create its own. There is also less duplication of effort for surveying and data management. It would cost HBC far more than £5000 per year to employ ecological consultants for this work.
- The full costs of data collation, management and interpretation to the local authorities can be offset by income from the private sector derived from providing a chargeable data enquiry service.

- An improved service – by concentrating staff and resources in one centre means a team can provide a better quality service than different personnel deployed across disparate organisations., with greater flexibility.
- The Centre is able to offer partners a wider range of improved ‘products’ such as SINC monitoring, annual monitoring reports etc. based on better quality and more comprehensive data, and increased resources to process the data.
- Working to nationally agreed standards and policies, and being able to access national datasets for data on habitats and species in Hampshire as a local node in the National Biodiversity Network.

Quotations have not been obtained from other bodies for the work. It would be very difficult to tender this work as officers do not know in advance how much work there will be every year. In practice the Council uses more than its allocation some years and less in others so it balances out. However for the reasons stated above it is considered that the agreement represents best value, the activities are of a public nature and entering into the agreement is expedient to the effective provision of services by the Council.

#### Decision Required

Authority for officers to execute a Service Level Agreement with Hampshire Biodiversity Information Centre for the provision to the Council of biodiversity data and information services for a period of 3 years from 1<sup>st</sup> April 2015 to 31<sup>st</sup> March 2018 at a cost of £5,000 per annum.

#### [NOTE

1. No key/significant decision involved [ *Julie Boschi* ]
2. Expenditure/Reduced Income Involved – YES. If YES does Head of Resources confirm that financial implications are fully authorised in accordance with Financial Regulations? YES [ *HOR or rep to sign off* ]
3. Confidential item? If so, specify relevant paragraph(s) from Schedule 12A LGA 1972. No.
4. Case of genuine urgency (i.e. implementation cannot be left for 5 working days) – YES/NO? No. [ *Originating Officer/Solicitor to the Council or rep* ]

Agreed:...David Guest  
(Signed)

[ *Councillor* ]

Date:14 July 2015

**Havant Borough Council  
Record of Decision**

<b>Non Key Decision</b>
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1. **TITLE:** Response to Draft Planning Documents Relating to Minerals and Waste Safeguarding and Oil and Gas Development
  
2. **PURPOSE OF DECISION**  
  
To comment on behalf of the Council on consultation papers prepared by Hampshire County Council, Southampton City Council, Portsmouth City Council, and New Forest Park Authority.
  
3. **DECISION MADE BY:** Cabinet Lead for Economy, Planning and Built Environment
  
4. **DECISION:**  
  
Agreed to the attached to two draft SPDs that have been prepared by Hampshire County Council, Southampton City Council, Portsmouth City Council and the New Forest National Park Authority (minerals and waste safeguarding and oil and gas development).
  
5. **DOCUMENT CONSIDERED:** Representation on Hampshire County Council Minerals and Waste Safeguarding in Hampshire SPD

<b>Decision Status</b>	<b>Date of Decision Made</b>	<b>Call In Expiry Date</b>
For Determination	07 July 2015	16 July 2015

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**Item for Consideration by Portfolio Holder for Planning and the Built Environment**  
**Councillor David Guest**

**Subject:**

**Representation on Hampshire Minerals and Waste Plan – Draft Minerals and Waste Safeguarding in Hampshire and Oil and Gas Development in Hampshire Supplementary Planning Documents.**

**Issue**

Hampshire County Council, Southampton City Council, Portsmouth City Council and the New Forest National Park Authority are preparing Supplementary Planning Documents (SPD) on minerals and waste safeguarding and oil and gas development. A consultation on the two documents is taking place between 29<sup>th</sup> June and 7<sup>th</sup> August and the SPDs, supporting documents and responses forms are available to view on the following website: [www3.hants.gov.uk/spd-consultation-2015](http://www3.hants.gov.uk/spd-consultation-2015).

The guidance in the SPDs has been considered in relation to any impacts that it may have for Havant Borough and the attached letter is Havant Borough Council's response to the consultation.

The Hampshire Minerals and Waste Plan Minerals Consultation Area 2015 policies map shows that there are superficial sand and gravel sites and brick clay sites in Havant Borough, mostly in the undeveloped gap between Havant and Emsworth. It also shows three safeguarded Minerals and Waste infrastructure sites, in Brockhampton, on land between Crookhorn and Farlington and on land adjacent to the A3(M) between Purbrook and Leigh Park.

The Havant Borough Local Plan (Allocations) requires Hampshire County Council to be consulted on development proposals for housing allocations that are adjacent to some of these sites. There *may* be a future requirement for Havant Borough to accommodate additional housing, employment and associated infrastructure development under a new Partnership for Urban South Hampshire (PUSH) Spatial Strategy 2016-2036, when it is finalised. Should additional housing be required that cannot be accommodated within the urban area then this could generate pressure to develop on or near to minerals sites. The Minerals sites identified by HCC are currently protected against development to some degree by policy AL2 of the Havant Borough Local Plan (Allocations) (Urban Area Boundaries and Undeveloped Gaps between Settlements) and to ensure their continued protection, it will be important for our authorities to liaise closely over any potential future development that *may* be required close to these areas.

The guidance in paragraphs 4.10 and 4.14 of the SPD on when Hampshire County Council should be consulted on local plan preparation and on non-minerals or waste development proposals that could affect minerals sites (and on the consultation process for these proposals) is, in general, clearly explained and laid out and should help to ensure that Hampshire County Council is appropriately consulted when it needs to be on future allocations or development proposals.

**Decision Required**

To agree the response set out in the attached letter.

The response contains comments, as briefly described above, on two draft SPDs that have been prepared by Hampshire County Council, Southampton City Council, Portsmouth City Council and the New Forest National Park Authority (minerals and waste safeguarding and oil and gas development).

**[NOTE**

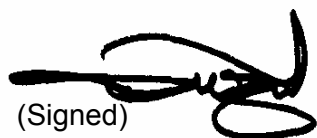
No key/significant decision involved [Originating Officer Gavin Stonham, Policy Planner]

Expenditure/Reduced Income Involved – NO

Confidential item – No

Case of genuine urgency (i.e. implementation cannot be left for 5 working days) – No

Agreed:

(Signed) 

[ *Councillor David Guest* ]

Date: 7<sup>th</sup> July 2015



Ms Kirby-Hawkes  
Minerals and Waste Planning Policy  
Hampshire County Council  
Elizabeth II Court West, The Castle  
Winchester  
Hampshire  
SO23 8UD

**Enquiries to:** Gavin Stonham  
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**My reference:**  
**Your reference:**  
**Date:** 07 July 2015

Dear Ms Kirby Hawkes

### **Hampshire Minerals and Waste Plan – Draft Minerals and Waste Safeguarding in Hampshire and Oil and Gas Development in Hampshire Supplementary Planning Documents**

Thank you for consulting Havant Borough Council on the above draft supplementary planning documents. The comments of the Borough Council are set out below.

Havant Borough Council welcomes Hampshire County Council's commitment to work with local planning authorities that fall within the Minerals and Waste Plan area around cross-boundary issues of common concern and interest. Minerals and waste safeguarding and oil and gas development are strategic issues that affect any authority that has minerals sites within its boundary. It is therefore important to fulfil the duty to co-operate in the Localism Act and the National Planning Policy Framework for our authorities to engage constructively on such issues.

#### Hampshire Minerals and Waste Plan – Draft Minerals and Waste Safeguarding in Hampshire SPD

##### Comment:

The Hampshire Minerals and Waste Plan Minerals Consultation Area 2015 policies map shows that there are superficial sand and gravel sites and brick clay sites in Havant Borough, mostly in the undeveloped gap between Havant and Emsworth. It also shows three safeguarded Minerals and Waste infrastructure sites, in Brockhampton, on land between Crookhorn and Farlington and on land adjacent to the A3(M) between Purbrook and Leigh Park.

The guidance in paragraphs 4.10 and 4.14 on when the Minerals and Waste Planning Authority should be consulted on local plan preparation and on non-minerals or waste development proposals that could affect these sites is generally clearly set out, as is the process for consultation on page 30 (figure 3). This guidance should help to avoid unnecessary consultation as well as ensuring that Hampshire County Council is consulted when it needs to be on new local plan allocations or future non-minerals or waste development proposals that could affect a minerals resource.

I did not feel however that it was clear from pages 32-34 of the SPD as to which sites fall within the Minerals Consultation Area (MCA) and which sites are safeguarded. I understand from discussion with your planning officers that safeguarded sites are known sites which are part of the Plan and are defined on the Minerals Consultation Area 2015 policies map and that the MCA is all of those sites collectively. I feel that it would be desirable for this to be better explained, either in the body of the SPD or in the glossary.

There are a number of housing allocations in the Havant Borough Local Plan (Allocations) which are either within or adjacent to safeguarded minerals sites as indicated on the Hampshire Minerals and Waste Plan 2015 policies map. The Havant Borough Local Plan (Allocations) policies for these allocations contain a requirement for Hampshire County Council to be consulted on development proposals for these areas.

It is anticipated that there *may* be a future requirement for Havant Borough to accommodate additional housing, employment and associated infrastructure development under a new Partnership for Urban South Hampshire (PUSH) Spatial Strategy 2016-2036, when it is finalised. The Minerals sites identified by HCC are currently protected against development to some degree by policy AL2 of the Havant Borough Local Plan (Allocations) (Urban Area Boundaries and Undeveloped Gaps between Settlements). Should additional housing be required within the MCA that cannot be accommodated within the urban area, this would not necessarily cause a conflict with the need to safeguard minerals but it could generate pressure for minerals sites to undergo prior extraction (subject to a separate planning application to Hampshire County Council being approved) to address the safeguarding issue, if the criteria in Policy 15 of the Hampshire Minerals and Waste Local Plan 2013 cannot be successfully demonstrated. It will therefore be important for our authorities to liaise closely over any potential future development in this area. Havant Borough Council would not wish any potentially important development sites to be undermined by uncertainties created by the need for prior extraction of minerals.

#### Draft Oil and Gas Development in Hampshire Supplementary Planning Document

##### Comment:

Havant contains oil and gas sites, as shown on the Hampshire Minerals and Waste Plan Minerals Consultation Area 2015 policies map. However, unless the development is classified as permitted development, planning permission to develop these sites for oil or gas extraction would need to be sought from the Minerals Planning Authority (i.e. Hampshire County Council). These applications would not be dealt with by Havant Borough Council.

The SPD explains that oil and gas resources are not safeguarded due to their depth beneath ground level and low likelihood of a resource sterilisation threat from surface level development. This means that for ordinary non oil or gas development planning applications Havant Borough Council would not need to consult Hampshire County Council.

Based on this information, the SPD appears to have no specific direct impact for Havant Borough Council as a non-Minerals Planning authority and so I have no comments to make on it.

If you would like to discuss any the matters raised in this letter then please do not hesitate to contact me.

Yours sincerely



Gavin Stonham  
Policy Planner

# HAVANT BOROUGH COUNCIL

## Delegated Decision by Cabinet Lead

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**Decision By: Councillor Tony Briggs**

**Havant Town Centre:  
Proposed Traffic Regulation Order (Various Roads) Ver.2**

**Report by: Oli Seebohm**

**Key Decision: No**

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### **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 implementing a Traffic Regulation Order; the effect of which:
- 1.1.1** formalises and increases disabled parking provisions within various roads in Havant Town Centre,
  - 1.1.2** introduces revised restrictions in locations where existing parking causes accessibility problems and obstructs the free flow of traffic on the highway, and
  - 1.1.3** amends a number of existing restrictions where anomalies in the descriptions exist.

### **2.0 Recommendation**

- 2.1** To proceed with the advertising of the proposals for public comment and,
- 2.2** Bring the proposed TRO into force, subject to approval by Ward Councillors in the event where less than ten objections remain unresolved, or a decision by Cabinet where ten or more unresolved objections remaining outstanding.

### **3.0 Summary**

- 3.1** Havant Borough Council Traffic Management team have been requested to undertake the process to make a new Traffic Regulation Order in Havant Town Centre to introduce a number of new disabled parking bays to facilitate a higher thereby providing easier access to the facilities in the Town Centre for the disabled community.

3.2 The traffic management team have also taken the opportunity to review a number of other restrictions where access difficulties and/or the obstruction of the free flow of vehicles on the highway occurs.

3.3 The following roads are subject to the proposed Order:

- Beechworth Road
- Fairfield Road
- Grove Road
- Havant Bus Station Access Road (Elm Lane Spur)
- Market Parade
- North Street
- Prince Georges Street
- South Street
- The Pallant
- Twittens Way

3.4 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 A review of disabled parking facilities within Havant Town Centre has identified a number of locations where additional parking facilities can be introduced for disabled badge holders.

4.2 The review follows several requests from members of the public to introduce additional parking allowing easier access to the Town Centre and nearby attractions such as The Spring Arts Centre.

4.3 Disabled badge holders are permitted to park on “no waiting” restrictions for a period not exceeding three hours, and for a period not exceeding 24 hours in limited waiting bays. This has led to parking in locations where it is less desirable to park due to safety and accessibility concerns.

4.4 The introduction of new bays aims to reduce the number of vehicles parking in these locations and provide access to the facilities in Havant from safer locations.

4.5 It is intended to formalise the new bays with a Traffic Regulation Order which will ensure that the bays can be enforced and made available only to disabled badge holders. In addition to this it is proposed to introduce a 3 hour maximum wait within some of the bays so as to provide a turnover of vehicles, thereby allowing an increase number of disabled badge holders to access the Town Centre.

4.6 It is proposed to introduce disabled parking bays in the following locations:

- 4.6.1 **Beechworth Road** - on the eastern kerb between East Street and the Post Office goods access.

- 4.6.2 **Havant Bus Station Access Road (Elm Lane Spur)** - a bay in the lay-by outside the western access to the Meridian Shopping Centre, and an additional bay to the rear of the bus station.
- 4.6.3 **Market Parade** – a single bay at the northern end of the first parking area (adjacent to Iceland)
- 4.6.4 **North Street** – a single bay in the southern end of the existing limited wait bay adjacent to Havant United Reformed Church, and an additional bay on the northern end of the existing parking provision to the south of Prince George Street junction.
- 4.6.5 **Prince George Street** – in the lay-by to the north of The Pallant, outside Nos. 1 & 2 Prince George Street.
- 4.7 In order to prevent obstruction, access problems and maintain a free flow of traffic on the public highway , the following areas have been identified as locations in which changes to, or additional restrictions are required:
- 4.7.1 **Market Parade** – vehicles parking in the vicinity of the north-west corner and the access to the delivery area to the rear of the shops are causing obstruction to the free flow of vehicles and to pedestrians.
- It is therefore proposed to introduce a prohibition of loading/unloading in the affected areas, including the access to Havant Park, adjacent to No.1 Market Parade, currently the Florist.
- 4.7.2 **South Street** – Vehicles parking opposite the entrance currently prevent access to the parking area to the rear of St Faith’s Church. It is proposed to extend the current No Waiting and Loading / Unloading at Any Time southwards to enable access/egress from the Church yard.
- It is also proposed to introduce a No Waiting at Any Time restriction on the eastern kerb north of Twittens Way to ensure access and egress from Twittens Way ensuring sightlines are maintained, without compromising on available parking outside of restricted times.
- 4.7.3 **The Pallant** – introduce a no waiting and no loading /unloading at any time restriction in The Pallant in order to prevent the narrowing and obstruction of the highway by vehicles parking on the current restrictions.
- 4.8 It has been identified that a number of locations are subject to a restriction that no longer benefits road users or the surrounding environment. It is therefore proposed to revise the current restrictions in the following areas in order to provide additional parking provision by removing sections of No Waiting at Any Time, or increasing the permitted length of stay in limited waiting bays. The following changes are proposed:

- 4.8.1 **Beechworth Road & Fairfield Road** - with the growth of Havant Town Centre westwards, the restriction within Fairfield Road and Beechworth Road are no longer appropriate to support the retail outlets and needs of the eastern part of the town. The current restriction is the current 30 minutes maximum waiting, no return within 30 minutes Monday to Saturday 8am – 6pm.

