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## CABINET AGENDA

**Membership:** Councillor Wilson (Chairman)

Councillors Bains, Bowerman, Pike, Rennie, Turner and Hughes

**Meeting:** Cabinet

**Date:** Wednesday 3 June 2020

**Time:** 2.00 pm

**Venue:** Skype for Business - Skype for Business

The business to be transacted is set out below:

David Brown  
Monitoring Officer

26 May 2020

Contact Officer: James Harris - Deputy Democratic Services Team Leader - 01730 234098  
Email: [DemocraticServices@havant.gov.uk](mailto:DemocraticServices@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 - 12**

To confirm the minutes of the last meeting held on 5 February 2020.

**3 Declarations of Interests**

To receive and record any declarations of interest.

- 4 Chairman's Report**
- 5 Cabinet Lead Delegated Decisions, Minutes from Meetings etc. 13 - 62**

RECOMMENDED that the following Delegated Decisions be noted:

- (1) HBC Street Name and Numbering Service
- (2) Approval of Digital Strategy

### **Leader of the Council**

- 6 Commencement of Remote Meetings 63 - 78**

### **Cabinet Lead for Finance and Coastal Communities**

- 7 2019/20 Provisional Revenue and Capital Outturn 79 - 100**

### **Deputy Leader and Cabinet Lead for Planning, Regeneration and Communities**

- 8 Proposed Land Transaction to Facilitate a Mitigation Plan to ensure Future Development can be Nutrient Neutral**

Report to follow under separate cover.

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

- 9 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.

## GENERAL INFORMATION

**IF YOU WOULD LIKE A VERSION OF THIS AGENDA, OR ANY OF ITS REPORTS, IN LARGE PRINT, BRAILLE, AUDIO OR IN ANOTHER LANGUAGE PLEASE CONTACT DEMOCRATIC SERVICES ON 023 9244 6231**

### **Internet**

This agenda and its accompanying reports can also be found on the Havant Borough Council website: [www.havant.gov.uk](http://www.havant.gov.uk)

### **Public Attendance and Participation**

Members of the public are welcome to follow the meeting online via the link below:

<https://join-emea.broadcast.skype.com/easthants.gov.uk/6c598455d0fc45afb851939e2e7f0c2a/en-US/>

Once the page has loaded click the green button to join the meeting as a guest.

Many of the Council's meetings allow the public to make deputations on matters included in the agenda. Rules govern this procedure and for further information please get in touch with the contact officer for this agenda.



# Havant

## BOROUGH COUNCIL

### PROTOCOL AT MEETINGS – RULES OF DEBATE

#### Rules of Debate

- Councillors must always address each other as “Councillor ...” and must always address the meeting through the Chairman;
- A motion must relate to the business included on the agenda or accepted by the meeting as urgent business
- A motion must be proposed and seconded before it is debated until it is either accepted or rejected by a vote;
- An amendment can be proposed to the original motion and this must be seconded before it is debated;
- An amendment cannot be considered if it is inconsistent with an amendment previously adopted or repeats an amendment previously rejected;
- The mover of an original motion may, with the consent of the mover of an amendment, incorporate an amendment into the motion;
- Only one amendment may be moved at a time. No further amendments can be moved until the previous amendment has been dealt with;
- Each amendment must be voted on separately;
- If an amendment is carried, the amended motion becomes the substantive motion to which further amendments may be moved;
- If an amendment is lost, other amendments may be moved to the original motion.
- The mover may withdraw an amendment at any time
- After an amendment has been carried, the Chairman will read out the amended (substantive) motion, before accepting any further amendment, or if there are none, put it to the vote.

#### Voting

- Voting may be by a show of hands or by a ballot at the discretion of the Chairman;
- Councillors may not vote unless they are present for the full duration of the item;
- Where there is an equality of votes, the Chairman may exercise a second (casting) vote;
- Two Councillors may request, before a vote is taken, that the names of those voting be recorded in the minutes
- A recorded vote will always be taken in respect of approval of the Annual Budget
- Councillors may not vote unless they are in the meeting for the full debate on any particular item
- A Councillor may request that his/her vote be recorded in the minutes

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## HAVANT BOROUGH COUNCIL

At a meeting of the Cabinet held on 5 February 2020

Present

Councillor Wilson (Chairman)

Councillors Bains, Bowerman, Pike, Turner and Hughes

### **47 Apologies for Absence**

There were no apologies for absence.

### **48 Minutes**

The minutes of the previous meeting held on 18 December 2019 were agreed and signed as an accurate record.

### **49 Declarations of Interests**

There were no declarations of interest.

### **50 Chairman's Report**

The Chairman confirmed that he would be attending a Partnership for South Hampshire meeting on 10 February 2020 which would discuss topics including the Statement of Common Ground and Nutrient Neutrality.

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

Cabinet noted the minutes of the Portchester Crematorium Joint Management Committee held on 9 November 2019.

### **52 Havant Borough Council Policy Framework**

Councillor Wilson presented a report requesting that the appended draft Council report and Corporate Strategy be recommended to Council for adoption.

Some Councillors believed that the Corporate Strategy was not yet at an advanced enough stage to be adopted. In response it was highlighted that a high-level policy framework was required to support the Medium-Term Financial Strategy and that it was a living document. As drafted, it would form the basis of wider public engagement. Service specific business plans and ancillary strategies would contain the detail to support the delivery of the overarching Corporate Strategy.

Whilst this was acknowledged, some Councillors believed that it was important to acknowledge that the document was draft within the recommendations and that a number of revisions were required to the document before it was considered by Council for adoption.

Proposed by the Leader and seconded by Cllr Turner it was RESOLVED that:

- (i) the report and Appendices 2, 3 and 4 be AGREED;
- (ii) approval of a revised version of Appendix A, the draft Corporate Strategy, be delegated to the Leader prior to submission to Council; and
- (iii) the draft Corporate Strategy be recommended to Council for adoption.

### **53 Community Infrastructure Levy: Proposed Spending**

Councillor Pike presented a report detailing the bids received following the CIL Bidding Process and outlined the significant consultation that had taken place in putting forward the recommendations. The recommendations were in line with approved Council strategies and the proposals for the revised protocol included at Appendix A1 encouraged match funding from applicants.

Cabinet received a deputation from Cllr Branson supporting the application for Storey Community Garden to be awarded £40,439.

Cabinet discussed the applications, with some Councillors feeling the allocations proposed to be awarded to some parts of the Borough disproportionate. Particular reference was made to the Feasibility Study for the Langstone Roundabout improvements, along with the Hayling Billy Trail and Hayling Billy Bridge Feasibility Studies. In response, it was explained that the Langstone Roundabout was an important infrastructure project which impacted upon a wide area. This application, along with those relating to the Hayling Billy Trail and bridge were also key to the Local Plan and the Regeneration Strategy.

The need to revise the CIL allocation process was highlighted, in particular to ensure that awards were made which had a link to the Corporate Strategy.

Whilst the application for Storey Gardens was supported, Cabinet felt that the funding for it should be split between the three different Neighbourhood Pots, given the Borough wide nature of the project.

Cllr Pike proposed the recommendations as set out in the report, with the exception that the Storey Gardens application be removed from the Wider Havant Neighbourhood Pot. Alongside this, he proposed a motion that delegated authority be given to the Director of Regeneration and Place, in consultation with the relevant Cabinet Lead and Statutory Officers, to agree a recommendation to Council for the most appropriate funding option to spread the allocation of funds for Storey Gardens across the three Neighbourhood Pots.

This proposal was duly seconded by Cllr Turner.

Following a vote it was unanimously RESOLVED that:

- (i) the Director of Regeneration and Place, in consultation with the Cabinet Lead and Statutory Officers, agree a recommendation to Council for the most appropriate funding option to spread the allocation of funds for Storey Gardens across the three Neighbourhood Pots; and
- (ii) Cabinet recommends to Full Council that it:
  - a) **Adopts the amendments to the CIL Funding Decision Protocol (Appendix A2);**
  - b) **Approves a review of the CIL Funding Decision Protocol (Appendix A1);**
  - c) **Invests the available Main CIL Pot funds as at 31 March 2020 in the capital infrastructure projects outlined in Table A1: Bids Recommended for Funding and Table A2: Bids Recommended for funding as at 1/4/2020 contingent upon third party outcomes:**

<b>Title and bid reference number (ordered by project number)</b>	<b>Amount</b>	<b>Cumulative Sum</b>	<b>Categorisation</b>	<b>App. C (page no.)</b>
Re-purposing Hooks Lane/Fraser Road MUGA to Car Parking (1)	£45,059	£45,059	E	3
Warblington Footbridge (3)**	£325,000	£370,059	E	6
Rusty Cutter – Teardrop Link Road Capacity Enhancement and Cycle Improvement (4)	£250,000	£620,059	E	8
Langstone Roundabout (A27/A3023) – Capacity and Safety/Feasibility (5)	£20,000	£640,059	E	12
Havant Park Feasibility Study (6)	£7,000	£647,059	E	14
Future of the Hayling Billy Trail Feasibility Study (7)	£70,000	£717,059	C	16
Waterlooville to A3(M) - Cycle Network Improvement Feasibility (9)	£15,000	£732,059	E	21
Asda Roundabout to Bushy Lease – Footpath/Cycle Track Feasibility (11)	£10,000	£742,059	E	27

Park Lane Bridleway – Feasibility Study (14)	£10,000	£752,059	E	35
Leisure Investment Feasibility Study (17)	£25,000	£777,059	E	42
Re-construction of the Hayling Billy Bridge and Connecting it to Havant Town Centre – Feasibility Study (18)	£70,000	£847,059	C	43
Community Sporting Development at Havant College Feasibility (20)	£30,000	£877,059	E	52

Key:  
C – Critical to delivery of Local Plan  
E – Essential to delivery of Local Plan  
Bracketed numbers refer to the project reference

**Table A1: Bids Recommended for funding as at 1/4/2020**

Title and bid reference number (ordered by project number)	Amount	Cumulative Sum	Categorisation	App. C (page no.)
Havant and Waterlooville Town Centres – Transforming Cities (2)++	£250,000	£1,127,059	C	4
Brambles Farm Link, Waterlooville (13)	£70,000	£1,197,059	E	32
Havant Shared Pedestrian and Cycle Bridge (Challenge Fund Bid) (23)++	£125,000	£1,322,059	C	59

Key:  
C – Critical to delivery of Local Plan  
E – Essential to delivery of Local Plan  
Bracketed numbers refer to the project reference

**Table A2: Bids Recommended for funding as at 1/4/2020 contingent upon third party outcomes**

- d) (i) Commits future Main CIL funds to the ‘Warblington Footbridge’ (5) capital infrastructure project as outlined in Table B and that the balance of the CIL Main Pot be retained to contribute to expenditure identified for the future:

<b>Title of Project</b>	<b>Description of Phase</b>	<b>Amount</b>	<b>Notes</b>
Warblington Footbridge (3)	Construction to Project Close Out	£1,600,000 <sup>1</sup>	Divided between 2021 and 2022

Key:

C – Critical to delivery of Local Plan

E – Essential to delivery of Local Plan

Bracketed numbers refer to the project reference

**Table B: Future Spending Commitment for Warblington Footbridge**

**d) (ii) Delegates authority to the Head of Planning, Cabinet Lead and S151 Officer to agree apportionment of funds for Project 3 when the outcome of project costs arising in Table B are known (currently anticipated to be July 2020).**

**e) (i) Invests the available Neighbourhood Portion Pot funds as at 31 March 2020 in the following capital infrastructure projects outlined in Tables C1, C2 and C3:**

**Coastal Communities**

<b>Title and bid reference number (ordered by project number)</b>	<b>Amount</b>	<b>Cumulative Sum</b>	<b>Category-isation</b>	<b>App. F1 (page no.)</b>
Emsworth Men's Shed (C)	£7,000	£7,000	D	3
Emsworth Maritime and Historical Trust Replacement Display Cabinets (D)	£12,400	£19,400	D	5
Installation of New Non-turf Artificial Cricket Wicket at Emsworth Recreation Ground (J)	£7,363	£26,763	E	12
Early Learning, Community and Youth Centre at Redlands Grange Feasibility (K)	£20,000	£46,763	D	14
Hayling Island Bowls Club Green (L)	£41,000	£87,763	E	16

<sup>1</sup> Final project costs are expected to be established July 2020

++ Either of these bids could proceed depending on the success of the Transforming Cities Bid.