Within Beechworth Road it is proposed to increase the current Limited Wait parking provision to a 2 hour limit, no return within 2 hours Monday to Saturday 8am – 6pm.

Within Fairfield Road it is proposed to increase the current Limited Wait parking provision to a 1 hour limit, no return within 1 hours Monday to Saturday 8am – 6pm.

It is intended that the increase in permitted parking time will enable shoppers to spend more time in the Town Centre, thereby increasing the economic viability of the area. This will also benefit residents in the area who will be able to take advantage of a longer period of parking, but also visitors to the properties will be able to park for longer than 30 minutes.

- 4.8.2 **Grove Road** – remove a section of No Waiting at Any Time to the east of its junction with South Street to provide unrestricted parking for up to three vehicles.
- 4.8.3 **Prince George Street** – introduce a limited waiting bay in conjunction with the disabled bay allowing for short stay parking. It is proposed to introduce a Limited Wait parking bay restricted to 1 hour, no return within 1 hour, Monday to Saturday 8am - 6pm, in line with the revised restriction in Fairfield Road.
- 4.8.4 **North Street** – replace a section of No Waiting at Any Time with a Limited Wait parking bay restricted to 30 minutes, no return within 30 minutes, Monday to Saturday 8 am - 6 pm in line with the existing parking provision in North Street. It is proposed to locate this between the North Street Car Park and the Market Parade junction.
- 4.8.5 **Twittens Way** – revise the current restrictions so as to prevent parking at any time, with the exception of the southern section of the hammer-head at its eastern end. The current No Waiting Monday-Saturday 8 am – 6 pm is to be retained in this area as it is able to accommodate parked vehicles outside of restricted times without compromising the turning head.

## 5.0 Implications

### 5.1 Resources:

The TRO and the associated works will be sourced from Hampshire County Councils aid to movement fund allocated under the current Agency agreement.



- 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 will remain which may increase the risk of accidents occurring. The current level of disabled parking facilities will remain the obstructive parking in locations such as the Pallant will continue to pose safety risks to all road users.
- The increase of the permitted waiting time in Fairfield Road and Beechworth Road may have a negative impact on the number of vehicles utilising nearby Council run East Pallant Car Park. This in turn may reduce the income to the Council from this Car Park. However, it is a possibility that if the on-street bays are fully utilised, the use of East Pallant Car Park, which is often underutilised during the working week, will increase.
- The extension to the time limit may impact on the car park income but this would need to be monitored to assess the impact on that and possible increase in traffic at school times.
- 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 Council's statutory duties.
- 5.6 **For the Community:**  
The proposals increase the safety for all road users and increase the disabled parking facilities within the Town Centre. Additional parking provision in North Street and the increase in permitted parking times in Fairfield Road and Beechworth Road will add to the economic viability of the Town Centre whilst enabling residents to have increased parking provision in the vicinity of their properties.
- 6.0 **The Integrated Impact Assessment (IIA) has been completed and concluded the following:**  
There are no concerns about the proposals having a differential impact.
- 7.0 **Consultation:**  
The County Councillor, Ward Councillors and the Police, HBC Legal and Financial Officers have all been consulted on the proposals. On approval of this decision, the statutory consultation with the public will be undertaken.

**Appendices:**

Appendix A: Plans of proposed restrictions

**Background Papers:**

None

**Agreed and signed off by:**

Country Councillor Ray Bolton	25/06/15
Ward Councillor David Guest	12/09/15 (Revised)
Ward Councillor Jackie Branson	10/09/15 (Revised)
Ward Councillor Tim Pike	02/07/15
Legal Services:	30/06/15
Finance:	30/06/15
Service Manager	07/07/15
Cabinet Lead Councillor Tony Briggs	10/09/15 (Revised)

**Contact Officer:** Oli Seebohm  
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## **PORTCHESTER CREMATORIUM JOINT COMMITTEE**

MINUTES OF THE MEETING of the Joint Committee held in the Civic Offices, Fareham on Monday 14 September 2015 at 2.00 pm.

### **Present**

#### **Fareham Borough Council**

Councillor Keith Evans  
Councillor Susan Bell

#### **Gosport Borough Council**

Councillor Alan Scard  
Councillor Dennis Wright

#### **Havant Borough Council**

Apologies submitted

#### **Portsmouth City Council**

Councillor Ken Ellcome

### **Apologies for Absence (AI 1)**

Councillors Tony Briggs (chairman) & David Guest (Havant Borough Council); Rob New (Portsmouth City Council); James Clark (Manager & Registrar) and Terry Garvey (Engineer & Surveyor)

### **Welcome and Introductions**

Mrs Helen Jenkins, Deputy Manager and Registrar, was welcomed to the meeting.

### **649 Appointment of Vice-Chairman (AI 5)**

In the absence of the Chairman members –

**RESOLVED that Councillor Dennis Wright (Gosport Borough Council) be appointed Vice Chairman for the 2015/16 municipal year.**

**(Councillor Dennis Wright in the Chair)**

### **650 Declarations of Members' Interests (AI 2) – None**

**651 Minutes of the Meeting held on 15 June 2015 (AI 3)**

**RESOLVED** that the minutes of the meeting held on the 15 June 2015 be signed as a correct record.

**652 Matters Arising from the Minutes not specifically referred to on the Agenda (AI 4) - None**

**653 Clerk's Items (AI 6) – None**

**654 Recycling of Metals Scheme – Charitable Nomination (AI 7)**

The Clerk reported that following consultation with members during August, there was widespread support for the submission of an application for the Macmillan Nurses under the metals recycling scheme operated by the Institute of Cemetery and Cremation Management. The application had now been submitted, with the support of the Macmillan Nurses who were consulted.

**RESOLVED** that the action taken be noted

**655 External Audit for the Year Ended 31 March 2015 – Audited Annual Return (AI 8)**

(TAKE IN REPORT OF THE TREASURER)

The Treasurer reported that BDO LLP, the External Auditors for the Portchester Crematorium Joint Committee, had completed their work and provided an unqualified Certificate and Opinion on the Annual Return for the year ending 31 March 2015.

The Joint Committee was advised that for future years the current system of an external auditor being responsible for the joint committee would change with each constituent local authority then becoming responsible for the audit.

**RESOLVED** that the audited Annual Return be accepted and approved.

**656 Building Works Programme (AI 9)**

(TAKE IN REPORT OF THE ENGINEER AND SURVEYOR)

In the absence of the Engineer and Surveyor and Deputy, the Clerk and Treasurer submitted the report and answered questions arising. These included reference to the building costs in respect of the South Chapel refurbishment and the internal redecoration rolling programme.

In respect of the sound attenuation works that had been undertaken as part of the mercury abatement project, the Joint Committee was advised that the work appeared to have been successful in eliminating any noise emanating from the building, and officers advised that the effect of the work was being monitored.

**RESOLVED** that the contents of the report be noted.

**657 Manager and Registrar's Report (AI 10)**

**(a) General Statistical Report**

(TAKE IN REPORT OF THE MANAGER AND REGISTRAR)

The Deputy Manager and Registrar submitted the report. Members were advised that the number of cremations undertaken to date was in line with the projected figure.

**RESOLVED that the report be received and noted.**

**(b) Any other items of topical interest – Crematorium Web Site**

The Joint Committee was advised that work was proceeding on the design for refreshing the Crematorium's web site.

**RESOLVED that the report be received and noted.**

**658 Horticultural Consultant's Report (AI 11)**

(TAKE IN REPORT OF THE HORTICULTURAL CONSULTANT)

**RESOLVED that the report be received and approved.**

**659 Crematorium South Chapel Refurbishment (Exempt Item) (AI 12)**

Before considering this item the Joint Committee –

**RESOLVED that the public be excluded from the meeting during this item of business because it is likely that if members of the public were present there would be disclosure to them of 'exempt information' within paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.**

(TAKE IN EXEMPT REPORT OF THE ENGINEER AND SURVEYOR)

In the absence of the Engineer and Surveyor and Deputy, the Clerk and Treasurer submitted the report. In response to questions from members the Treasurer advised on tenders received for the refurbishment of the South Chapel project and the methodology and criteria used to assess those tenders. Officers noted the views of members regarding the future application of criteria to ensure that 'undue emphasis or weighting' was not given to one particular element of a tender.

**RESOLVED that the report be received and noted.**

**660 Date of Next Meeting**

**RESOLVED** that the next meeting of the Joint Committee will be at 2pm on Monday 14 December 2015 in the Civic Offices, Portsmouth, and that if possible the meeting on 14 March 2016 be held at Havant.

The meeting concluded at 2.26 pm

Chairman

JH/me  
15 September 2015  
1060914m.doc

NON EXEMPT

## HAVANT BOROUGH COUNCIL

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Cabinet

7 October 2015

### **Appointments to Local Plan Panel** **Report by the Democratic Services Assistant**

FOR DECISION

Cabinet Lead: David Guest

Key Decision: No

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#### **1.0 Purpose of Report**

- 1.1 To propose extending the membership of the Local Plan Panel to include Development Management Committee (DMC) Standing Deputies and the members of the Economy and Planning Scrutiny and Policy Development Panel, as well as full members of the DMC.

#### **2.0 Recommendation**

- 2.1 That membership of the Local Plan Panel be extended to include all members of the Development Management Committee, DMC Standing Deputies and members of the Economy and Planning Scrutiny and Policy Development Panel.

#### **3.0 Summary**

- 3.1 The Local Plan Panel agreed at its last meeting that it would be beneficial to increase the membership of the Panel. It was decided that the best way to do this would be to include DMC Standing Deputies and the members of the Economy and Planning Scrutiny and Policy Development Panel, as well as full members of the DMC.
- 3.2 The Local Plan Panel advise on the Havant Borough Local Plan and other planning issues. It was felt that members involved directly with planning issues would be most suited to serving on the Local Plan Panel.

#### **4.0 Implications**

##### **4.1 Resources:**

The Local Plan Panel has been scheduled for times that do not impact the workload of the lead officers.

##### **4.2 Legal:**

## **NON EXEMPT**

There are none.

### **4.3 Strategy:**

Increasing membership of the Local Plan Panel acts to involve more members in the development of the Local Plan. This increase public service excellence by helping to create a more robust plan and allows for members to develop their knowledge of planning issues.

### **4.4 Risks:**

There are none.

**Contact Officer:** Jack Caine  
**Job Title:** Democratic Service Assistant  
**Telephone:** 446234  
**E-Mail:** jack.caine@havant.gov.uk



## **HAVANT BOROUGH COUNCIL**

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### **Cabinet**

### **Tourism in the Borough**

**Report by: Economy and Communities Scrutiny and Policy Development Panel**

**Portfolio: Councillor Yvonne Weeks, Councillor David Guest**

**Key Decision: No**

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#### **1.0 Purpose of Report**

- 1.1 To present the recommendations being made in connection with the Economy and Communities Scrutiny and Policy Development Panel's review of tourism in the borough.

#### **2.0 Recommendation**

The Scrutiny Board recommends to the Cabinet that:

- 2.1 There needs to be increased coordination between the Public Service Plaza and Beachlands regarding tourist information to ensure visitors to the borough can access relevant information year round;
- 2.2 Progress continues to be made on raising the profile of the boroughs attractions online;
- 2.3 An investigation in to introducing the slogan "Havant: Where the Downs Meet the Sea" online and on road signs leading into the borough be conducted to help create a unique brand;
- 2.4 The need to develop tourism links with Chichester District Council and West Sussex County Council;
- 2.5 Investigate the possibility of introducing a Tourism Marketing Strategy for the borough; and
- 2.6 This should be an on-going piece of work with another review in two years time to assess whether the current and proposed tourism initiatives have been successful.

### **3.0 Summary**

- 3.1 The Panel reviewed the role Havant Borough Council (HBC) plays in promoting tourism throughout the borough and investigated any possible opportunities to improve this function.

### **4.0 Current Situation**

#### Benefits of Tourism to the Borough

- 4.1 Tourism plays an important role in ensuring the borough is a prosperous, successful and attractive place for people to work and visit. The most recent tourism economic impact report from Tourism South East highlighted the various benefits tourism brings to the borough. These included:
- Total value of tourism to the borough (visitor spend) - £182 million per annum;
  - Jobs supported by tourism – 4,265 (this is 11% of employment in the borough);
  - Number of day visitors – 2.7 million (these visits lasted longer than 3 hours and were taken on an irregular basis, up by 4% in 2012); and
  - Number of staying visitors – 312,000 (this has seen a decline since 2012)

#### Key Tourist Assets

- 4.2 The borough has a variety of areas and activities which are key to bringing tourism into the area, these include:
- Watersports on Hayling island;
  - Emsworth food offer;
  - Coastal and countryside walking;
  - Blue Flag beaches; and
  - Traditional family holidays

Appendix A provides a list of available leaflets for visitor attractions, walks etc.

#### Support Havant Borough Council Provides to Tourism

- 4.3 HBC offers a wide range of support to help promote tourism in the borough. Appendix B provides an example of the various events which HBC helps support and promote. There is a visitor information centre on Hayling Island which has a wide range of services available for visitors. This includes an accommodation booking service, details on places to eat, things to do, public transport information, the booking of coach excursions and holidays and many other services to help visitors. HBC has also worked hard to promote the borough

online as an area to visit. This has included working with Portsmouth City Council (PCC) on their Visit Portsmouth initiative to help boost the borough's profile. There is also a good presence for the area on the Visit Hampshire website ([www.visit-hampshire.co.uk](http://www.visit-hampshire.co.uk)) and a Visit Havant website has also been implemented ([www.visithavant.co.uk](http://www.visithavant.co.uk)) which is kept up to date and regularly refreshed.

## **5.0 Future Options**

### Further Joined-Up Working

- 5.1 Joined up working within the Council and with other organisations can be a cost effective and beneficial way of boosting tourism in the borough. Currently the Beachlands office on Hayling Island provides a very useful service to tourists; however the Panel does feel that there needs to be better coordination between this office and the Public Service Plaza. There is very little tourist information available at the Plaza which is a missed opportunity as it could become an information point for tourists. A leaflet rack could be made available focusing on local events and activities with Customer Services also being better utilised to help visitors. When Beachlands is closed there is a lack of resources available for visitors to access tourist information. The potential for customer services to be able to provide a similar service to Beachlands when it's closed or at least to signpost people to the relevant information needs to be investigated. It is important that there is coordination between Beachlands and the Plaza so this can be achieved. Tourists should be able to visit the Plaza and be able to find out what events are on or know what accommodation is available in the area etc.
- 5.2 The Panel recognises that working with Portsmouth City Council (PCC) is very important as Portsmouth is a major visitor attraction on England's south coast attracting 8.6 million visitors annually and generating £557 million for the local economy. With Portsmouth next door to Havant we have to investigate ways of capitalising on visitors to Portsmouth and promote the borough to them. Steps have already been taken with the purchase of a double page spread in the VisitPortsmouth visitor guide. This has a far reach with copies in the following languages: English 150,000, French 20,000, German 10,000, Spanish 8,000 and Chinese 5,000. Portsmouth has also carried out advertising campaigns to boost tourism in London and overseas. It would be financially prohibitive for HBC to embark on such advertising campaigns; however any opportunities to promote the borough in conjunction with Portsmouth's campaigns should be investigated.

### Increasing the Borough's Online Presence

- 5.3 HBC has been working hard to raise the profile of the borough's tourist attractions and events online. The introduction of the VisitHavant website has certainly been positive containing information on all of the areas within the borough and links to activities, events, attractions and public transport. The borough has a good presence on the VisitHampshire website and a Twitter feed has also been established which is useful in disseminating tourist information. To continue to build on this good work though it is important that HBC continues to

progress on what has already been achieved. A VisitHavant Facebook page could be set up to reach an even wider audience, although it is recognised that growing a social media presence can take time. Portsmouth City Council (PCC) has set up a VisitPortsmouth Facebook page and this currently has 25,300 likes with an annual reach of 1,390,061 users. This is an important tool that Havant needs to utilise to increase our reach and inform more people of what the borough has to offer. The Panel feels that social media can play an important role in attracting younger people in to the borough. Our interviews revealed that on Hayling Island the majority of people using leaflets to obtain information were senior citizens. This needs to be maintained in order to continue to attract this demographic, however more possibly needs to be done to attract the younger demographic in to the area with social media playing an important role in this.

- 5.4 Another aspect of social media which could be explored is whether it would be feasible to develop a Havant App. An App is a programme that users can access on their mobile phones or tablet computers. An example of what a Havant App could potentially do is provide information on local businesses, give directions to the nearest restaurants, highlight local attractions and so on. The Panel is not sure what the financial implications of this would be but the feasibility of it should be examined.

#### The Havant Brand

- 5.5 The Panel feels that creating a Havant brand would be useful in distinguishing the borough from other areas on the south coast and help draw in visitors. Havant is situated in an excellent location with good travel links. With a beautiful coast line and the South Downs National Park situated just north of the borough there is an opportunity for Havant to market itself as a central hub which visitors could use as a base to visit local attractions. A slogan such as “Havant – Where the Downs Meet the Sea” could provide a unique selling point for the borough and this could be featured online and possibly on signs welcoming motorists into the borough. An opportunity to develop such a brand needs investigating.

#### An On-Going Piece of Work

- 5.6 This review of tourism in the borough is just an initial examination into how we can boost the number of tourists visiting the area. This should be an on-going piece of work and the Panel recommends that this is revisited by the Panel in two years time to see if any initiatives detailed above have worked and whether visitor numbers to the borough have actually increased or decreased.

### **6.0 Conclusions**

- 6.1 There needs to be increased coordination between the Public Service Plaza and Beachlands regarding tourist information to ensure visitors to the borough can access relevant information year round.
- 6.2 Progress continues to be made on raising the profile of the boroughs attractions online.

6.3 An investigation into introducing the slogan “Havant: Where the Downs Meet the Sea” online and on road signs leading into the borough be conducted, to help create a unique brand.

6.4 This should be an on-going piece of work with another review in two years time to assess whether the current and proposed tourism initiatives have been successful.

## **7.0 Implications**

Resources:

7.1 There are many options mentioned for investigation e.g. notice board, road signs, websites in the report but none have any actual Financial implications at this stage.

Legal:

7.2 There are no direct legal implications for this report.

Strategy:

7.3 Ensuring there is a thriving tourist sector in the borough helps the council achieve its vision in the Corporate Strategy “..that the communities of South and East Hampshire will be increasingly prosperous, vibrant and active”.

Risks:

7.4 If the recommendations are not implemented there is a risk that an opportunity to boost the economy of the borough could be lost.

Communications:

7.5 The recommendations of the review would be communicated online and via road signs.

For the Community:

7.6 Improved new ways to attract tourism will engage the business community and result in a boost to the borough’s economy.

Integrated impact assessment

7.7 The Integrated Impact Assessment (IIA) has been completed and concluded the following: the recommendations of this report will have a positive impact on the vitality and wellbeing of this borough.

## **8.0 Consultation**

8.1 The Panel undertook a number of interviews with individuals and organisations with an interest in tourism.

## Appendices

Appendix A – Local Tourism Leaflets Available

Appendix B – List of Events

Appendix C – Cllr Kerrin Report

Appendix D – Cllr Francis Report

Appendix E – Cllr Mrs Shimbart Report

Agreed and signed off by:

Governance and Logistics Executive Head: 20 May 2015

Economic Development: 29 April 2015

Legal Services: 19 May 2015

**Contact Officer:** Tristan Fieldsend  
**Job Title:** Democratic Services Officer  
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### **Visitor Information Points Emsworth, Hayling Island and Havant Leaflets**

D/L leaflets

Available leaflets for display:

Emsworth Map and Guide

Explore Hayling Beach Walks

Havant Cycle Map

Hayling Island WWII Heritage Trail and Copp Memorial

Hayling Seaside Railway

Langstone Harbour

Langstone Hotel

Station Theatre, Hayling island

Stansted Park

Staunton Park

The Spring Arts Centre

West Hayling Local Nature Reserve

Staunton Way

Solent Way

Wayfarers Walk

Solar Heritage/ Chichester Harbour Conservancy

Hayling Island Map

A leaflet rack holding 22 D/L leaflets that can be wall mounted is proposed. Ideally the rack should have a header that catches the eye and states 'Free local information about what to see and do'.

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Havant events in 2015

APPENDIX B

Key: **Confirmed event**

Event	Date	Venue	Websites	Organiser
Emsworth Farmers Market	17 Jan, 14 Feb, 14 Mar, 18 Apr, 16 May, 20 Jun, 18 Jul, 15 Aug, 19 Sep, 17 Oct, 14 Nov, 19 Dec	Emsworth	Visit Havant Visit Hampshire Hampshire Farmers' Markets  <a href="http://www.emsworth.org.uk">www.emsworth.org.uk</a>	Hampshire Farmers' Markets   EBA
Only Fools and 3 Courses dinners	6 & 7 Feb, 6 & 7 March	Langstone Hotel	Langstone Hotel Visit Havant Visit Hants	
Feed the Birds Week	14 – 22 Feb	Staunton Park	<a href="http://www.hants.gov.uk/staunton">www.hants.gov.uk/staunton</a> Visit Havant Visit Hants	Staunton
Waterlooville Charity Pancake Race	17 Feb	Waterlooville	Visit Havant	
Murder mystery dinners	27 Feb, 20 March, 25 April, 16 May, 29 May, 6 June	Langstone Hotel	Langstone Hotel Visit Havant Visit Hants	
Emsworth Comic Relief 2015 – The UK's first official Red Nose town.	13 – 15 March	Emsworth	<a href="http://www.emsworth.org.uk">www.emsworth.org.uk</a> Visit Hampshire Visit Havant	EBA
Easter Egg Trail	3 – 6 April	Staunton Country Park	<a href="http://www.hants.gov.uk/staunton">www.hants.gov.uk/staunton</a> Visit Havant Visit Hants	Staunton
Step into Spring	4 – 19 April	Staunton Country Park	<a href="http://www.hants.gov.uk/staunton">www.hants.gov.uk/staunton</a> Visit Havant Visit Hants	
Easter Egg Hunt and Train Ride	4 – 6 April	Stansted	Visit Havant Pavilion Tea Rooms	
Great Butser Easter Egg Roll	6 April	QECP	<a href="http://www.hants.gov.uk/qecp">www.hants.gov.uk/qecp</a>	
Donkey Derby		Hayling Island	<a href="http://haylinglions.org.uk/donkeyderby">http://haylinglions.org.uk/donkeyderby</a> Visit Havant	Hayling Lions
Emsworth Arts Trail	25 & 26 April, 2 – 4 May	Emsworth	<a href="http://www.emsworthartstrail.org.uk">www.emsworthartstrail.org.uk</a> Visit Havant Visit Hants	
May Day Market	16 May	Emsworth	<a href="http://www.emsworth.org.uk">www.emsworth.org.uk</a>	EBA

			Visit Havant Visit Hants	
Cyclefest	16 & 17 May	QECF	<a href="http://www.hants.gov.uk/qecp">www.hants.gov.uk/qecp</a>	
The Garden Show at Stansted Park	5 – 7 June	Stansted	<a href="http://www.thegardenshowonline.com/">http://www.thegardenshowonline.com/</a> Visit Havant Visit Hants	The Garden Show Stansted
Vintage Rally	7 April	QECF	<a href="http://www.hants.gov.uk/qecp">www.hants.gov.uk/qecp</a>	
May Day Arts Trail	9 & 10 May 16 & 17 May	Hayling Island and Havant	<a href="http://www.maydaysartstrail.co.uk/">http://www.maydaysartstrail.co.uk/</a> Visit Hants Visit Havant	
Bug Bonanza	23 – 31 May	Staunton Park	<a href="http://www.hants.gov.uk/staunton">www.hants.gov.uk/staunton</a> Visit Havant Visit Hants	
Waterlooville Music Festival	13 – 21 June	Waterlooville	<a href="http://www.stgeorgesnews.org/wmf">www.stgeorgesnews.org/wmf</a> HBC website Visit Hants Visit Havant	
South Downs Marathon	20	QECF	<a href="http://www.hants.gov.uk/qecp">www.hants.gov.uk/qecp</a>	
Waterlooville200	20	Waterlooville	<a href="http://www.waterlooville200.org/">http://www.waterlooville200.org/</a>	
Homestead Dog Show	21	QECF	<a href="http://www.hants.gov.uk/qecp">www.hants.gov.uk/qecp</a>	
Goodwood Festival of speed	25 – 28 June	Goodwood	<a href="http://www.goodwood.com/home">www.goodwood.com/home</a> Visit Hants Visit Havant	Goodwood
Waterlooville Classic Motor Show	4 July	W/ville town centre	Visit Havant	HBC + W/ville Bus Assoc
Emsworth Independence Day	4 July	Emsworth		
Havant Fun Day	18 July	Havant Park	@HavantFunDay15	
America's Cup World Series	23 – 26 July	Portsmouth/ Hayling	Visit Portsmouth	
Summer holiday activities Staunton Park	23 July – 31 Aug	Staunton	<a href="http://www.hants.gov.uk/staunton">www.hants.gov.uk/staunton</a> Visit Havant Visit Hants	Staunton
Trailwalker	25 & 26	QECF	<a href="http://www.hants.gov.uk/qecp">www.hants.gov.uk/qecp</a>	
Staunton Festival		Staunton	<a href="http://www.hants.gov.uk/staunton">www.hants.gov.uk/staunton</a> Visit Havant Visit Hants	Staunton
999 Services Day		Hayling Island	Visit Havant	
Hayling Lifeboat Station Open Day		Hayling Island	<a href="http://www.haylinglifeboats.org.uk/">http://www.haylinglifeboats.org.uk/</a> Visit Havant	RNLI
South Downs Show	15 & 16	QECF	<a href="http://www.hants.gov.uk/qecp">www.hants.gov.uk/qecp</a>	
Playing on the Plaza	16 Aug	Hayling Island	<a href="http://www.playingontheplaza.co.uk">www.playingontheplaza.co.uk</a> Visit Havant	
3 Churches Fete		Hayling Island	Visit Havant	

Hayling for St George	30 Aug	Hayling Island	Visit Havant	
Emsworth Horticultural Show	31 Aug	Emsworth Recreation Ground	<a href="http://www.emsworthshow.org.uk">www.emsworthshow.org.uk</a> Visit Havant Visit Hampshire	Emsworth Horticultural Society
Hayling Island Scarecrow Festival		Hayling Island	Visit Havant	
National Water Sports Festival	4 - 6 Sept	Hayling Island	<a href="http://nationalwatersportsfestival.com/">http://nationalwatersportsfestival.com/</a> Visit Havant Visit Hants	
Kite surfing Armada	Tba (likely end Sept, early Oct)	Hayling Island	<a href="http://kitesurfingarmada.org.uk/">http://kitesurfingarmada.org.uk/</a> Visit Havant Visit Hants	Virgin
Goodwood Revival	11 – 13 Sept	Goodwood	<a href="http://www.goodwood.com/home">www.goodwood.com/home</a> Visit Hants	Goodwood
Emsworth British Food Fortnight	19 Sep – 4 Oct	Emsworth	<a href="http://www.emsworth.org.uk">www.emsworth.org.uk</a> Visit Havant Visit Hampshire	Emsworth Business Association
WemsFest cultural festival		Westbourne and Emsworth	<a href="http://www.wemsfest.com">www.wemsfest.com</a> Visit Havant Visit Hampshire	WemsFest CIC
Ale-ing Fest		Hayling Island	<a href="http://www.ale-ingfest.co.uk">www.ale-ingfest.co.uk</a> Visit Havant	Hayling Twinning Association
Havant Literary Festival		Havant	<a href="http://www.havantlitfest.org.uk/">http://www.havantlitfest.org.uk/</a> Visit Havant Visit Hampshire	
Wodehouse Festival		Emsworth		Brookfield Hotel/ Wemsfest
Spellbinding Staunton	24 Oct – 1 Nov	Staunton Country Park	<a href="http://www.hants.gov.uk/staunton">www.hants.gov.uk/staunton</a> Visit Havant Visit Hants	Staunton
Halloween	26 - 30	QECP	<a href="http://www.hants.gov.uk/qecp">www.hants.gov.uk/qecp</a>	
Halloween		Stansted	<a href="http://www.stanstedpark.co.uk">www.stanstedpark.co.uk</a> Visit Havant Visit Hants	Stansted
Free Firework Display	5 November	Stockheath Common	Visit Havant Visit Hants	Havant BC
Model Railway Exhibition	7 & 8 Nov	Hayling Community Centre	<a href="http://www.haylingseasiderailway.com">www.haylingseasiderailway.com</a> Visit Havant Visit Hants	Hayling Seaside Railway
Emsworth Christmas Lights and the Arrival of Father Christmas	27 Nov	Emsworth	<a href="http://www.emsworth.org.uk">www.emsworth.org.uk</a> Visit Hampshire Visit Havant	EBA
National Tree Celebration	28 Nov – 6 Dec	Staunton Park	<a href="http://www.hants.gov.uk/staunton">www.hants.gov.uk/staunton</a> Visit Havant Visit Hants	
Christmas		Stansted	<a href="http://www.stanstedpark.co.uk">www.stanstedpark.co.uk</a>	Stansted

			Visit Havant Visit Hants	
Christmas activities	5/6, 12/13, 19/20, 21/22/23 December	Staunton Country Park	<a href="http://www.hants.gov.uk/staunton">www.hants.gov.uk/staunton</a> Visit Havant Visit Hants	Staunton
Christmas in the Park	5/6, 12/13, 19 – 22	QECP	<a href="http://www.hants.gov.uk/qecp">www.hants.gov.uk/qecp</a>	
Winter Wonderland		Funlands	<a href="http://www.haylingwonderland.co.uk">www.haylingwonderland.co.uk</a> Visit Havant Visit Hants	Funlands

Other events to include if possible:

The Spring Arts Centre – attractions and events records on Visit Hants, Visit Havant.

Chichester Harbour Events.

## SCRUTINY PANEL – REVIEW OF TOURISM

### CLLR GARY KERRIN

Interview with Jane Singh, Visitor Services and Development Manager - City Development And Cultural Services, Portsmouth City Council.

On 15 December 2014 I interviewed Jane Singh to examine how Portsmouth City Council promotes tourism and discuss any new initiatives planned.

The Purpose of the interview was to ascertain

1. How successful has the Visit Portsmouth initiative been?
2. Is any information about Havant provided in Portsmouth visitor Information Centres?
3. What tourism initiatives do they have in Portsmouth?
4. How important is social media in helping promote tourism?

Portsmouth is a major visitor destination on England's south coast. It is one of VisitEngland's 'Attract Brands' welcoming 8.6million visitors annually, generating £557million for the local economy and supporting around 12,000 local jobs.

Portsmouth is next door to Havant where we have the potential to capitalise on visitors to the Portsmouth area by promoting the borough through the Visit Portsmouth tourism initiative.

If Havant decided to join the Visit Portsmouth initiative it would benefit from the following exposure:

- Marketing support would be provided for Havant Borough Council through the Visit Portsmouth initiative.
- A double/four page spread in the Portsmouth visitor guide (60,000 copies) and a single page of information, plus inclusion of relevant businesses, in listings in the Portsmouth mini-guide. (Number of copies: English 150,000, French 20,000, German 10,000, Spanish 8,000 and Chinese 5,000).
- Promotion through Portsmouth social media channels. Currently the Visit Portsmouth Facebook page has 25,300 likes and the Twitter feed has 5,500 followers.

Portsmouth City Council is currently developing a new responsive Visit Portsmouth website that should go live this summer. This will offer a basic free listing to business who make up the local visitor economy along with a range of charges for enhanced listings and banner advertisements. The aim is to make the site self-financing.