Theatre Seating Refurbishment (S)	£5,200	£92,963	D	23
Updating Hewitt's Community Kitchen (T)	£5,100	£98,063	E	25
Pavement Access between St Leonards Ave and St Margarets Rd, Hayling Island (V)	£3,468	£101,531	D	27

Key

E – Essential to delivery of Local Plan

D – Desirable to delivery of Local Plan

Bracketed numbers refer to the project reference

**Table C1: Recommended spends for Coastal Communities Area**

**West of A3(M)**

Title and bid reference number (ordered by project number)	Amount	Cumulative Sum	Category	App. F2/F3
Extension and Associated Works to Waterlooville Bowling Club House (A)	£64,482	£64,482	D	3
Refurbishment of Non-turf Artificial Cricket Wicket at Jubilee Park, Waterlooville (I)	£7,363	£71,845	E	5
Feasibility Study for Rebuilding of Waterlooville Men's Shed (Old Cowplain Pavilion) (U)	£12,000	£83,845	D	1

Key

E – Essential to delivery of Local Plan

D – Desirable to delivery of Local Plan

Bracketed numbers refer to the project reference

**Table C2: Recommended spends for West of A3(M) Area**

**Wider Havant**

Title and bid reference number (ordered by project number)	Amount	Cumulative Sum	Category	App. F3 (page no.)
Leigh Park Baptist Church Sports Hall Flooring (B)	£7,500	£7,500	D	3

Installation of New Non-turf Artificial Cricket Wicket at Havant Park (H)	£7,000	£54,939	E	9
Leigh Park Bowls Club Extension (N)	£25,000	£79,939	D	11

Key

E – Essential to delivery of Local Plan

D – Desirable to delivery of Local Plan

Bracketed numbers refer to the project reference

**Table C3: Recommended spends for Wider Havant Area**

- e) (ii) Invests the available Neighbourhood Portion Pot funds as at 31 March 2020 in the following capital infrastructure projects outlined in Table C4. Final decision delegated to the Head of Planning, Cabinet Lead and S151 Officer to agree funding for project delivery outlined in Table C4 once match funding is in place.

**All Neighbourhood Areas – Contingent Spends**

Title and bid reference number (ordered by project number)	Amount	Cumulative Sum by area	Categorisation	Appeal	Page No.
Refurbishment of Emsworth Recreation Ground Play Area (P)***	£45,500	£147,031	E	1	21
Refurbishment of Waterlooville Recreation Ground Play Area (O)***	£45,500	£128,345	E	2	7
Scratchface Lane Park Funding (R)***	£45,500	£125,439	E	3	13

Key

E – Essential to delivery of Local Plan

D – Desirable to delivery of Local Plan

Bracketed numbers refer to the project reference

**Table C4: Bids Recommended for funding as at 1/4/2020 contingent upon third party outcomes**

- f) Approves Section106 expenditure from the Provision and Improvement of Playing Space for New Housing Development SPG alongside CIL expenditure as set out in Table C5 below. Further details of the individual spends are provided in the officer commentary in Appendices F1-F3 – Summary of Bids – Neighbourhood Portion by Various Area.

Title and bid reference number (ordered by project number)	Application Number	Amount of S106 'Sports Pitch' Funds requiring approval (rounded up)	Appendix	Page No.
Installation of New Non-turf Artificial Cricket Wicket at Havant Park (H)	07/71455/002	£7,000	F3	8
Refurbishment of Non-turf Artificial Cricket Wicket at Jubilee Park, Waterlooville (I)	07/50614/007	£6,638	F2	5
Installation of New Non-turf Artificial Cricket Wicket at Emsworth Recreation Ground (J)	08/71508/004 & 08/72055/002	£6,638	F1	12
Hayling Island Bowls Club Green (L)	APP/12/00966	£46,650	F1	16

Key

E – Essential to delivery of Local Plan

D – Desirable to delivery of Local Plan

Bracketed numbers refer to the project reference

**Table C5: Recommended S106 spends**

**54 Revenue, Capital Budget and Medium Term Financial Strategy to 2024/25**

Cllr Briggs presented the findings of the Governance, Audit and Scrutiny Committee's review of members allowances.

In the wider context of the Councils finances, some Cabinet members believed that the allowance scheme should remain unaltered and that there would be merit in driving towards a paperless culture. It was suggested that part of the modernisation allowance could be used for the purchase of necessary equipment to facilitate a move to paperless.

Cllr Pike proposed the motion put forward and this was duly seconded by Cllr Bowerman.

RESOLVED that:

- (i) Council be recommended to adopt the Members' Allowance Scheme attached as Appendix B to the report; and
- (ii) Provision be made in the 2020/21 budget for the allowances set out in Schedule 1 of Appendix B of the report.

The Leader abstained from the vote due to the uplift proposed to the Leader's allowance.

Cllr Briggs, Chairman of the Governance, Audit and Finance Board outlined the scrutiny of the draft budget that had taken place and commended it to Cabinet.

Cllr Turner introduced the budget report, outlining the process involved in arriving at a balanced budget, including the comprehensive reviews and challenge sessions that had taken place.

The S.151 Officer advised Cabinet that the budget would require recasting prior to being put forward to Council following the recommendation in respect of councillor's allowances.

Cabinet thanked officers for their hard work in producing a balanced budget which remained in line with the Council's key priorities.

Cllr Turner proposed the recommendations, and this was duly seconded by Cllr Bowerman.

Recommended that Council:

- a) Approves the proposed Revenue and Capital Budgets for 2020/21 including a Council Tax rate of £209.48 at Band D, representing a £5 increase on the current charge;
- b) Agrees the Capital Strategy, Treasury Management Strategy and Prudential Indicators; and
- c) Agrees the increase to fees and charges for 2020/21.

## **55 Exclusion of the Press and Public**

RESOLVED that the press and public be excluded from the meeting during consideration of the following item of business as:

- (a) It was 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; and
- (b) In all the circumstances of the case, the public interest in maintaining the exemption outweighed the public interest in disclosing the information.

**56 Corporate Services Contract**

Resolved as set out in the restricted minute.

**The meeting commenced at 2.00 pm and concluded at 4.59 pm**

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**Chairman**

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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## Havant Borough Council Record of Decision

<b>Non Key Decision</b>
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1. **TITLE:** HBC Street Name and Numbering Service

2. **PURPOSE OF DECISION**

Havant Borough Council's current Street, Name and Numbering Service is provided by East Hampshire District Council via a section 101 agreement expires on 31st March 2020.

The purpose of this decision is to enter into a new agreement from 1st April 2020.

3. **DECISION MADE BY:** Cabinet Lead for People and Communications (Including Legal and Capita)

4. **DECISION:**

(a) The new Section 101 agreement set out as Appendix A be agreed from 1st April 2020.

(b) That the service be reviewed as part of the Transformation workstream with the view of exploring a shared service model.

5. **DOCUMENT CONSIDERED:** Report  
Appendix

<b>Decision Status</b>	<b>Date of Decision Made</b>	<b>Urgent Matter</b>
For Determination	30 March 2020	Yes

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
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**Havant Borough Council  
Record of Decision**

<b>Key Decision</b>
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1. **TITLE:** APPROVAL OF DIGITAL STRATEGY

2. **PURPOSE OF DECISION**

This report is to approve the Digital Strategy 2020-24.