#### Portsmouth Tourism Statistics from the last 12 months

- 893,483 annual sessions on Visit Portsmouth, up by 50.14%
- 669,337 annual users on Visit Portsmouth up by 48.22%

- 2,737,535 pages viewed on Visit Portsmouth up by 33.69%
- (2,047,657) annual reach on Facebook of 1,390,061 users
- Average monthly reach of 115,838 users
- Portsmouth iPhone App 7,644
- Portsmouth Android 675
- You Tube viewings 54,000

### Campaigns

Two campaigns to boost tourism in Portsmouth were run in London last year. The first campaign consisted of 1,000 tube car panels in February. The panels were seen by around 1.6 million tube users and Visit Portsmouth saw a 25% increase in visits compared to the same period in the previous year. Visitors to Portsmouth from the London area saw an increase of 36% in this period.

The second campaign formed part of the Destination Marketing Partnership (DMP); the main season campaign was funded by Portsmouth visitor services (Portsmouth City Council), Portsmouth Historic Dockyard, Spinnaker Tower and Gunwharf Quays. The campaign consisted of four similar designs, each featuring one of the main partners and with Portsmouth visitor services featuring major events and the seafront. This campaign was viewed by 60% of all tube Passengers (approximately 1.5million people).

Advertising in London enables Portsmouth as a destination to be promoted to people living in London, people commuting to London for work and to the millions of visitors to the capital each year.

Portsmouth City Council also run international marketing campaigns in partnership with local attractions, transport providers, other local authorities, Tourism South East (TSE), Visit England and Visit Britain.

During 2013/14 and again for 2014/15 Portsmouth has joined two of TSE's international campaigns, i) Near Europe in partnership with Gosport Borough Council and ii) Go!China in partnership with local DMP members.

The Near Europe campaign targets the group market in Germany, France, Belgium and the Netherlands.

The Go!China campaign targets trade and media in China and Hong Kong, with potential additional contacts in India, Australia, New Zealand and Japan.

### Conclusion

- 1) The Visit Portsmouth initiative is far reaching and could create a lot of exposure for Havant. It is a great opportunity to capitalise on the number of people who visit Portsmouth each year who might be looking for alternative places to visit. Being so close to Portsmouth and with Portsmouth's excellent park and ride system Havant could become a very popular choice for people looking to stay overnight. The council should take advantage of this opportunity.

- 2) Social media is increasingly important as proven by the large number of users on Portsmouth social media sites. Havant already has a tourism presence online with a Twitter feed and the Visit Havant website and this should continue to be progressed. A Visit Havant Facebook page should also be set up.
  
- 3) The Portsmouth advertising campaign in London has seen a very significant rise in tourist numbers. This probably wouldn't be financially viable for the Council but opportunities to perhaps conduct a campaign on a smaller scale or in conjunction with another authority should be investigated.
  
- 4) The Council should investigate the possibility of joining a TSE campaign in order to highlight the borough's attractions, such as the excellent water sports facilities at Hayling Island, both domestically and abroad.

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### **Tourism in Havant (St Faith's ward)**

It must be recognised that Hayling is the most widely known part of the Borough of Havant as far as tourism is concerned. It has the hotels, the holiday camps and villages, the B and Bs, holiday attractions, areas of SSI and the sea (although the sands of yesteryear have largely disappeared).

The village of Emsworth is also very attractive for a passing visit with its Mill Pond, its pretty houses, its small attractive shops and occasional markets.

How can we promote interest in the little town of Havant (basically St Faith's ward)?

It certainly lacks much hotel provision, although that will change to some extent if the new 90 bedroom hotel, next to the Langbrook Farm pub and restaurant, is built. The Langbrook Farm can be seen to be a great success and (to date) is always thronged with customers.

The proposed hotel is obviously not a place for a prolonged stay, but will prove very useful to business visitors and people who are en route for other destinations.

Havant could be promoted as a hub for other interesting or attractive areas. We are within easy reach of Chichester, Petersfield, Portsmouth and Winchester.

Walking could be advertised. Many long distance paths pass through the town. The Solent way, Shipwrights way and the Wayfarers Way are all here. We have the Hayling Billy Line and pleasant walks across the fields and along the shore, passing pretty Langstone Village, interesting pubs (The Ship and the Royal Oak), Langstone Mill, and our Mill Pond.

We are also on the National Cycle Network and HBC has produced a good cycling map and guide.

This is a great place for twitchers with a wide variety of birds. In winter there is a great invasion of Brent Geese and on the mill pond you will see swans, mallards, cootes, the occasional heron and the invasion of little egrets.

If you continue along the coast and across a field you reach the tiny village of Warblington with its beautiful, mainly 13th Century, church of St Thomas a Becket, which has two 18th century grave watchers huts in the cemetery. Near by you can see the remaining tower of Warblington Castle.

It is easy to get out into the countryside to visit areas like the Queen Elizabeth Park, Butser Hill and Staunton County Park on the edge of Leigh Park.

Havant itself is an interesting town based on an ancient cruciform road pattern with the ancient church of St Faith at the crossroads. East Street has some fine (although largely run down) facades. South Street has the pretty Old House at Home Pub which, with the church, was one of the few buildings to remain after the great fire of 1760, cottages and the fine Manor House.

The Romans and the Saxons lived here. There are many streams, the water was good and a healthy brewing industry grew up. The water also contributed to the making of parchment. It is believed that we made the parchment for Magna Carta and other famous documents. Glove making was also an important industry. There were many wind and water mills.

We had a great Annual Fair, held at the Fairfields until it became too notorious for drunkenness and violent behaviour and the licence was rescinded by the King.

At the end of East Street is the Old Town Hall which is now known as the Spring. It houses a very interesting little museum and a thriving Arts Centre which promotes plays, music of many kinds, Art exhibitions, films, talks and educational activities.

Havant has a Park, a Leisure Centre, a Library and good public transport. Buses to all local areas and along the coast from Portsmouth to Brighton run from the bus station. Frequent trains run to London, along the coast and further afield.

The town was originally the principal shopping centre and has a market on Tuesdays and Saturdays. In town, near the church, there is a shopping mall, the Meridian.

There is also a very popular off centre shopping, with large stores in Solent Road and another near the railway bridge in Potash Terrace.

### **Existing Publicity**

[www.visithavant.gov.uk](http://www.visithavant.gov.uk)

This is our HBC website and is very good. There is a super descriptive /historical tab which is about ALL of the areas of the borough with links to Activities, Events, Attractions, Transport (very clear), and Events.

(You can get stuck on the HBC events page if you are not careful.)  
The link to performances at the Spring is up to date and attractive.

A series of Havant History Booklets, compiled by local historian Ralph Cousins, can be viewed and ordered on line at [www.hhbkt.com](http://www.hhbkt.com) or bought from the Spring Arts and Heritage Centre.

Other booklets and leaflets prepared by HBC are at the Tourist Information Bureau in Hayling.

Among them are:-

Guided walks - The Havant Shore, Langstone and Warblington;  
Havant. A clue what to look for (a town trail booklet),  
A Cycle Map and Guide,  
and the Havant Heritage trail (with map of town).

I could not find the promised link on the Portsmouth Tourism site.  
The Hampshire one promotes Hayling and Emsworth.  
There are still a number of sites advertising the tourist bureau at 1 Park Road (some with a nice little map) which closed eight years ago!

### **What can be done to promote tourism?**

The town could be promoted as a hub for visiting other places.

The shopping areas could be promoted, but they do not compare with Portsmouth or Chichester. A lot of people from other areas DO come to us for their shopping. This is a kind of tourism. They might be enticed to explore the town further, and visit the pubs or restaurants, if notice boards displayed the town heritage walk or if leaflets were available in the shops.

Cycling magazines, birdwatchers' magazines and publicity about the Long Distance walking trails might be persuaded to advertise Havant (but this might be expensive and not very productive unless we have better accommodation).

The real problem is to attract people from outside of Havant. It might be that County libraries, Community Centres and bus depots would display some of our publicity. Some leaflets should be available from hotels, within a radius of 10 miles, if they would take them. I expect posters on train stations would be very expensive. They might be more effective if they publicised Hayling with Havant.

To attract tourism from areas like Warblington and Purbrook we might put some publicity into their notice boards or bus shelters.

The Hayling Tourist Bureau has excellent information, not only about Hayling but also about Havant, and might attract their visitors to come into the town.

N.B. Some of these strategies might be appropriate for advertising the Borough as a whole.

B.Francis

### Tourism Scrutiny Report - Elaine Shimbart

#### Waterlooville library

I interviewed a senior member of the library staff in order to ascertain their methods of advertising events in the local area.

The way in which they promote events in the area has changed. Since the library has been refurbished and modernised, they informed me that they no longer have room for carousels, such as are found in the atrium in the Plaza, where leaflets could be easily seen by anyone interested.

Any leaflets, or other information, regarding events, shows, entertainment, etc., occurring in the Borough are, instead, kept in folders at the rear of the library. However, the staff are more than happy to photocopy, or download and print from their computer, any information that is requested.

There is also a separate folder for the Voluntary sector, and for Clubs and training events.

There is a large notice board at the back of the library which can be used to advertise events.

Other libraries will be somewhat similar as and when they are modernised.

#### Notice Boards

There are several notice boards, which are available for the use of charities, etc., situated in prominent places in Waterlooville and Cowplain, as well as throughout the Borough, which can be used to advertise events in and around the Borough. This will, hopefully, attract both local residents, and those from further afield.

These are closed notice boards, with the keys to those in the town centres being held by the town centre manager, Jeff Crate, while the local centre notice boards have nominated keyholders.

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## HAVANT BOROUGH COUNCIL

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### Cabinet

### Mail Services and Document Management System

Report by: Governance and Logistics Scrutiny and Policy Development Panel

Portfolio: Governance and Logistics

Key Decision: No

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#### 1.0 Purpose of Report

- 1.1 To present the recommendations being made in connection with the Governance and Logistics Scrutiny and Policy Development Panel's review of the mail services.

#### 2.0 Recommendation

- 2.1 The Scrutiny Board recommends that the findings of the review be noted.

#### 3.0 Summary

- 3.1 The Panel reviewed the role of mail services and what work was being undertaken to ensure that the Council moved towards paperless working.

#### 4.0 Mail Services

- 4.1 The mail office provides, amongst other services a postal service to Havant Borough Council (HBC), Hampshire County Council and all other partner organisations. The post is sorted in different ways, with all post for HBC officers opened in the mail office. Some of the post is scanned by the mail team and sent electronically to staff. Depending on if there are cheques involved the majority of the rest is delivered to resource areas around the Plaza. For many partner organisations the post is delivered unopened to their relevant resource areas. Any outgoing mail for partner organisations is sent through the mail office and recharged back to the organisation.
- 4.2 Meridio is the current document management system used by the mail room. As technical support for Meridio will be stopped in June 2015 work has been undertaken to investigate a replacement. A new system called IDOX has been identified as a suitable and effective replacement and it is recommended that it be installed for use by the Planning department by late 2015. Investigations are on-going as to whether it will be rolled out to other areas of the Council. If it is adopted it will not be fully functional initially as a testing phase will commence to ensure that any issues are resolved before it is rolled out to specific service areas in the council. IDOX will have the benefit of being fully functional with the

council's other case management systems making the process more streamlined and efficient.

- 4.3 Investigations will take place into how IDOX will feed into the personalisation project. The new system will be focused on providing a more customer friendly service experience by taking the information from all of the back office systems and making it available to the customer service officers. Further improvements to the customer experience delivered by IDOX will also include enabling customers to select to a larger degree the level and amount of information that they wish to have about planning applications.
- 4.4 One of the other major benefits of IDOX is that if there is no internet or network access available across Hampshire County Council the system can still be used as the information will be hosted on a server outside of HCC. This way HBC reduces its risk of any technical errors restricting its access to important information.
- 4.5 IDOX is not an automated system and would require monitoring with the mail room staff being trained in the new system (training costs included in the set up price).
- 4.6 The planning service still has an archive of microfiche and as part of the installation of IDOX this would be transferred into a different format that would be compatible with the new system.

- 4.7 The costs of installing IDOX are as follows:

Licence - £25,000

Hosting Fee - £19,000

Annual Fee (maintenance, training etc.) - £14,860

These costs are comparable to the same service provided at Hampshire County Council in addition to the system being utilised by over eighty other local authorities.

- 4.8 As the implementation of the new system is a work in progress an update should be provided to the Governance and Logistics Panel in six months time detailing the projects development. An update may then be provided to the Board in future if deemed necessary.

## **5.0 Implications**

Resources:

- 5.1 The introduction of the new document management system could potentially lead to a more labour intensive system at the source as well as require a new location for the scanner. Some of the additional costs may be met by savings in administration involved in the filing of paper documents.

The installation costs of the IDOX system quoted in this report have been approved as part of the Council capital budget for 2015/16 and any on going costs have been and will be included within the Council's revenue budgets.



Legal:

5.2

As there is a risk of data breaches, officers will need to ensure that they continue to comply with the Council's policies on Information Management in order to deal with confidential and non-confidential communications.

Strategy:

5.3 The introduction of a new document management system will support the Council's strategic aim, stated in the Corporate Strategy, of achieving financial sustainability by delivering a process at the right quality and the right price for our customers.

By investing in the system the Council will meet its aim to provide services that are accessible, efficient and fit for purpose.

Risks:

5.4 Introducing the new system may result in an initial delay in inputting archived information and a potential loss of some data in the scanning process.

Communications:

5.5 All Council departments will have to be informed of the new postal processes.

For the Community:

5.6 An improved document management system will help support the Council's proposed Customer Relationship Management System and thereby our back-office systems will be made more available to our customer service officers and to the customer directly through their own personal account.

## **6.0 Consultation**

6.1 The Panel interviewed the Corporate Support Manager and the IT partnership Manager as part of their investigations.

### **Agreed and signed off by:**

Relevant Executive Head: 10 July 2015

Finance: 25 June 2015

Legal: 19 June 2015

**Contact Officer:** Tristan Fieldsend  
**Job Title:** Democratic Services Officer  
**Telephone:** 023 9244 6233  
**E-Mail:** tristan.fieldsend@havant.gov.uk

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## **HAVANT BOROUGH COUNCIL**

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### **CABINET**

#### **REVIEW OF CIL SPENDING ALLOCATIONS**

**Report by the Planning and Built Environment Panel**

**Planning and Built Environment Quality Cabinet Lead**

**Key Decision: NA**

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#### **1.0 Purpose of Report**

**1.1** For the Planning and Built Environment Scrutiny and Policy Development Panel to have an input into the Allocation of CIL Funds by investigating and scrutinising the two agreed proposals from Cabinet and Council, being the Havant Footbridge and Harts Farm Way/Solent Road traffic management system.

#### **2.0 Recommendation**

**2.1** That the Cabinet notes the Panel's findings on the allocation of CIL funds..

#### **3.0 Summary**

**3.1** Since change in legislation, the borough no longer collects S106 funding from new developments within the area; instead Community Infrastructure Levy (CIL) is now applied to new developments and is collectable upon the commencement of development.

**3.2** The CIL fund is designed to be used to improve infrastructure of the Borough to benefit the community. This extends to roads, traffic management, public thoroughfares and Council owned property. The purpose of spending CIL is to benefit the community and support the infrastructure of the borough to fall in line with the corporate strategy and make the borough more prosperous.

**3.3** CIL briefings were held for members to keep them up to date with the progress of CIL legislation and, members were asked to provide a list of projects within the borough that they felt were most suitable for further investigation and development. After isolating those that were deemed appropriate and necessary, the traffic control system at Harts Farm Way was deemed most urgent in supporting the economic development within the borough.

#### **3.4 HAVANT FOOTBRIDGE**

The spending of CIL funds on the Havant Footbridge were agreed by cabinet on 4/2/15 and Council 18/2/15. The Panel investigated the usefulness of improving the footbridge and the found that it currently presents a poor first impression and unattractive view when arriving into the Borough. The bridge provides an important connection between

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the Public Service Village (and beyond) and the town center, two of the Borough's key development sites. The bridge has been identified as a priority for replacement by the Borough Council and Hampshire County Council for many years, which is now linked to aspirations for transforming Havant Town Centre. Without this connection there would be a considerable detour for pedestrians and cyclists of 400m to the east and 900m to the west. The Local Plan allocates sites and provides for the regeneration of both areas to the north and south of the railway line. For this reason it was understood that the allocation of CIL funds to the footbridge was reasonable and effective.

### 3.5 HARTS FARM WAY TRAFFIC MANAGEMENT

A feasibility study (funded by HCC) would outline the potential improvements to this junction, based on traffic counts and consideration of all option. The need to improve the layout of this junction is justified by lengthy delays for traffic passing through particularly during the morning and evening peaks. The proposal is to improve the flow for vehicles, cyclists and pedestrians by the installation of traffic lights. The panel agreed that the allocation of CIL funds was reasonable and effective.

## 4.0 Implications

4.1 **Resources:** On-going resource implications for officers in advising on the CIL requirements when a planning application is received, collecting and monitoring CIL payments is covered within the 5% of total receipts agreed by the Council on 23 July 2014.

4.2 **Legal:** In developing and implementing procedures for the spending of CIL, regard has been given to ensuring that these measures comply with all relevant legislation including the CIL regulations and guidance.

4.3 **Strategy:** The CIL will help to deliver across all three priority themes set out in the Corporate Strategy in respect of financial stability, economic growth and public service excellence.

4.4 **Risks:** The CIL has replaced S106 planning obligations as the main source of developer contributions from August 2013 for the provision of infrastructure, with the exception of affordable housing. The risk of not implementing the Protocol will be the lack of a clear and fair process for the distribution of funds towards the cost of priority infrastructure to support the development of the borough for the benefit of residents and businesses. Fully resourcing the administrative and monitoring processes will minimise the risk of due receipts not being collected.

4.5 **Communications:** Hampshire County Council other service and infrastructure providers have been engaged in the bidding process towards considering the spending priorities for CIL. Councillors representing the local communities have been briefed and engaged throughout the bidding and decision making process.

4.6 **For the Community:** The spending of the CIL on infrastructure within the borough will be of benefit to the local community.

## 5.0 Consultation

Discussions on the spending decision process have been undertaken with Havant Borough Council officers and leading councillors. The Protocol process allows for

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consultation with Hampshire County Council and other service and infrastructure providers.

### **Agreed and signed off by:**

Finance: 19/05/2015

Legal Services: 15/05/2015

Executive Head of Governance & Logistics:

Relevant Executive Head:

Portfolio Holder

**Contact Officer: Jack Caine**  
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**Telephone: 02392446230**  
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### HAVANT BOROUGH COUNCIL

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#### CABINET

7 October 2015

#### **Financial Outturn Report 2014-15** **Report by Simon Little, Service Manager (Finance)**

#### FOR DECISION

**Portfolio and Cabinet Lead: Leader and Finance – Cllr Mike Cheshire**

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#### **1.0 Purpose of Report**

- 1.1 This report is to brief Cabinet of the provisional outturn position for the 2014-15 financial year.

#### **2.0 Recommendation**

- 2.1 That Cabinet note the outturn position.
- 2.2 That the surplus be committed to fund transformational projects in 2015/16 and beyond.

#### **3.0 Summary**

- 3.1 The revenue outturn position is a favourable variance of £12,000. This amounts to a surplus of £553,000 against a budgeted surplus of £541,000. The Council's tax and grant income exceeded expenditure plans in 2014/15 and consequently, a budget surplus was approved. This surplus will provide funding for future organisation change and to manage spending reductions in line with significant reductions in funding expected in future years.
- 3.2 Service costs across the clusters currently show a favourable variance of £1.5m. This includes Community Infrastructure Levy income of £861,000, which has been transferred to the Balance Sheet. The remaining favourable variance is partially offset by levy payment and movements in Section 31 grant on business rates, as outlined in section 4.1.1.

#### **4.0 Subject of Report**

- 4.1 The main variances to budget can be categorised as follows :

#### **Retained Business Rates**

- 4.1.1 Performance to date on Business Rates retention<sup>1</sup> is shown in Appendix D. The income to Havant Borough Council in 2014/15 was £1.742m,

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<sup>1</sup> The Business Rates Retention scheme allows the Council to retain a share of the business rates it collects. The income due to Havant Borough Council is set at the beginning of the year and is subject to a tariff. The tariff is paid

equivalent to 5.9% of business rates collected. For 2014/15, the overall surplus on the collection fund is £2.257m, in line with Q3 forecast.

- 4.1.2 Havant Borough Council's share of the collection fund surplus is 40%, or £902,000. £880,000 will be redistributed in 2015/16 as per the budget estimates, and the remaining £22,000 will be redistributed in 2016/17.
- 4.1.3 The business rates income share and tariff for 2014/15 revenue outturn are both fixed, but the levy and section 31 grant received must be accounted for in the year to which they relate, and will vary from budget depending on the performance of the collection fund.<sup>2</sup>
- 4.1.4 As the reduction in appeals provision is significantly higher than anticipated at Q3, the levy payment is accordingly higher than forecast at £619,000. The variance is taken to the general fund and offset by the redistribution of surplus in 2015/16.
- 4.1.5 The Council is receiving compensation grant of £615,000 for the extension to the Small Business Rates Relief scheme, the 2% cap on Business Rate increases, and empty property reliefs, all measures included in the Chancellor's Autumn Statement.

## **Income Streams**

- 4.1.6 Planning & Built Environment – The Council was in receipt of £861,000 in respect of Community Infrastructure Levy in 2014/15. The largest contributions are £404,000 for the development site west of Glebe Park Avenue, Portsdown Hill, and £195,000 in respect of Havant Retail Park. CIL contributions will be used to support infrastructure projects in future years and therefore have been transferred to usable reserves until the cash is required.
- 4.1.7 Planning & Built Environment – Building Control, Land Charges and Development Management have all experienced increased demand for services, and fee income is £105,000 higher than originally budgeted. The greater number of applications is related to higher than expected housing market activity.
- 4.1.8 Economy & Communities – Resurfacing works at various car parks have resulted in closures, reducing metered income. Also, the introduction of revised parking charges has resulted in a small reduction in demand. These factors combine to an adverse variance of £40,000.
- 4.1.9 Environment & Neighbourhood Quality – Income from Materials Recovery Facilities is less than budgeted, contributing to an adverse variance of £47,000 in Domestic Refuse and Recycling. This is due to an external waste recovery company used by Havant Borough Council via Hampshire

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to government and is used to create a national safety net to ensure authorities do not receive less than a baseline income. Business rates income above a certain baseline will be subject to a levy of 50p per pound. If business rates income exceeds expectation, the surplus is redistributed in the following financial year.

<sup>2</sup> The Government has introduced a number of reliefs to businesses to encourage economic growth. These measures have a detrimental effect on the Council's Business Rates income. Section 31 grant is being paid to the Council to compensate for the reduction in Business Rates income.



County Council going into administration and income due to be received from them subsequently not materialising.

4.1.10 Environment & Neighbourhood Quality – There is a £31,000 favourable variance for cemeteries mainly due to additional memorial income that was not built into the original 2014/15 budget. This has now been rectified for the 2015/16 budget.

4.1.11 Governance & Logistics – Facilities - extra income was received from the hire of meeting rooms at the Civic Offices, mainly by Hampshire County Council, which amounted to a favourable variance of £44,000.

### **Expenditure Variances**

4.1.12 Across all clusters, staffing budgets were £259,000 underspent. This was due to ongoing organisational change, including resource reviews and restructuring across the authority, and savings generated from normal staff turnover.

4.1.13 Environment & Neighbourhood Quality - There has been an upgrade of cleaning vehicles with the fitting of reversing sensors and on board weighing systems during the year. The upgrade was to enable vehicles to comply with the T1 Safety & Street Works code of practice, which fulfil the legal requirements to sign, light and guard works. This has contributed towards an adverse variance of £61,000 for Street Cleaning & Grounds Maintenance.

4.1.14 Governance & Logistics – Approval was given from the Joint Executive Board to appoint specialist temporary staff to cover vacancies and long term sickness in the Transactional and Corporate Finance teams. There has also been staff recruitment costs incurred. This has led to an adverse variance of £187,000.

4.1.15 Governance & Logistics – Legal – proactive use of cheaper sources of information has reduced the amount of consultancy work required. There has also been a reduction in caseload. These factors have created a favourable variance of £90,000. The budget for 2015/16 has been reduced to reflect this.

4.1.16 Governance & Logistics – Revenues & Benefits Contract Management – There has been a reduction in contract fee following transfer of fraud staff to DWP in October 2014. In addition the RPI uplift was lower than budgeted, leading to a favourable variance of £156,000

4.1.17 Governance & Logistics – Facilities expenditure relating to repairs and maintenance at the Civic offices has been less than originally budgeted which has resulted in a favourable variance of £47,000.

4.2 The capital budget for 2014-15 is shown in Appendix B. The main variations in the capital programme are:

4.2.1 *Investment Property purchases*: The Council committed to buy two investment properties in late 2013/14. These properties completed in early 2014/15 at a cost of £1.2m. The cash to purchase these properties was set aside in the Asset Acquisition Reserve. The annual net rental income of these properties is £78,280 per annum, equating to 6.5% of purchase price.

4.2.2 *Disabled Facilities Grants*: Expenditure on Disabled Facilities grants is demand led and therefore difficult to accurately predict. However the outturn is £886,000, against an original budget of £1.1m. Central Government grant funding for this expenditure was £621,000, with the remaining £265,000 funded by Havant Borough Council.

4.2.3 *Operational Land & Buildings*: Expenditure on operational land and buildings relates entirely to externally funded works on projects.

4.3 To pay for the cost of providing services the Council uses both in year income and funding via the General Fund and specific reserves. Reserves are also used to fund capital expenditure. Analysis of the movement in reserves is included in Appendix C.

## 5.0 Treasury Management

5.1 Overall interest earnings had an adverse variance of £13,000 at the year end. This is primarily because the interest payable figure has been adjusted to reflect the Plaza loan being amortised over 25 years rather than the cash repayments over 30 years.<sup>3</sup>

5.2 Interest rates are not expected to increase in the short term. This is partly due to the Bank of England's Funding for Lending scheme, which has increased the availability of cash to banks and building societies and thus reducing the rates available down compared to previous years. Additionally, inflation has remained low throughout 2014/15, reducing the pressure on the Bank of England to increase the base rate.

5.3 All treasury activity is conducted according to the Treasury Management Strategy set in February 2014 and limits defined in the Prudential Indicators section of that report. A review has been conducted, and no activity has taken place contrary to the strategy and no limits have been exceeded.

## 6.0 Carry forwards taken into 2015-16

6.1 **Major Buildings Repairs** – A budget carry forward of £101,000 into the 2015/16 financial year was approved as part of the Q3 forecast process. The breakdown of the carry forward budget requirement is as follows :

- £45,000 - Leisure centre works
- £14,000 - External consultants to deliver projects
- £42,000 – Smaller works part of planned maintenance programme

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<sup>3</sup> The Council's loan is accounted for over 25 years to align to the occupancy agreement with Hampshire County Council, and their contribution to the Plaza refurbishment. The loan is being repaid to the PWLB over 30 years and therefore an adjustment between the cash basis and accounting basis has been included in the outturn.

## **7.0 Implications**

7.1 **Resources:** All resource implications are highlighted in the main body of the report.

7.2 **Legal:** N/A

7.3 **Strategy:** The outturn shows our performance against the budget, which provides the financial framework for delivering the corporate strategy.

7.4 **Risks:** N/A

7.5 **Communications:** N/A

7.6 **For the Community:** N/A

7.7 **The Integrated Impact Assessment (IIA) has been completed and concluded the following: None**

8.0 **Consultation** Joint Executive Board have been consulted.

### **Appendices:**

**Appendix A** – Summary to outturn analysed by type of expenditure and by Cluster

**Appendix B** – Capital outturn 2014/15

**Appendix C** – Analysis of reserve balances Q3 2014/15

**Appendix D** – Retained Business Rates Analysis

### **Agreed and signed off by:**

Legal Services: Shirley Shaw (18/6/15)

Executive Head of Governance & Logistics: Jane Eaton 16/6/15

Relevant Executive Head: Jane Eaton (16/6/15)

Cabinet Lead: (24/6/15)

**Contact Officer:** Simon Little  
**Job Title:** Service Manager (Finance)  
**Telephone:** 443324  
**E-Mail:** simon.little@havant.gov.uk

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## Appendix A

### Summary of Outturn Analysed by Cluster and Type

	Original Budget £000	Revised Budget £000	Revenue Outturn £000	Variance to Budget £000
<b>Service Running Costs</b>				
Executive	576	6	149	143
Environment and Neighbourhood Quality	3,248	5,073	5,024	(49)
Marketing and Development	2,504	16	(32)	(48)
Economy and Communities	945	2,410	2,439	29
Governance and Logistics	4,859	3,945	3,531	(414)
Planning and Built Environment	977	1,659	569	(1,090) <sup>1</sup>
<b>Total Service Expenditure</b>	<b>13,109</b>	<b>13,109</b>	<b>11,680</b>	<b>(1,429)</b>
<b>Other Operating Expenditure</b>				
Langstone Harbour Levy	35	35	35	-
Past Service Pension Cost	563	563	563	-
	<b>598</b>	<b>598</b>	<b>598</b>	<b>-</b>
<b>Financing and Investment Income and Expenditure</b>				
Interest Payable	155	155	177	22
Interest Receivable	(64)	(64)	(73)	(9)
	<b>91</b>	<b>91</b>	<b>104</b>	<b>13</b>
<b>Movement in Reserves</b>				
Contributions to/(from) Earmarked Reserves	4	4	73	69
Contributions to/(from) Grants & Contributions Unapplied	-	-	874	874 <sup>4</sup>
Agreed carry forwards from 2013/14	-	-	(323)	(323)
Minimum Revenue Provision 2014/15	694	694	775	81
	<b>698</b>	<b>698</b>	<b>1,399</b>	<b>701</b>
<b>Total Income and Expenditure</b>	<b>14,496</b>	<b>14,496</b>	<b>13,781</b>	<b>(715)</b>
<b>Funding</b>				
Revenue Support Grant	(3,426)	(3,426)	(3,426)	-
New Homes Bonus	(784)	(784)	(793)	(9)
Other Government Grants	(154)	(154)	(909)	(755) <sup>2</sup>
Council Tax	(7,466)	(7,466)	(7,464)	2
Retained Business Rates	(3,207)	(3,207)	(1,742)	1,465
<b>Total Funding</b>	<b>(15,037)</b>	<b>(15,037)</b>	<b>(14,334)</b>	<b>703</b>
<b>(Surplus)/Deficit</b>	<b>(541)</b>	<b>(541)</b>	<b>(553)</b>	<b>(12)</b>

<sup>1</sup> Service running costs for Planning and Built Environment includes the £861,000 Community Infrastructure Levy (CIL) income as highlighted in section 4.1.6. This is being transferred to the balance sheet as a contribution to Grants Unapplied.