3. **DECISION MADE BY:** Leader of the Council

4. **DECISION:**

- (i) The Digital Strategy 2020-2024 be approved, in line with the Corporate Plan.
- (ii) The Digital Strategy to be noted at Full Council at the earliest opportunity.
- (iii) The funding of the delivery of the strategy to be agreed, on a project by project business case to be approved by Cabinet.

5. **DOCUMENT CONSIDERED:** Digital Strategy - Delegated Decision FINAL  
Draft\_Digital\_Strategy\_v0.14  
Digital\_Glossary

<b>Decision Status</b>	<b>Date of Decision Made</b>	<b>Call In Expiry Date</b>
Recommendations Approved	15 April 2020	N/A

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## **HAVANT BOROUGH COUNCIL**

### **Leader Decision**

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**Decision By: Cllr Wilson, Leader**

### **APPROVAL OF DIGITAL STRATEGY**

**Report by: Susan Parker, Head of Programmes,  
Redesign & Quality**

**Key Decision: Yes**

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

1.1. This report is to approve the Digital Strategy 2020-24.

#### **2.0 Decision**

- 2.1 Approve the Digital Strategy 2020-2024, in line with the Corporate Plan.
- 2.2 The Digital Strategy to be noted at Full Council at the earliest opportunity.
- 2.2 Agree the funding of the delivery of the strategy, on a project by project business case to be approved by Cabinet.

#### **3.0 Issue**

- 3.2 One of the five themes within the Corporate Strategy is the creation of a Sustainable Council – transformation is key to this.
- 3.3 The Digital Strategy is a major enabler for these transformation plans. With a clear framework for digital there is a risk that future decisions on digital investment will be ill-informed and not deliver the transformational outcomes required.

#### **4.0 Implications**

##### **4.1 Resources**

The Digital Strategy is entirely business case and evidence-based driven and as such, resources will be considered on a case-by-case basis for the projects detailed in the Delivery Road Map. £265k Capital receipts have been ring-fenced for delivery, subject to business case approval.

- 4.1.1 In line with the Funding Opportunities design guideline within the strategy, the council will pursue national transformation funding opportunities where available to supplement business cases. We will seek to share costs with partners, ROI from released costs, undertake sound procurement and adhere to the Finance Strategy (MTFS).
- 4.1.2 Capita are our 3<sup>rd</sup> Party ICT provider and certain initiatives will require their resources.
- 4.1.3 The delivery of the Digital Strategy will be led by the Programmes, Redesign & Quality Service in close partnership with existing resources in Organisational Development.
- 4.1.4 Additional council resources may also be required to deliver the initiatives detailed in the Delivery Road Map; these are considered within the content of the individual business cases.

#### 4.2 *Legal*

None.

#### 4.3 *Strategy*

- 4.3.1 The Digital Strategy will be one of the main enablers to deliver the theme of Sustainable Council as defined in the corporate strategy for the Council.

#### 4.4 *Risks*

- 4.4.1 Without the Digital Strategy future decisions on digital investment may be fragmented and hamper the transformational goals of the Council.
- 4.4.2 There may also be additional costs incurred if projects are aborted due to non-strategic decision-making.

### **5.0 Local Government (Access to Information) Act 1985 – ‘confidential’ or Exempt’ Information Indicator:**

- 5.1 This delegated decision contains neither confidential nor exempt information.

### **6.0 Is this an Urgent Decision?**

Yes, due to the need to have a clear, strategic plan for digital investment in order drive forward transformation plans.

### **7.0 Consultation with Cabinet Lead (as appropriate):**

Cabinet Lead Informed: Cllr Lulu Bowerman  
Date: 6 April 2020

**8.0 Urgency Agreed with Scrutiny Board Chairman (as appropriate):**

Scrutiny Board Chairman: Cllr Tony Briggs  
(Governance, Audit & Finance Board)  
Date: 8 April 2020

**Agreed** Councillor Michael Wilson

**Date** 15 April 2020

Appendices:

**Appendix A – Draft Digital Strategy**  
**Appendix B - Glossary**

Background Papers:

**Digital Strategy Presentation (Powerpoint Slides)**

Agreed and signed off by:

Monitoring Officer: 3 April 2020

S151 Officer: date 3 April 2020

Relevant Executive Director: Lydia Morrison 3 April 2020

Cabinet Lead Cllr Lulu Bowerman – Cllr Lulu Bowerman 6 April 2020

**Contact Officer: Susan Parker**

**Job Title: Head of Programmes, Redesign & Quality**

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Havant Borough Council and East Hampshire District Council

# DIGITAL STRATEGY 2020-2024

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# 1. Executive Summary

## The aim of this strategy:

To create a 'digital council' with digitally 'savvy' staff and councillors and services designed to be accessible and convenient for our customers.

We are signed-up to the **Local Digital Declaration**. This is about us working with central government and other local authorities to:

- Design services that best meet the needs of our residents.
- Challenge the technology market to offer the flexible tools and services we need.
- Protect residents' privacy and security.
- Deliver better value for money.

## Why do we need a digital strategy?

Customers expect to do things online when it is convenient to them. They are used to operating in a 24/7 world when they access other services e.g. bank accounts.

According to an Ofcom study, in 2018 72 per cent of us accessed the internet via our mobile phones.

Our websites are growing as more customers expect to access their services online. Between 2017 and 2019 EHDC's web traffic increased by 217,000 visits and HBC's by 180,000.

Digital is becoming the norm in many areas of our lives. As councils we have committed to design our services in line with the needs of our own customers, as laid out in the Customer Access Policy.

## Our approach to creating a digital council can be summarised as:

- ✓ **Digital by default:** if it can be done digitally then it should be. We will invest in our websites and our online channels to meet residents' needs and then target our resources more effectively to help those who cannot access digital channels.
- ✓ **Customer first:** using insight we will better understand our customers' needs and design simple and effective services to meet them.
- ✓ **Invest in digital:** if it makes customers' lives easier and is cost effective (with a business case to demonstrate this) then we will invest to future-proof our systems.
- ✓ **Customer convenience:** we will redesign services so they are convenient to our customers (i.e. available 24/7 - not just in office hours).

- ✓ **Council in the cloud:** we will use cloud-based systems, where possible, to increase access, reliability and versatility. This will allow staff and councillors to work more flexibly.
- ✓ **Digital savvy:** we will create a 'digital mindset' with staff and councillors so they are confident and able to use self-serve systems.
- ✓ **Collaborating:** we will work with partners to embrace new technology, making our services more effective and efficient.
- ✓ **Pursue funding opportunities:** we are already part of a joint local digital fund application to help local authorities work with customers to transform our services to become digital.
- ✓ **Digital environment:** we are creating a 'paper-lite' environment to help reduce our carbon footprint and reduce fixed workspaces so we can work in a more flexible environment to meet customer needs.
- ✓ **Safe and secure:** we will ensure our services are secure and compliant with data protection and other regulations.

DRAFT

## 2. An Introduction to Digital

'Digital' is a critical transformation tool for the councils and our customers. Digital is a way of '*doing*' things. It looks to:

- Unlock value.
- Use current and new capabilities to deliver the best possible customer experience.
- Establish a Digital mindset and tools that connect devices, data and people.

Digital will create the conditions to provide dramatic improvements in service delivery; enable more transparent, customer-focused services; drive efficiencies and form part of wider council strategies, such as regeneration.

### 2.1. Drivers for Digital

We recognise that our customers expect more from our public services – for some time they have been living in a world where:

- Use of social media is a given.
- Data provides the opportunity for demand-led, evidence-based service design.
- Smart technology, such as voice-activated personal assistants like Amazon's Alexa sets high expectations around easy self-service and quick one-step fixes.
- Customers increasingly expect services to be available 24/7.
- Cloud-hosted platforms and software provide an opportunity to move away from costly, locally-hosted solutions towards better value, access and service reliability.

Market research<sup>1</sup> shows local government's main ambitions are to optimise operations, improve the customer experience and to transform services. Conversely the top barriers to this are budget constraints, lack of digital agility and cultural issues. Unsurprisingly, this is comparable to our councils' position and provides the backdrop to the formulation of our digital planning.

Excellent service design, based around customer need and want, is one way to meet customer expectations. However, the most effective way of transforming our services is through harnessing existing and emerging technologies. This Digital Strategy will detail how this can be achieved.

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<sup>1</sup> <https://www.pwc.co.uk/industries/government-public-sector/local-government/insights/local-state-we-are-in-2019.html>

### 3. Our Digital Vision – The Digital Transformation Design Principles

These 19 guiding principles will help the council achieve Digital transformation by 2024. The council will also remain flexible to the changing and fast-paced technological and customer service landscape.

#### Digital Design:

- a) **Digital by Default** — If a process or service can be digitised, it should be. Each change should aim for the highest proportion of people to move from traditional to digital channels. Bearing in mind our resident demographics, we should be careful that Digital by Default does not create exclusion.
- b) **Embedding Digital Design in the Transformation Framework** — The councils will apply Digital as part of the established Transformation Framework (Appendix A). This will ensure data is shared across services and that outwardly ‘Digital’ services are fully automated and not reliant on manual or unnecessary processes.
- c) **Redesign via Customer Insight** — Using evidence of our customers’ needs, service use and customer journeys, we will establish the current gaps in service provision and opportunities for improvement. Services and communications must be targeted to provide customers with the right content at the right time. We will identify easy ways for our customers to access services, while trying to reduce the cost of delivery.

#### For our Customers:

- d) **Efficient and Simple Design** — Good digital design will provide tangible improvements to the customer’s experience and the efficient operation of the councils’ services.
- e) **Enabling Customer Digital Access** — Services will be designed around delivering what the customer needs when they need it. Shifting services away from office hours, face-to-face contact and telephone-based services toward automation will allow customers to use our services 24/7.
- f) **Building Digital Trust** — Customers will access secure systems to complete online transactions in a simple, user-friendly and privacy-friendly way. Where appropriate, we will collaborate and consult with our customers to ensure our offer is ‘just right’.
- g) **Data as an Asset** — Data will be analysed to inform decisions and build customer profiles. Data will be anonymised and shared with the community so it can be used in innovative ways. Data will be held securely and used in line with Data Protection legislation and GDPR and our data retention schedules.

## Via Systems & Infrastructure:

- h) **Digital Security** — Security will be paramount across our digital plans. We will work with our IT service providers, public sector partners and specialist agencies, such as the National Cyber Security Centre, to ensure arrangements are sound and proportionate to the level of threat.
- i) **The Council in the Cloud** — We will move to cloud-based technologies, which will lower costs and improve system access and reliability.
- j) **Open, and Flexible Systems** — When it comes to investment, systems will use open technical standards, be inter-operable and scalable. These will be steadfast procurement criteria for all new solutions.
- k) **Digital Investment** — Our application of Digital must be pragmatic, with decisions based on businesses cases and clear benefits to the customer and the councils. Digital change requires investment. The cost benefit analysis must reflect the fact that investment can save the council money.
- l) **Follow our Commitment to the Local Digital Declaration** — We will play our part in ‘fixing the national plumbing’ across the public sector, using the ‘Technology Code of Practice<sup>2</sup>’ when we implement our systems.

## Across the Organisation:

- m) **A Digital Mindset** — Culturally, our organisations must embrace Digital as the standard way of working. Staff should think digital-first and have the confidence to self-serve and self-fix. Excellent workspace design and IT tools can remove the reliance on traditional office desk arrangements.
- n) **Funding Opportunities** — The councils will pursue national funding opportunities. For example, the councils were recently part of a joint Local Digital Fund Application to help local authorities successfully implement transformation to digital systems.
- o) **Digital Workstyles** — Officers and councillors must have the equipment they require to work in a flexible manner and, as part of a ‘paper-lite’ environment, be less dependent on a fixed workspace. Digital will ensure that modern ways of working can be utilised to full effect to support individuals and teams.

<sup>2</sup> <https://www.gov.uk/government/publications/technology-code-of-practice/technology-code-of-practice>

## In Partnership:

- p) **Innovation and Collaboration** — The councils will continue to be ambitious and innovative with new technology. We will continue to be early adopters, reaching out to peers and networks to harness technologies and ideas, and to sharing the benefits with partners.
- q) **Impact on Place** — East Hampshire is building on the concept of Whitehill & Bordon as a ‘connected town’ and the regeneration strategies for that area. Similar opportunities will be pursued through the Regeneration Strategy of Havant Borough where we will harness existing and emerging technologies alongside our development and sector partners to enable our residents, visitors and our local businesses to work and live well in the Digital Age.
- r) **Partnership** – We will work with all our third-party providers and partners to deliver the shared infrastructure needed to create economies of scale and accommodate growth.
- s) **Digital Responsibility** — In the ‘Digital Age’ we must play our part in combatting the Climate Emergency that our energy-driven technologies and public services contribute towards. We will choose technology partners who share this sense of responsibility.