<sup>2</sup> This line includes the extension of small business rates relief as highlighted in 4.1.5

## Appendix A

### Summary of Outturn Analysed by Cluster and Type

<b>Service Running Costs by Type</b>	<b>Original Budget £000</b>	<b>Revised Budget £000</b>	<b>Revenue Outturn £000</b>	<b>(Surplus)/ Deficit £000</b>
Income	(9,308)	(9,308)	(12,001)	(2,693)
Employee Costs	12,292	12,253	12,338	85
Other Running Costs	10,370	10,409	11,627	1,218
Housing Benefits Income	(33,480)	(33,480)	(32,564)	916
Housing Benefits Expenditure	33,235	33,235	32,280	(955)
	<b>13,109</b>	<b>13,109</b>	<b>11,680</b>	<b>(1,429)</b>

<b>General Fund Balance</b>	<b>Original Budget £000</b>	<b>Revised Budget £000</b>	<b>Revenue Outturn £000</b>	<b>Movement £000</b>
Brought Forward	(3,287)	(3,287)	(3,726)	(439)
Agreed Carry Forwards from 2013/14	-	-	323	323
(Surplus)/Deficit in year	(541)	(541)	(553)	(12)
<b>Carried Forward</b>	<b>(3,828)</b>	<b>(3,828)</b>	<b>(3,956)</b>	<b>(128)</b>

## Capital Outturn 2014/15

<b>Expenditure</b>	<b>Budget including Brought Forward £000</b>	<b>Outturn £000</b>
<b>Housing</b>		
DFG Expenditure	1,100	886
	<b>1,100</b>	<b>886</b>
<b>Operational Land and Buildings</b>		
Eastoke Coastal defences	-	31
Hayling Billy Trail	-	193
Hambledon Parade	-	330
Bidbury Mead	-	59
Hayling Promenade	-	31
Havant Pk Cycle Route	-	14
Cowplain Rec	-	46
	<b>-</b>	<b>704</b>
<b>Investment Property</b>		
Investment Property purchases	-	1,201
	<b>-</b>	<b>1,201</b>
<b>Vehicles and Equipment</b>		
Vehicle Replacement Programme	381	83
	<b>381</b>	<b>83</b>
<b>Other Capital Expenditure</b>		
Rural Broadband	12	25
Play Sites refurbishment	60	61
Allotments	35	-
Cemetery at Waterloo MDA	20	-
Replacement Finance System	275	116
Democratic Services System	-	1
Accolaid upgrade	-	8
	<b>402</b>	<b>212</b>
<b>Total Expenditure</b>	<b>1,883</b>	<b>3,086</b>
<b>Funded By</b>		
Internal Borrowing	405	47
Capital Expenditure financed from the General Fund	-	8
Capital Grants & Contributions in advance	-	572
Contributions from Earmarked Reserves	1,478	1,346
Capital Grants & Contributions unapplied	-	632
Usable Capital Receipts	-	481
<b>Total Funding</b>	<b>1,883</b>	<b>3,086</b>

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## Appendix C

### Analysis of Reserve Balances

	Opening Balance	Capital Grants and Cont'n Received	Cont'n to Capital Programm e	Cont'n to General fund	Cont'n from General Fund	Closing Balance
	£000	£000	£000	£000	£000	£000
<b>Statutory Reserves</b>						
Capital Receipt Reserves	(455)	(29)	481			(3)
Capital Grants and Contributions Unapplied	(544)	(21)	11			(554)
CLG – DFG Grant		(621)	621			-
Developer Contributions Unapplied	(776)					(776) <sup>1</sup>
<b>Earmarked Reserves</b>						
General fund - Earmarked	(1,162)				(13)	(1,175)
Legal Reserve	(385)					(365)
Insurance Reserve	(573)				(57)	(630)
LABGI Reserve	(39)		25			(14)
Asset Acquisition Reserve	(1,205)		1,201			(4)
Welfare Reform Reserve	(13)			13		-
Capital Reserve	(1,301)		119	85	(101)	(1,198)
Transformation Reserve	(597)					(597)
<b>Total</b>	<b>(7,050)</b>	<b>(671)</b>	<b>2,458</b>	<b>98</b>	<b>(171)</b>	<b>(5,336)</b>

<sup>1</sup> Developers contributions are held for use for a variety of specific uses, therefore cannot be used as part of general service and non specific capital funding. Further information relating to developers contributions can be found at <http://www.havant.gov.uk/planning-policy-design/annual-monitoring-reports>, with the 2014 report giving the most recent details, specifically sections 6.05 to 6.12.

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## Appendix D

### Retained Business Rates Analysis

	Budget	Q3 Forecast	Outturn
	£'000	£'000	£'000
<b>Business Rates Yield</b>			
Base Yield	31,758	37,645	37,348
Provision for backdated appeals	-	274	772
Bad Debts	-	(575)	(180)
Mandatory & Discretionary reliefs	-	(4,515)	(4,444)
Adjustment for provision for bad debt	-	-	(570)
Transitional protection payment	-	(72)	(182)
<b>Business Rates Yield</b>	<b>31,758</b>	<b>32,757</b>	<b>32,744</b>
<b>Distribution</b>			
Central Government (0.50)	15,879	14,731	14,731
Hampshire County Council (0.09)	2,858	2,651	2,651
Hampshire Fire (0.01)	318	295	295
Havant Borough Council baseline (0.4)	12,703	11,785	11,785
<b>Total Distribution</b>	<b>31,758</b>	<b>29,462</b>	<b>29,462</b>
Reallocation of prior year balance – HBC	155	155	155
Reallocation of prior year balance – Other	233	233	233
	<b>32,176</b>	<b>29,850</b>	<b>29,850</b>
Collection Fund Balance B/Fwd		(707)	(707)
Collection Fund Surplus/(Deficit) 2014/15	-	2,907	2,964
<b>Collection Fund Balance C/Fwd</b>		<b>2,200</b>	<b>2,257</b>
<b>Havant Borough Council</b>			
<b>Retained Business Rates Calculation</b>	<b>Budget</b>	<b>Actual</b>	<b>Actual</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Havant Borough Council baseline	12,703	11,785	11,785
Tariff paid to Central Government	(9,584)	(9,579)	(9,579)
Levy for safety net paid to Central Government	(68)	(504)	(619)
Payment of prior year's estimated surplus / (-)deficit	155	155	155
<b>Retained Business Rates</b>	<b>3,206</b>	<b>1,857</b>	<b>1,742</b>

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## HAVANT BOROUGH COUNCIL

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Cabinet

30 September 2015

### ENFORCEMENT PLAN

Report by: Andrew Biltcliffe

#### FOR DECISION

Portfolio: Councillor Guest

Key Decision: No

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#### 1.0 Purpose of Report

- 1.1 The need for an Enforcement Plan has been identified by The Executive Manager Planning Services, Development Manager and Planning Enforcement Officers; to enable a clear framework and a consistent approach to dealing with all planning enforcement cases across the borough.
- 1.2 A draft Enforcement Plan that had been considered by the Joint Executive Board and Cabinet Briefing was subject to public consultation for a five week period from 10 July until 14 August 2015. No representations were made on the draft Enforcement Plan. The opportunity has been taken to tighten up the timescales in the Enforcement Plan and clarify some points. The final Enforcement Plan is now proposed for the formal adoption process to become Council policy.

#### 2.0 Recommendation

- 2.1 That the Enforcement Plan is considered by Cabinet and recommended to Council for formal adoption.

#### 3.0 Summary

- 3.1 The integrity of the planning process as a whole depends on the Council's readiness to take effective enforcement action when it is appropriate. Fair and effective planning enforcement is therefore important to protect the quality of life for the people who live and work in Havant and the quality of the Borough's built and natural environment.

3.2 Havant's Planning Service receives around 300-350 planning enforcement allegations a year. Whilst the type of alleged breaches of planning control and their frequency can vary the vast majority of alleged breaches of planning control concern the erection of buildings or structures, change of use of buildings and land, running businesses from home and breaches of conditions imposed on planning permissions. The legislation around when planning permission is required can be complex and anyone contemplating building works or using existing buildings or land for new uses (including running a business from home) should seek guidance from the Planning Department. The Council offer a chargeable pre-application advice service. Those individuals who undertake works without planning permission run the risk of incurring delays or costly changes to their project (whilst the matter is investigated and assessed) or at worst demolition of a building or structure or cessation of a use. Havant Borough Council wants its residents and businesses to prosper so avoiding costly mistakes by starting the dialogue with the Council as early as possible is important.

3.3 In order to provide an appropriate service to the public, it is important for the Council to give its customers guidance on how the enforcement system operates in practice. The benefit of this will be to:

- Explain the overall standard of service users of the function can expect
- Outline how to make planning enforcement allegations
- Explain how investigations are undertaken
- Define priorities so that the resources can be put to best use
- Set timescales so that service delivery can be measured and reviewed
- Provide an indication of possible enforcement remedies
- Ensure compliance with Government legislation and guidance
- Maintain a consistent, fair and transparent approach to planning enforcement in Havant
- Provide reporting mechanisms to managers and Councillors in relation to planning enforcement allegations received and enforcement action take

#### 4.0 Subject of Report

4.1 A clear adopted Enforcement Plan will provide prioritisation via a three stage/ priority approach as set out below:

***Priority 1 – Activity giving rise to irreversible and/or actual or likely serious harm to designated assets of the Borough in terms of heritage, ecology, archaeology and natural environment***

- *Unauthorised works / demolition in progress to a listed building;*
- *Unauthorised demolition in progress to a building in a Conservation Area;*
- *Unauthorised works in progress to a tree(s) protected by a Tree Preservation Order or trees within a Conservation Area;*
- *Unauthorised development within land subject to nature conservation designations – SPA; SAC; Ramsar site; SSSI; NNR; SIN; LNR*
- *Unauthorised development affecting known archaeological sites and/or scheduled ancient monuments*

***Priority 2 – Building works and/or uses which are likely to require planning permission***

- *Unauthorised building works or uses affecting land or buildings which are not residential dwellinghouses, and which as a result have the potential for more than simply local impacts*

**Priority 3 – Building works and/or uses, and other minor breaches of planning control**

- *Unauthorised building works or uses affecting dwellinghouses or their associated garden land (e.g. extensions, outbuildings)*
- *Unauthorised walls, fences or other means of enclosure*
- *Unauthorised advertisements*

Breach of planning conditions – where there is an alleged breach of condition it could be the case that it falls within either one of the 3 priorities set out above, therefore each will be categorised on its merits.

This priority system will ensure that individual cases receive the required level of triage allocation, thus impacting positively on the effectiveness and value of the enforcement function at Council.

4.1 A clear adopted Enforcement Plan will also provide local performance indicators for dealing with enforcement cases, as set out below:

- Acknowledgement of all planning enforcement allegations within **7 days** of receipt, providing details of the investigating officer assigned to the case
- Carrying out site visits (when required), any planning history checks and make initial determination of whether a breach has occurred on all Priority 1 cases within **24 hours of receipt**
- Carrying out site visits (when required) any planning history checks and make initial determination of whether a breach has occurred on all Priority 2 cases within **14 days of receipt**
- Carrying out site visits (when required) and any planning history checks any planning history checks and make initial determination of whether a breach has occurred on Priority 3 cases within **21 days of receipt**
- ‘Actioning’ 80% of cases within **6 weeks of making initial determination as to whether a breach has occurred**
- Contacting those involved in the planning enforcement allegation within **7 days** of action being determined

4.2 Formally seek an agreement to go to adopt the Enforcement Plan in accordance with the timetable as set out below:

- JEB 29 September
- Cabinet 7 October
- Full Council on 14 October

## **5.0 Implications**

5.1 **Resources:** The costs of producing the Plan and the resourcing of the implementation of the Plan are covered within existing budgets.

- 5.2 **Legal:** Once adopted the Enforcement Plan will be the adopted process of prioritising and managing enforcement cases.
- 5.3 **Strategy:** The policies and procedures (within the Plan) follow the principles of the [Enforcement Concordat for England and Wales](#). The document will provide a clear set of guidelines for prioritisation and process of enforcement practice within the borough. The Enforcement Plan supports the priorities of Economic Growth and Environmental Sustainability.
- 5.4 **Risks:** Central Government produced a Concordat setting out the Principles of Good Enforcement Practice, which Havant Borough Council has signed up to. Without a clear plan there is a risk that the Council may not meet the principles of the adopted Concordat.
- 5.5 **Communications:** The Plan has been subject to public consultation following the advice of the Communications Team.
- 5.6 **For the Community:** In order to provide an appropriate service to the public, it is important for the Council to give its customers guidance on how the enforcement system operates in practice. The benefit of this will be to:
- Explain the overall standard of service users of the function can expect.
  - Outline how to make planning enforcement allegations
  - Explain how investigations are undertaken.
  - Define priorities so that the resources can be put to best use.
  - Set time-scales so that service delivery can be measured and reviewed.
  - Provide an indication of possible enforcement remedies.
  - Ensure compliance with Government legislation and guidance.
  - Maintain a consistent, fair and transparent approach to planning enforcement in Havant.
  - Provide reporting mechanisms to managers and Members in relation to alleged breaches of planning control received and enforcement action taken.
- 5.7 **The Integrated Impact Assessment (IIA) has been completed and concluded the following:** No negative impacts have been identified

## 6.0 Consultation

- 6.1 The draft Enforcement Plan was subject to a six week consultation. No responses were received to the consultation.

### Appendices:

**Appendix A** Havant Borough Council Planning Enforcement Plan.

### Background Papers:

The Council's Planning Enforcement function is undertaken in accordance with current and emerging Government guidance, policy and legislation which includes;



- Town and Country Planning Act 1990 (as amended by the Planning and Compensation Act 1991 and the Planning and Compulsory Purchase Act 2004)
- Town and Country Planning (Control of Advertisements) (England) Regulations 2011
- Planning (Listed Buildings and Conservation Areas) Act 1990
- Town and Country Planning (Environmental Impact Assessment) Regulations 2011(as amended)
- Freedom of Information Act 2000
- Data Protection Act 1998
- Localism Act 2011
- National Planning Policy Framework and Planning Policy Guidance
- Police and Criminal Evidence Act 1984
- Human Rights Act 1998
- Regulation of Investigatory Powers Act 2000;
- Equality Act 2010

**Agreed and signed off by:**

Legal Services: 18 September 2015

Finance: 21 September 2015

Relevant Executive Head: 18 September 2015

Portfolio Holder Consulted

**Contact Officer: Andrew Biltcliffe**

**Job Title: Executive Manager**

**Telephone: 02392 446511**

**E-Mail: [andrew.biltcliffe@havant.gov.uk](mailto:andrew.biltcliffe@havant.gov.uk)**

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**Havant**  
BOROUGH COUNCIL

# Planning Enforcement Plan



September  
2015

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## Contents

- Background
- Government Guidance
- Principles of Good Enforcement
- Overview of Planning Enforcement
- Scope of Planning Enforcement
- Running a Business from Home – Considerations
- Multi-Agency Working – Related Enforcement Authorities
- Making a Planning Enforcement Allegation
- Prioritising Planning Enforcement Allegations
- Performance Indicators
- Dealing with Planning Enforcement Allegations
- Enforcement Action
- Comments and Review
- Appendix 1 – Havant Enforcement process
- Appendix 2 – Useful Contact Details

## 1 Background

- 1.1 This document sets out what individuals and organisations can expect from Havant Borough Council's planning enforcement service. These policies and procedures follow the principles of the [Enforcement Concordat for England and Wales](#).
- 1.2 The integrity of the planning process as a whole depends on the Council's readiness to take effective enforcement action when it is appropriate. Fair and effective planning enforcement is therefore important to protect the quality of life for the people who live and work in Havant, and the quality of the Borough's built and natural environment.
- 1.3 Havant Borough Council acknowledges the Government's view that the rapid initiation of enforcement action is vital to prevent a breach of planning control from becoming well established and therefore more difficult to remedy. However, Local Planning Authorities have a general discretion and need take enforcement action only when they regard it as expedient to do so. Action must also be commensurate with the breach of planning control it relates to.
- 1.4 In order to provide an appropriate service to the public, it is important for the Council to give its customers guidance through this document on how the enforcement system operates in practice. The benefit of this will be to:
  - Explain the overall standard of service users of the function can expect
  - Outline how planning enforcement allegations can be made
  - Explain how investigations are undertaken
  - Define priorities so that the resources can be put to best use
  - Set timescales so that service delivery can be measured and reviewed
  - Provide an indication of possible enforcement remedies
  - Ensure compliance with Government legislation and guidance
  - Maintain a consistent, fair and transparent approach to planning enforcement in Havant
  - Provide reporting mechanisms to managers and Councillors in relation to planning enforcement allegations received and enforcement action taken