## 4. Our Digital Starting Point in 2019

In 2019/20 the council implemented a variety of flexible infrastructure projects. Working with our technology partners we are confident we understand our digital opportunities and our key strengths at an organisational and technical level.

For example, East Hampshire has increased calls capacity and system stability to support the new waste contract, automating missed bin notifications. East Hampshire has also increased services available on its Customer Relationship Management system (CRM) to include abandoned vehicles and domestic nuisance complaints. Both councils have instigated video conferencing for all staff to avoid unnecessary travel, free up staff time and reduce our effect on the environment. Both councils have delivered cyber security training and have adopted digital skills assessments and training in the Organisational Development workstream.

Through our in-house IT User Group and other stakeholder groups we have identified important requirements when developing plans for IT and digital delivery. These include:

- Continuing staff and service IT engagement.
- Flexible remote-working practices and support structures.
- Increasing digital skills.
- Removing system constraints.
- Delivering reliable site infrastructure and connectivity (such as WiFi and secure print services).

We have also started reviewing older legacy data, purging duplications and unnecessary information. We have taken advantage of other Office 365 applications and hope to move the councils' intranet to SharePoint to deliver wider communications to staff.

When redesigning our systems, we use focus groups, workshops and customer journey mapping to improve the customer experience. These insights help us develop specific solutions but also inform broader principles of digital delivery. This can be seen in our development of the new shared Building Control service customer portal.

An independent review of the councils' information management systems has presented recommendations about retention, accessibility and disposal of data. This will also shape our implementation of new systems, with research into the drivers for digital, encouraging our approach to managing platforms and software (software as a service)<sup>3</sup>.

It is important to note that the Digital Strategy is designed to evolve, adapting to customer requirements and technological changes. In partnership with the councils' Customer Access Policies it will reduce, or even remove, customer digital exclusion.

## 4.1. The Role of the Core IT Service

An important factor to be managed when setting and delivering this strategy is our service model ICT, which is delivered through a third party. This should not present a significant barrier, but there are constraints in the current model which will require review and management as part of the delivery of the strategy. Research has been carried out to understand how the IT service can be adjusted to meet the needs of the council, and to understand Central Government strategies for IT delivery.

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<sup>3</sup> <https://governmenttechnology.blog.gov.uk/2016/08/02/why-we-use-the-cloud-security-and-efficiency/>

## 4.2. Our Customers in 2019

The Ofcom study 'A Decade of Digital Dependency'<sup>4</sup> shows a dramatic shift in behaviours, with older technologies rapidly replaced with new. The diagram on the right shows this decade of shift in our behaviours.

In 2018, 72 per cent of us were accessing the internet via our mobile phones, spending almost 2.5 hours online each day. We have catered for this change by ensuring council portals and websites operate across popular platforms.

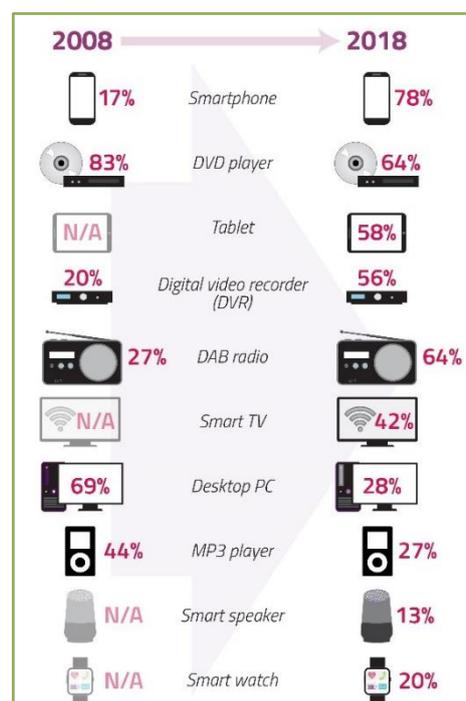
The growth of website usage alone is significant when we compare 2017/18 to 2018/19. At EHDC, the number of website visits has increased by more than 217,000 and the total number of pages viewed has increased by more than 240,000. At HBC there is a similar trend with the increases being more than 180,000 and 300,000 respectively.

The MyEastHants Portal, driven by the council's investment in CRM technology, is equally impressive in terms of take-up, with more than 4,500 resident accounts created since January 2019. The portal offers a variety of services but fundamentally it offers users an automated one-stop self-service, including functions such as booking appointments and making payments.

This example highlights how our digital services can fulfil customer need, and that take-up for new digital channels can be quick.

The Customer Access Policy details the significant amount of work undertaken by the shared Insight Team in understanding our customers and the likelihood of them accessing services online. As a result, six different online personas have been identified. These range from *Techy Terry* and *Confident Kate* – those customers who will happily conduct all their business online – through to *Offline Olive*, who would really struggle under a wholly-digitised service approach.

The Tech Partnership has also carried out research into digital exclusion due to infrastructure or social factors. In East Hampshire there is a medium likelihood of digital exclusion due to 36 per cent of the district being rural. In total seven per cent of homes have under 10Mbps broadband access. 4G coverage is another challenge in rural areas.



<sup>4</sup> <https://www.ofcom.org.uk/about-ofcom/latest/features-and-news/decade-of-digital-dependency>

In Havant the likelihood of overall digital exclusion is low, mainly due to better infrastructure, however a slightly higher percentage of people in Havant than East Hampshire have not been online within the last three months (over 9 per cent).

Profile analysis will be used to establish why and how customers contact the councils and identify opportunities to include customers as we become Digital by Default. We must ensure there are policies in place to reduce the numbers of those who may be digitally excluded.

The Customer Access Policy also considers those that are no longer capable of operating digitally. Our population profiles show an increased likelihood of age-related diseases that affect cognitive ability (Alzheimer's, Dementia for example).

The Customer Access Policy sets out how services should operate and how they will be guided by this Digital Strategy.

## 5. Digital Delivery to 2024

The Business Solutions Unit and the Digital Design Team will lead on the delivery of this strategy. However, success depends on all services across the councils buying in to the strategy and we will require strong ties with Organisational Development to achieve our digital mindset and cultural shift.

The newly-created HIOWLA Digital Collaboration Group and direct engagement with the Cabinet Office and MCHLG will provide a professional network to inform and improve local delivery.

### 5.1. Themes – ‘The Way We...’

The delivery of this strategy is layered across the following three themes.

- The Way We **Engage** *informs*
- The Way We **Deliver** *which directs*
- The Way We **Work**

Each of the council's digital aims, projects and actions can be attributed to these connected themes and a high-level overview of our implementation approach is shown in Appendix B.