## 2 Government Guidance

- 2.1 The Council's Planning Enforcement function is undertaken in accordance with current and emerging Government guidance, policy and legislation which includes:
  - Town and Country Planning Act 1990 (as amended by the Planning and Compensation Act 1991 and the Planning and Compulsory Purchase Act 2004)
  - Town and Country Planning (Control of Advertisements) (England) Regulations 2011
  - Planning (Listed Buildings and Conservation Areas) Act 1990
  - Town and Country Planning (Environmental Impact Assessment) Regulations 2011(as amended)
  - Freedom of Information Act 2000

- Data Protection Act 1998
- Localism Act 2011
- National Planning Policy Framework and Planning Policy Guidance
- Police and Criminal Evidence Act 1984
- Human Rights Act 1998
- Regulation of Investigatory Powers Act 2000
- Equality Act 2010

2.2 The National Planning Policy Framework (NPPF) (paragraph 207) states *'...effective enforcement is important as a means of maintaining public confidence in the planning system. Enforcement action is discretionary, and local planning authorities should act proportionately in responding to suspected breaches of planning control. Local planning authorities should consider publishing a local enforcement plan to manage enforcement proactively, in a way that is appropriate to their area. This should set out how they will monitor the implementation of planning permissions, investigate alleged cases of unauthorised development and take action where it is appropriate to do so.'*

### 3 Principles of Good Enforcement

3.1 The Government, in 1998 produced a Concordat setting out the Principles of Good Enforcement Practice. Havant Borough Council has signed up to the Concordat and is therefore committed to the following principles:

- **Standards** – draw up and publish clear standards of service and performance the public can expect
- **Openness** – provide information and advice in plain language; be open about how we set about our work; and discuss general issues with anyone experiencing difficulties
- **Helpfulness** – provide a courteous and efficient service and encourage the public to seek advice/information from us
- **Complaints About Service** – provide well publicised, effective and timely complaints procedures that are easily accessible to the public
- **Proportionality** – ensure any action we require is proportionate to the breach
- **Consistency** – carry out our duties in a fair, equitable and consistent manner

### 4 Overview of Planning Enforcement

4.1 Planning enforcement is a technically and legally complex component of the planning system, which means that taking action is not always as straightforward as it seems. Legislation is often qualified by court judgements and appeal decisions made by the Secretary of State for Communities and Local Government. The Council will operate within the provisions of this legislation, case law and other Government policy and guidance, the main elements of which have been outlined under Section 2.

4.2 In deciding whether it is expedient to take enforcement action, the Council will also give consideration to the objectives and policies of its adopted local

development plan(s), the NPPF, [National Planning Practice Guidance: Ensuring Effective Enforcement](#) (Online version continually updated) (NPG) and other relevant government and local guidance.

- 4.3 Each case will be dealt with on its own merits taking into account the often unique circumstances, along with the level of harm created as well as any history of previous breaches. The Council's resources are increasingly limited and it is essential to prioritise cases that would result in serious harm to the environment or the amenities of the area rather than as a response to who is complaining or how vocally.
- 4.4 In circumstances where in the view of the Local Planning Authority, breaches causing little or no harm, they will receive a lower priority and investigation timescales reflected in that level of priority. Furthermore it is not necessary for action to be taken simply because development or works have been undertaken without the necessary approval. Guidance on how cases will be prioritised is given within Section 7.
- 4.5 The Council's assessment of 'harm' cannot include private interests, such as potential loss of value to someone's property, commercial competition, loss of a view, trespass or breach of covenant. In some situations works or developments are done in ignorance or misunderstanding rather than intentionally. The person responsible will first be given an opportunity to remedy the situation in a timely fashion to ensure the integrity and confidence of the planning system is maintained. The Council will normally seek to resolve breaches through timely negotiation, unless significant and irreparable harm is being caused.
- 4.6 The Council seeks to carry out investigations promptly, efficiently and in accordance with the principles of the Principles of Good Enforcement Practice Concordat. Section 8 of this document sets out the Performance Standards the Council aims for, the results of which will be published on a quarterly basis.
- 4.7 Transparency of our decision-making is essential so that all involved in the enforcement process understand and have confidence in the basis on which the service is provided. The Council's Constitution (and associated scheme of officer delegation) sets out the appropriate level of decision making available to enable officers to progress enforcement cases without reference to the Development Management Committee.
- 4.8 All Enforcement Officers are required to follow the Council's protocol for declaration of interests. If that interest is of a personal, financial or any other nature likely to be prejudicial then that officer will take no part in the investigation and will immediately refer the matter and interest to his/her line manager.
- 4.9 When undertaking their duties, Enforcement Officers will have regard to the Council's Equal Opportunity Policy and appropriate legislation to ensure that investigations are carried out in a consistent and fair manner, free from discrimination on any grounds.



4.10 As part of the enforcement process, Human Rights are also an important consideration that will be taken into account and balanced with any action taken. The relevant elements of the Human Rights Act 1998, are:

- Article 1 of the First Protocol – Protection of property
- Article 6 – Right to a fair trial
- Article 8 – Right to respect for private and family life; and
- Article 14 – Prohibition on discrimination

4.11 The Council will not tolerate any of its staff being threatened with or subjected to physical or verbal abuse in the course of carrying out their official duties and will take appropriate legal action where necessary.

## 5 Scope of Planning Enforcement

5.1 Havant Borough Council planning service deals with around 800-1000 applications every year including planning permission, advertisement consent, listed building and conservation area consent, prior approvals for telecommunications equipment, demolitions and to carry out work to protected trees. The majority of applications are approved, often with detailed conditions attached or a requirement for additional obligations e.g. the signing of a 'Section 106' Agreement between the Council and the applicant.

5.2 Conditions attached to permissions can require various details to be approved **prior to commencement** of the development and failure to do this is a breach of planning control and in some circumstances ( e.g. where conditions go to the 'heart' of the permission) can render any subsequent development as unauthorised. Depending upon the nature of any planning obligation, this also applies to any failure to carry out its terms. It is beneficial to all applicants if any failure relating to non-compliance is addressed as soon as possible. The Council's standard conditions are currently being reviewed. Some of the conditions that have historically been attached to planning permissions may no longer be enforceable, this could be because they refer to non planning legislation, e.g. environmental health legislation or required monitoring that may no longer be able to be resourced.

5.3 In assessing the need for enforcement action, the Government advises Councils to bear in mind the fact that it is **not** a criminal offence to carry out development without first obtaining planning permission required for it. However, this does not apply to the following works which **do** carry an immediate criminal liability:

- Unauthorised works to a Listed Building
- Unauthorised display of advertisements
- Unauthorised demolition of an unlisted building in a Conservation Area
- Unauthorised works to 'protected' trees
- Unauthorised works to trees in Conservation Areas
- Failure to comply with the requirements of an Enforcement Notice

5.4 Where development occurs without the necessary permission in all innocence, this is still a breach of planning control. In circumstances where the breach is

considered by the Council not to cause harm, (i.e. it is judged to be a technical breach) a retrospective application to put the matter right will normally be requested. The Council expects a valid application to be submitted within **three weeks** of this request. It is left to the discretion of the owner to submit an application to regularise any technical breach as this is likely to be beneficial when selling on the property. However, an application cannot be demanded in such circumstances.

5.5 The NPG (paragraph 011) is clear that *'Nothing in this guidance should be taken as condoning a wilful breach of planning law. Enforcement action should, however, be proportionate to the breach of planning control to which it relates and taken when it is expedient to do so. Where the balance of public interest lies will vary from case to case. In deciding, in each case, what is the most appropriate way forward, local planning authorities should usually avoid taking formal enforcement action where:*

- *there is a trivial or technical breach of control which causes no material harm or adverse impact on the amenity of the site or the surrounding area;*
- *development is acceptable on its planning merits and formal enforcement action would solely be to regularise the development;*
- *in their assessment, the local planning authority consider that an application is the appropriate way forward to regularise the situation, for example, where [planning conditions may need to be imposed](#)'.*

5.6 It should also be noted that people can make significant changes and extensions to their home under 'permitted development rights' or for some businesses and premises to change their use without needing to apply for planning permission. These rights are granted by the Government under the provisions of the Town and Country Planning (General Permitted Development) Order 2015 and the Town and Country Planning (Use Classes Order) 1987 (as amended). In such instances planning permission is automatically granted and if the development complies with the order, enforcement action cannot be taken.

5.7 Havant's Planning Service receives around 300-350 planning enforcement allegations a year. Whilst the type of allegation and their frequency can vary the vast majority of planning enforcement allegations concern the erection of buildings or structures, change of use of buildings and land, running businesses from home and breaches of conditions imposed on planning permissions. The legislation around when planning permission is required can be complex and anyone contemplating building works or using existing buildings or land for new uses (including running a business from home) should seek guidance from the Planning Department. The Council offer a chargeable pre-application advice service. Those individuals who undertake works without planning permission run the risk of incurring delays or costly changes to their project (whilst the matter is investigated and assessed) or at worst demolition of a building or structure or cessation of a use. Havant Borough Council wants its residents and businesses to prosper so avoiding costly mistakes by starting the dialogue with the Council as early as possible is important – prevention is better than cure!

5.8 There are also time limits as to when enforcement action can be taken:

- Usually formal action has to be taken within **four years** in relation to the erection of buildings or the change of use of a building for use as a single dwelling house
- In the case of any other breach of planning control, including breach of planning conditions, action must be taken within **ten years**
- There is no time limit for the enforcement of breaches in relation to Listed Building legislation.

### Running a Business from Home - considerations

5.9 There is no definition or particular set of circumstances that define when the character of a house changes to a business. Any assessment will depend on matters of fact and degree. The Planning Portal gives the following advice on working from home:

If the answer to any of the following questions is 'yes', then planning permission will probably be needed:

- Will your home no longer be used mainly as a private residence?
- Will your business result in a marked rise in traffic or people calling?
- Will your business involve any activities unusual in a residential area?
- Will your business disturb your neighbours at unreasonable hours or create other forms of nuisance such as noise or smells?

Whatever business you carry out from your home, whether it involves using part of it as a bed-sit or for 'bed and breakfast' accommodation, using a room as your personal office, providing a child-minding service, for hairdressing, dressmaking or music teaching, or using buildings in the garden for repairing cars or storing goods connected with a business - the key test is; is it still mainly a home or has it become business premises?

5.10 Starting or running a business from home is a big step to take and whilst there can be advantages, in terms of minimising costs and allowing flexibility. A successful business could attract visitors, noise and other activity. In many cases planning permission is not usually required to use of part of a dwelling house for business purposes so long as it does not change the overall character of the property's use as a single dwelling. However, there is a line that can be crossed when planning permission is required. It may also be the case that as the business grows or changes the "facts and degree" used in the initial assessment may need to be re-visited and the line may be crossed resulting in a material change of use that requires planning permission.

5.11 The Planning Portal advice provides a useful framework, nevertheless the considerations contain a degree of subjectivity and in the first instance it will be for the Council's Enforcement Team to determine whether any line has been crossed. So it is very important that anyone considering running a business from home contacts the Planning Department.

5.12 The Planning Enforcement Team does **not** investigate the following:

- Non-planning related neighbour disputes
- Land boundary, ownership, access or covenant disputes
- The height of hedges and trees (unless a tree is protected)
- Use of or development on highways, pavements or grass verges
- Dangerous structures

5.13 Such matters are covered by other legislation, e.g. noise and bonfires = Environmental Health; dangerous structures = Building Regulations. We will advise and signpost people to the responsible body and if the matter is a Council responsibility we will pass concerns on to the relevant department.

### **Multi Agency working – related enforcement authorities**

5.14 There may be breaches of planning control that are intertwined with other regulatory regimes and investigation and taking action may require a multi agency approach to ensure available powers are used to best effect. The Council may use its powers under the Environmental Protection Act 1990 to deal with noise nuisance alongside its planning powers.

5.15 The Government has also issued strong advice/guidance on illegal travellers encampments where joint working between the police and the local authority is important in coming to a view as to whether to take action to address:

- a) the harm that such developments can cause to local amenities and the local environment,
- b) the potential interference with the peaceful enjoyment of neighbouring property,
- c) the need to maintain public order and safety and protect health – for example, by deterring fly-tipping and criminal damage,
- d) any harm to good community relation; and
- e) that the state may enforce laws to control the use of an individual's property where that is in accordance with the general public interest.

## **6 Making a Planning Enforcement Allegation**

6.1 The process of making an enforcement Allegation and how it will be handled by the Council is set out in Appendix 1. It is critical that the best possible information is provided by a complainant at the outset. All planning enforcement allegations about possible breaches of planning control should be made in writing by using the online reporting form, the details of which are listed in Appendix 2. Alternately planning enforcement allegations can be dealt with letter or telephone.

6.2 The Council will require as much information as possible in order to carry out its investigations and also to help keep complainants informed of what action it is taking. The information that is needed from a complainant in order for the Council to undertake an investigation includes:

- Your name, address and telephone number
- Details of the planning enforcement allegations itself including when the problems started
- The location (address) of the problem
- The name and address of the alleged contravenor, if known
- An explanation of the effect that the problem is causing
- We may also need the complainant's help to gather evidence including use of 'breach diaries'

**6.3 The subject of any investigation is not told who has made a Allegation, although they can often make assumptions. However the substance of the Allegation is not confidential. In some cases it may be necessary to rely on evidence from complainants in order to take action and complainants will have to consider whether they are willing to actively assist the Council by collecting evidence and appearing as a witness at an appeal or in court.** Anonymous planning enforcement allegations make it difficult for staff to ask follow up questions or update customers on the outcome of cases, therefore **anonymous planning enforcement allegations will not be accepted.**

6.4 Complainants concerned about possibly revealing their identity, or having difficulties explaining the problems affecting them, may wish to discuss the matter with their local Councillor who can then raise the issue on their behalf. Details of your Ward Councillor can be obtained from the Council's web site.

## **7 Prioritising Planning Enforcement Allegations**

7.1 Planning enforcement allegations will be progressed as quickly and efficiently as possible. However, investigations can often be lengthy and complex, especially if formal action is required. Given this workload, coupled with available resources, it is therefore necessary to prioritise cases.

7.2 The prioritisation given to cases may change once an initial investigation has been undertaken. It is important that complainants accurately and honestly describe the impact of an alleged breach so that valuable resources are deployed efficiently and effectively.

7.3 Prioritisation of action will be taken on the basis of the following list which is for general guidance and is not exhaustive:

### **Priority 1 – Activity giving rise to irreversible and/or actual or likely serious harm to designated assets of the Borough in terms of heritage, ecology, archaeology and natural environment**

- Unauthorised works/demolition in progress to a listed building
- Unauthorised demolition in progress to a building in a Conservation Area
- Unauthorised works in progress to a tree(s) protected by a Tree Preservation Order or trees within a Conservation Area
- Unauthorised development within land subject to nature conservation designations – SPA; SAC; Ramsar site; SSSI; NNR; SINC; LNR

- Unauthorised development affecting known archaeological sites and/or scheduled ancient monuments

### Priority 2 –Building works and/or uses which are likely to require planning permission

- Unauthorised building works or uses affecting land or buildings which are not residential dwelling houses, and which as a result have the potential for more than simply local impacts

### Priority 3 –Building works and/or uses, and other minor breaches of planning control

- Unauthorised building works or uses affecting dwelling houses or their associated garden land (e.g. extensions, outbuildings)
- Unauthorised walls, fences or other means of enclosure
- Unauthorised display of advertisements

Breach of planning conditions – where there is an alleged breach of condition it could be the case that it falls within either one of the 3 priorities set out above, therefore each will be categorised on its merits.