Appendix C contains our Digital Delivery Road Map detailing the anticipated timelines for project delivery and how these initiatives are connected. It shows whether they will enable future works or deliver full transformation. This is not an exclusive list due to the nature of the sector.

Implementation of the Road Map will also be managed as part of the core ‘Redesign’ theme under the council-wide transformation plans.

## 5.2. Measuring the Outcomes

In line with the councils' strategic transformation plans, the Digital Strategy and Road Map will be measured against the delivery of the following outcomes, as described in the POTI (Processes, Organisation, Technology and Information) or blueprint below.

<p style="text-align: center;"><b><u>PROCESS</u></b> (and customer experience)</p> <ul style="list-style-type: none"> <li>• Digital by Default and Cloud First in action</li> <li>• Insight-driven and evidence-based improvements to the customer experience</li> <li>• Refreshed procurement criteria</li> <li>• Channel shift taking into account customer needs and digital self-service</li> <li>• Co-design with our residents</li> <li>• Business case driven decisions</li> </ul>	<p style="text-align: center;"><b><u>ORGANISATION</u></b> (and financial sustainability)</p> <ul style="list-style-type: none"> <li>• Shared values and behaviours</li> <li>• Transferable skills base which enhances employee experience</li> <li>• Business case-based approach generic vs specialist</li> <li>• Digitally-skilled workforce displaying a digital mindset.</li> </ul>
<p style="text-align: center;"><b><u>TECHNOLOGY</u></b> (and assets)</p> <ul style="list-style-type: none"> <li>• Workstyle-driven IT solutions</li> <li>• Use the Technology Code of Practice</li> <li>• Majority of users are not dependent on fixed workspaces</li> <li>• IT arrangements are future proofed – scalable and inter-operable</li> <li>• IT Assets are rationalised</li> <li>• Evidence-based customer access models in use</li> <li>• Follow the 19 digital design guidelines</li> <li>• Automation workflow, AI (e.g. Chatbots, Workflow etc) is in use to redistribute resources to add value and/or complete complex work</li> <li>• Customers trust our online services</li> <li>• Security is monitored and adapted to resist new threats</li> <li>• Collaborative approach with partners</li> <li>• Place Shaping priorities seek out digital infrastructure (E.g. 5G infrastructure)</li> </ul>	<p style="text-align: center;"><b><u>INFORMATION</u></b> (and data)</p> <ul style="list-style-type: none"> <li>• Compliance</li> <li>• Single version of the truth</li> <li>• Secure data sharing</li> <li>• A paper-lite working environment</li> <li>• Reduction in electronic file storage and rationalised secure data storage</li> <li>• Appropriate access to information sets</li> <li>• Data and intelligence used by all services to inform design</li> </ul>

## 5.3. Resources

The Digital Strategy is entirely based on business cases and evidence. As such, resources for the projects detailed in the Delivery Road Map (Appendix C) should be considered on a case-by-case basis.

The councils will pursue national funding opportunities where available to supplement business cases. We will seek to share costs with partners, drive return on investment as a result of released costs, undertake sound procurement and adhere to the Finance Strategy (MTFS).

Delivering these initiatives alongside staff's day-to-day roles will require flexible, cross-departmental working. It will be managed within the transformation framework and supported by team leaders, line management and project managers.

Heads of Service will ensure that annual Business Planning complements the digital transformation guidelines and that resourcing is considered as part of this process. As is the case with our dedicated Digital Design Team resource, there will always be a corporate balance between BAU requirement and project commitment.