7.4 The timing of potential enforcement action can also depend on:

- Time limits for enforcement action to be taken
- Previous case history
- The availability of any witnesses and their willingness to co-operate
- Blatant disregard of the law involved in the breach or if it was a genuine misunderstanding
- Willingness of the contravener to put right the breach
- Likelihood of the offence being repeated
- The overall probable public benefit of formal action

## 8 Performance Indicators

8.1 Unlike with the handling of planning applications, there are currently no national performance indicators for dealing with enforcement cases. Nevertheless customers need some certainty over the service they can expect, therefore the following delivery standards to the key stages of the enforcement process, (subject to continuing review relative to resources and effectiveness):

- Acknowledge all planning enforcement allegations within **7 days** of receipt, providing details of the investigating officer assigned to the case
- Carry out site visits (when required), any planning history checks and make initial determination of whether a breach has occurred on all Priority 1 cases within **24 hours of receipt**
- Carry out site visits (when required) any planning history checks and make initial determination of whether a breach has occurred on all Priority 2 cases within **14 days of receipt**



- Carry out site visits (when required) and any planning history checks any planning history checks and make initial determination of whether a breach has occurred on Priority 3 cases within **21 days of receipt**
- 'Action' 80% of cases within **6 weeks of making initial determination as to whether a breach has occurred**
- Contact those involved in the planning enforcement allegations within **7 days** of action being determined

**'Action' will be regarded as one of the following:**

- a) The case is closed because the investigation identifies that no breach in planning control has occurred.
- b) The case is closed because an alleged breach of planning has been identified but then resolved by negotiation.
- c) A valid planning application or other form of application has been submitted and registered following the investigation.
- d) A breach in planning control has been identified and an application requested, but not submitted. An assessment has been made determining that it is not expedient to take formal enforcement action in this case at this time.
- e) A breach in planning control has been identified. An assessment has been made determining that it is expedient to take formal enforcement action in this case. Formal action may be in the form of notices issued or prosecution statements sent to legal.

8.2 The investigating enforcement officer will acknowledge the planning enforcement allegations and update the complainant at key points in in any investigation in accordance with the process chart at Appendix 1. Contact will normally be made via telephone or e-mail.

## **9 Dealing with Planning Enforcement Allegations**

9.1 As enforcement can be a legally complex process, it is not possible to give an average time for dealing with a planning enforcement allegations; however in all cases where a breach of planning control has occurred, the authority will aim to reach a view as to whether further action is required within 6 weeks of receipt on 80% of cases. The time taken for a satisfactory resolution can vary considerably from one Allegation to another. However, the basic process, as set out at Appendix 1, remains the same in each case.

9.2 When a planning enforcement allegations is received it will be registered, a file created and then allocated to an officer to be investigated. All enforcement planning enforcement allegations will be acknowledged within 7 days of receipt and the complainant will be given the name and contact details of the Investigating Officer.

9.3 The Investigating Officer will firstly have to establish the facts surrounding the planning enforcement allegation. Initial desktop checks will have regard, for example, to appropriate legislation; the site's planning history, and any relevant correspondence. Where appropriate, the officer may also contact other Council

departments such as Licensing, Environmental Health, Highways or Building Control.

- 9.4 The site of the planning enforcement allegation will be visited, if required, as stated in 8.1 above. **In the most serious Priority 1 breach cases, officers will endeavour to visit the site on the same day.** Site visits will usually be unannounced and photographs may be taken. Officers also have Powers of Entry in order to gain information relating to an alleged breach of planning control.
- 9.5 If the planning enforcement allegation involves an alleged unauthorised use of a property for instance, then officers may have to monitor it for a number of weeks to build up evidence and make their assessment. The Council does not have the resources to undertake out of normal office hours monitoring or intensive monitoring of single sites. Therefore to build up evidence the Council may also seek the assistance of the complainant to collect evidence, for example by completing a Breach Diary.
- 9.6 The owner and/or occupier may be asked to provide further information about the alleged breach. Occasionally, in serious cases it may be necessary to conduct a formal interview under caution in accordance with the provisions of the Police and Criminal Evidence Act 1984.
- 9.7 Following the conclusion of investigations, it may be decided not to take any further action because the breach is minor and is of a type likely to have been granted unconditional planning permission were a planning application to be made, or because there is actually no breach of planning control. All persons who have been involved in the Allegation will be notified of the decision and the reason for it, within 7 days of the closure decision (i.e. action) being taken. Any further or new allegations will be treated as new planning enforcement allegation and further investigations will be carried out.
- 9.8 If a breach of planning control is found and appears to be causing harm, the Council will try to talk to the person responsible in an effort to resolve the matter within a reasonable and appropriate timescale. Usually officers will write to the land owner requesting they take steps to resolve the situation within **3 weeks** but asking land owners to confirm their intentions within **14 days**. In the absence of a response within fourteen days officers will assume that land owners do not intend to resolve matters. In the absence of a reply from the land owner within the fourteen day period officers will not normally send out further reminders. Appropriate action will then be taken.
- 9.9 As part of the initial letter, the investigating Officer will explain what the person has done to breach the planning regulations and specify the steps needed for them to put it right. This will vary between different types of breaches but may include inviting a retrospective planning application. In these cases such applications would be subject to the Council's normal validation, publicity and notification procedures with adjoining occupiers. Once a valid application is submitted the enforcement case will be closed and all parties involved in the planning enforcement allegation process will be made aware of the application submission.



## 10 Enforcement Action

- 10.1 Once as many facts as possible surrounding the case such as ownership of the premises or land, other people who may have an interest and the alleged breach itself have been established: then where it is proportionate and necessary the Council Officers have delegated powers to instigate a range of actions.
- 10.2 Where a harmful breach is identified and a formal establishment of the facts of a breach are required then the Council will serve a [Planning Contravention Notice](#) (PCN) which is a formal request for information relating to a suspected breach of planning control. The Council will increasingly use the PCN route as it provides a formal statement of evidence that can be used in any continuing formal procedures. Failure to return a PCN by the set date and/or giving false information are **criminal offences** and in such circumstances the Council will consider taking legal action.
- 10.3 The Council then has a range of enforcement options at its disposal depending on the individual circumstances of the case and the degree of harm being created. Once a decision to take formal enforcement action has been made, parties will be notified of the decision within 5 working days.
- 10.4 Details of the different kinds of effective enforcement action are set out in the [National Planning Practice Guidance: Ensuring Effective Enforcement](#) and made possible through legislation. In Havant the scale and scope of formal enforcement activity is relatively low key. In exceptional cases Enforcement Notices have been served for example where changes of use of land create a new dwelling or other unacceptable use. In Havant the use of Breach of Conditions Notices is one of the more common types of enforcement action. The other types of action include:
- **Enforcement Notice:** The notice will specify what the breach of planning control is and the steps needed to put matters right. It also specifies a time before it comes into effect (minimum 28 days) during which time an appeal against the notice can be made. The steps of the notice will not take effect until an appeal against it is determined. Appeals can be made to the Planning Inspectorate
  - **Stop Notice:** In exceptional circumstances where a breach continues to cause serious or irreparable harm to amenity, public safety or the environment, the Council may in addition to an enforcement notice consider serving a Stop Notice
  - **Temporary Stop Notice:** This can be served without an accompanying Enforcement Notice and can halt activity for a maximum period of 28 days where there is serious harm that needs to be stopped immediately whilst further investigations take place. It usually should be followed-up with an enforcement notice
  - **Breach of Condition Notice:** Used when certain conditions placed on a planning permission have not been complied with. No right of appeal
  - **Injunction:** In only the very most serious of circumstances, where a breach is or is likely to cause irreversible damage and could not be dealt with effectively using any other method; the Council can ask a Judge for a Court Order to prevent/stop the breach

- **Planning Enforcement Order:** Where there has been deliberate concealment of a breach of planning control (for instance to overcome the time limitations for pursuing enforcement action), the Council may apply to the Magistrates' Court for a planning enforcement order
- **Listed Building and Conservation Area Enforcement:** This is undertaken under Section 38-46 of the Planning (Listed Buildings and Conservation Areas) Act 1990, with some advice provided in the [National Planning Practice Guidance](#)
- **Enforcement against specific unauthorised advertisements:** This is covered by different NPG and legislation than development/use based planning enforcement and more information is available on the [Government website](#)
- **Tree Enforcement:** Trees protected by Tree Preservation Orders and trees in Conservation Areas have separate legislative protection and enforcement procedures. Detail are available on the governments [National Planning Practice guidance: Enforcing Tree Protection offence](#)

10.5 Where any appeal is made to the Planning Inspectorate or to the courts against the various types of enforcement action, this is likely to delay any final decision, possibly for many months, until the appeal is determined. If the appeal is unsuccessful or no appeal is made, the notice takes effect and the period for compliance commences. Failure to comply with the requirements of the notice within the specified period is a **criminal offence**.

10.6 In addition to the above, other enforcement actions which the Council can use include serving a [Section 215 Notice](#) when the condition of neighbouring land or a building is adversely affecting the amenity of a public area. The consideration of action taken by the Council will have regard to the effect on the public domain, more private areas, for example rear gardens will not normally be appropriate for Section 215 action.

10.7 The Council can also **prosecute** for unauthorised works to protected trees, Listed Buildings.

10.8 The Council will use its discretion in deciding whether to prosecute in all enforcement matters. **Prosecution will normally only be pursued where it is considered there is enough evidence that there is a realistic prospect of a conviction and where it is in the public interest to do so.**

## 11 Comments and Review

11.1 Havant Borough Council will provide the best quality of service that resources allow, delivered in a fair and consistent manner and work to make the most effective use of limited resources. Customer suggestions are therefore welcome as to how we can make improvements to the planning enforcement process.

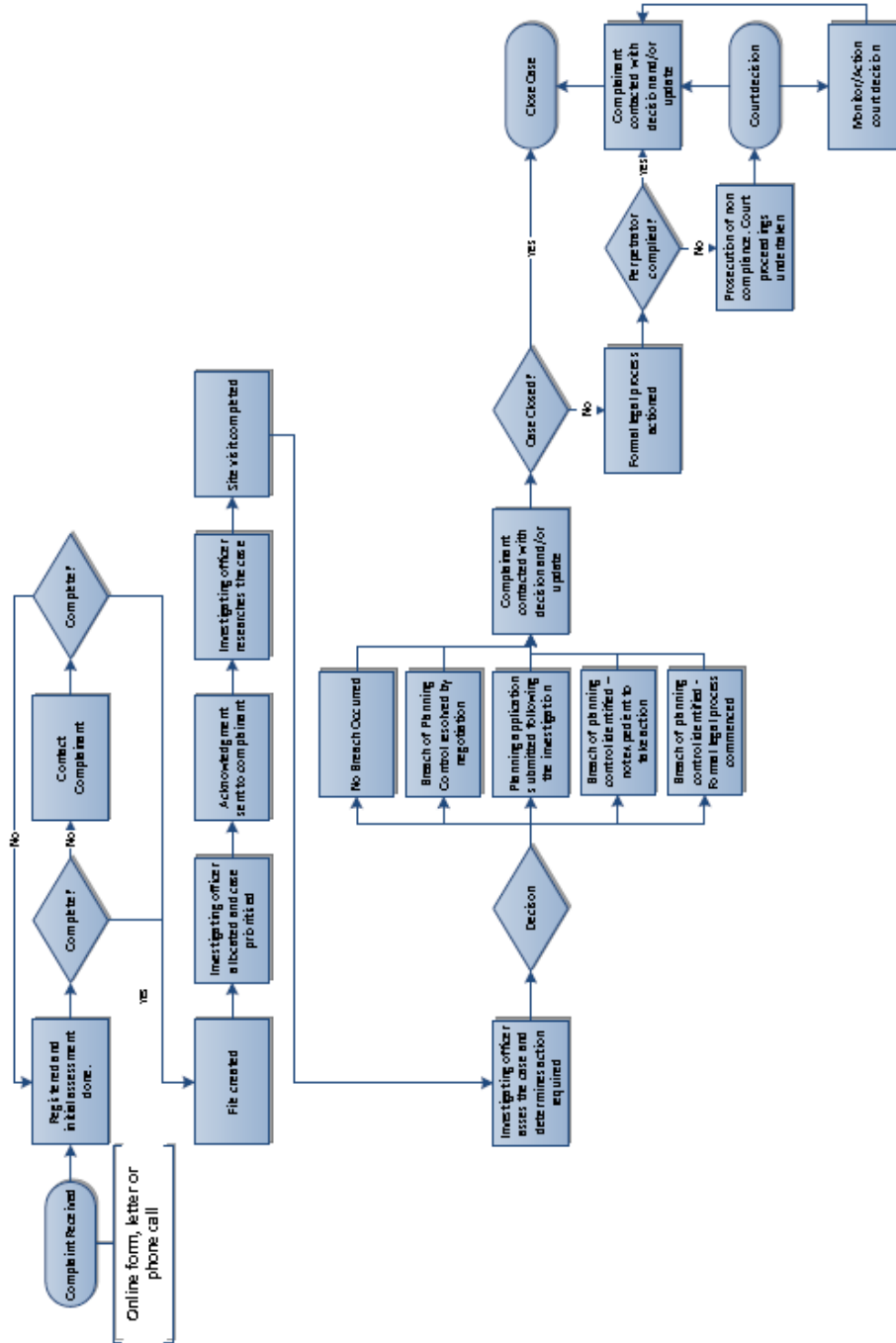
11.2 If a customer is dissatisfied with the service then formal representation through the Council's formal complaints procedure is available. If still not satisfied with our response persons may approach the Local Government Ombudsman.

11.3 In order to assist in the continuing improvement of service delivery, a review of the following elements will be undertaken (as part of the Council's Annual Monitoring Report):

- Number of enforcement cases received
- Number resulting in the issue of a formal notice
- Type of notice issued
- Number of appeals made to notices and outcome
- Number of prosecutions initiated.
- Achievement of performance standards.

11.4 Such a review will enable this plan to be refined as necessary and procedures updated in light of changing workload demands, staffing levels and legislative requirements.

# Appendix 1 – Havant Enforcement Process



## Appendix 2 - Useful Contact Details

Email Address: [planning.development@havant.gov.uk](mailto:planning.development@havant.gov.uk)

Email contact form: <http://www.havant.gov.uk/report-it>

Enforcement Allegation Enquiry form:

<http://www.havant.gov.uk/sites/default/files/documents/Enforcement%20Complaint%20Enquiry.pdf>

Pre-application Advice:

<http://www.havant.gov.uk/planning-development-management/pre-application-advice-and-charges>

Postal Address: Planning Services  
Havant Borough Council  
Public Service Plaza  
Civic Centre Road  
Havant  
PO9 2AX

Customer Services Telephone: 023 9244 6015

## Useful Web Links

The National Planning Policy Guidance; gives overview of planning enforcement:

<http://planningguidance.planningportal.gov.uk/blog/guidance/ensuring-effective-enforcement/planning-enforcement-overview/>

The Planning Portal; basic Information on Permitted Development rights & the ability to submit a planning application online:

[www.planningportal.gov.uk](http://www.planningportal.gov.uk)

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**NON EXEMPT**

## **HAVANT BOROUGH COUNCIL**

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**CABINET**

**7 October 2015**

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

**FOR DECISION**

**Portfolio: Councillor Wilson and Councillor Branson**

**Key Decision: No**

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#### **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 recommends to full Council that it 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.

#### **5.2 Legal:**



## **NON EXEMPT**

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?)	<b>Prompts...</b> 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

<b>How am I working in partnership?</b>	
<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><b>Prompts...</b></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?)	<b>Prompts...</b> 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

## Self reflective learning

<b>How am I at political understanding?</b>	
<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><b>Prompts ...</b></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>	

## 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?)	<b>Prompts ...</b>  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

<b>How am I at regulating and monitoring?</b>	
<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><b>Prompts ...</b></p> <p>How well do I understand and act on my judicial role? (e.g., corporate parenting)</p> <p>How effectively do I chair meetings?</p> <p>Do I know enough about legal process?</p> <p>Are my judgements based on evidence?</p> <p>Do I monitor others to ensure progress?</p> <p>When have I sought feedback or looked for opportunities to learn?</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>	

## 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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