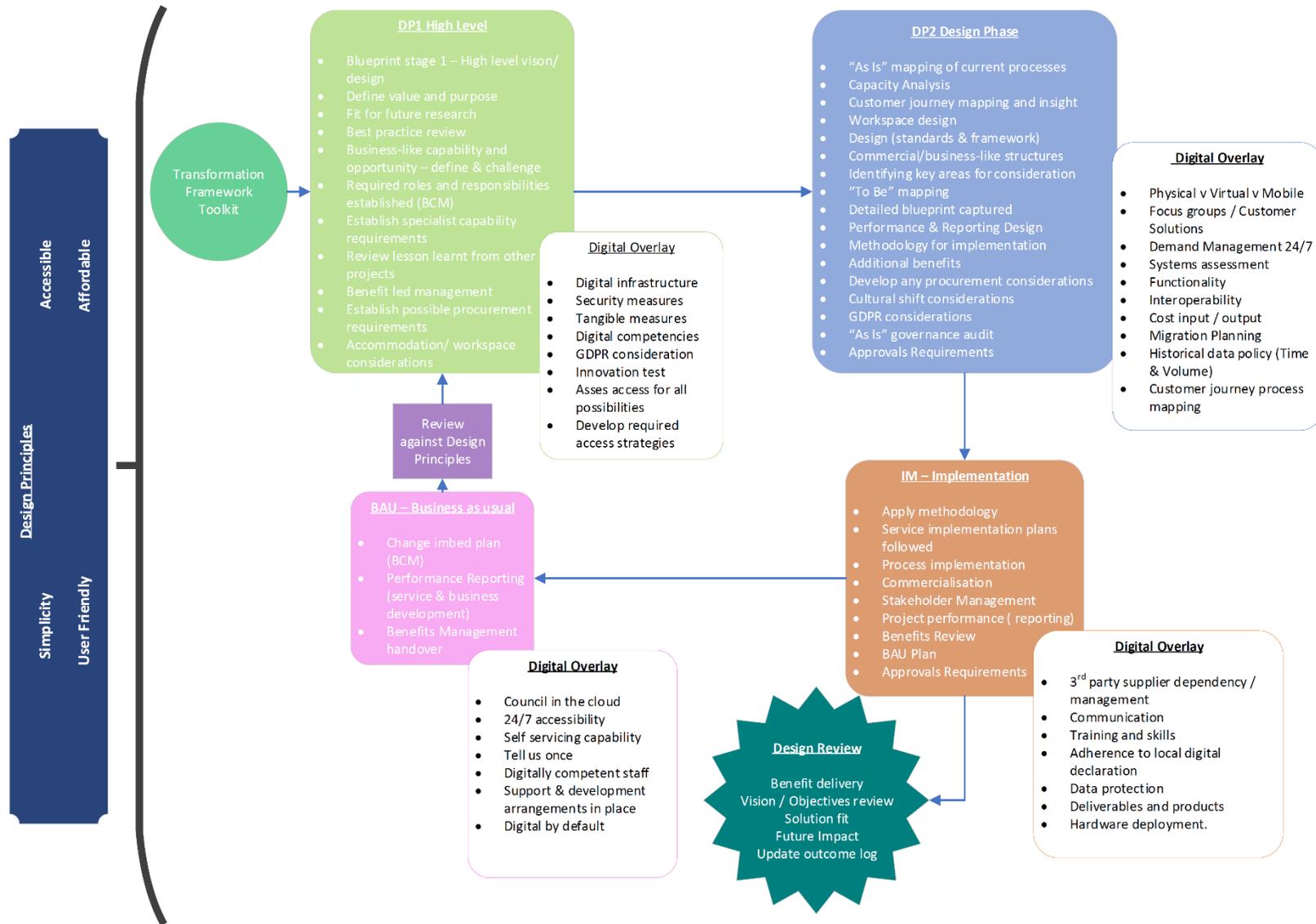
## 6. A Digital Opportunity

The Digital Strategy will bind all forthcoming council transformation and digital projects and initiatives to our 19 design guidelines. It will ensure our continued commitment to the Local Digital declaration and Technology Code of Practice.

As a result, the council will be less reliant on physical places and centralised system support. It will move both our colleagues and customers to a trusted way of working that is based on customer need and truly accessible 24/7.

The strategy will deliver joint-working across the sector and will enable operational resilience through the formation of a digital mindset and workstyle. It will create flexible work practices and support to ensure we make the most of becoming a Council in the Cloud.

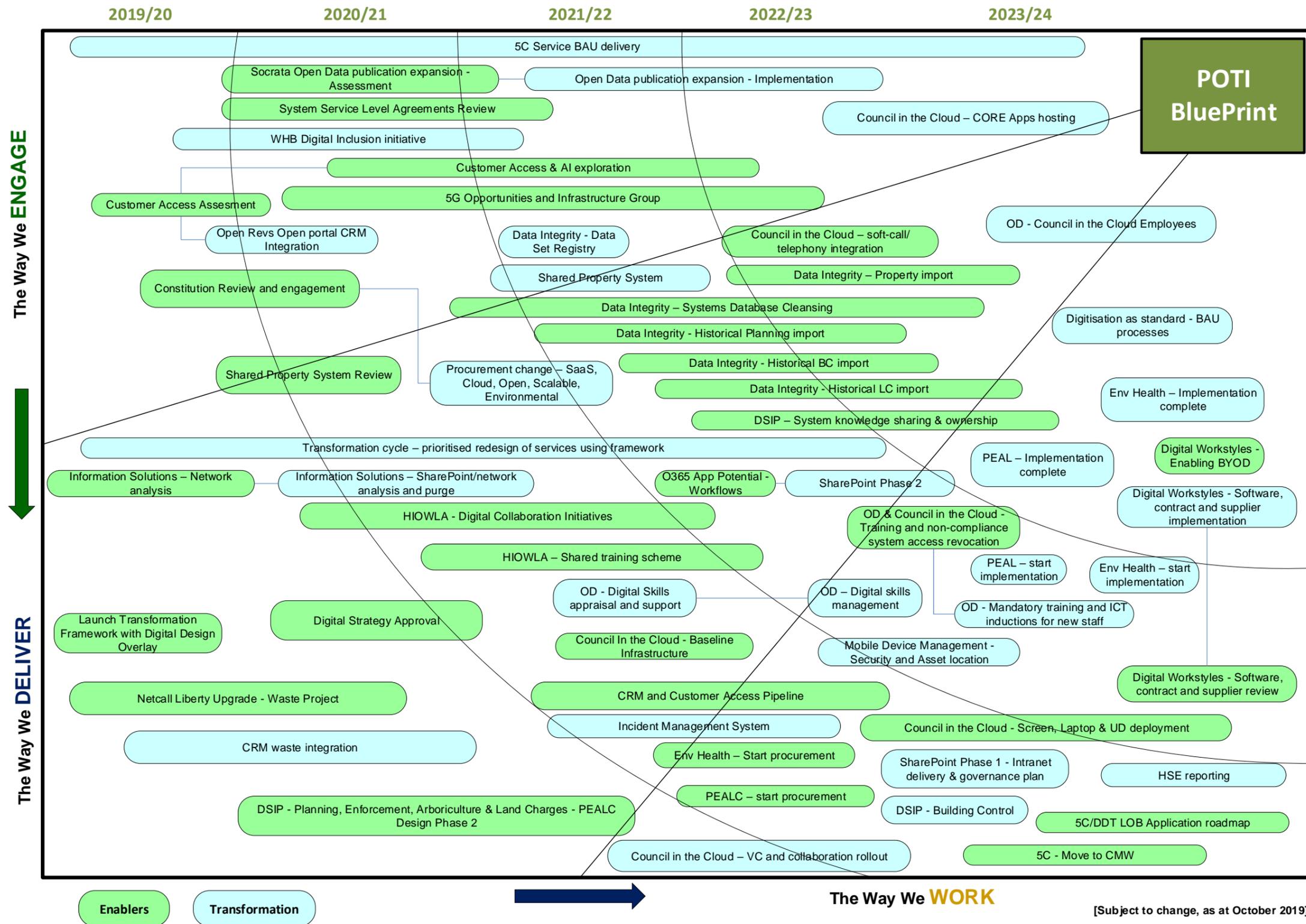
# 7. Appendix A – Transformation Framework



## 8. Appendix B – Delivery Approach

	PRINCIPLES	TOOLS	PROJECT APPLICATION
The Way We ENGAGE	<ul style="list-style-type: none"> <li>Insight &amp; Research</li> <li>Providers</li> <li>Customers</li> <li>Services</li> <li>3rd Party Suppliers</li> <li>Local Government Authorities</li> </ul>	<ul style="list-style-type: none"> <li>Data as an Asset</li> <li>Social Media and supportive platforms for engagement                             <ul style="list-style-type: none"> <li>Notification/cascading</li> <li>Escalation</li> <li>Opinion/Feedback</li> <li>Portals</li> </ul> </li> <li>Customer Journey mapping</li> <li>Service Level Agreements</li> <li>Channel Shift</li> <li>Self-service &amp; 24x7</li> <li>API development (system links)</li> <li>Open Data Publication and use</li> <li>Mature infrastructure – 5G</li> </ul>	<ul style="list-style-type: none"> <li>Socrata data publication (open data)</li> <li>Waste/rounds data</li> <li>Customer Access Policy</li> <li>Whitehill &amp; Bordon (WHB) Digital Inclusion initiative</li> <li>Open Revs Open portal &amp; CRM</li> <li>Constitution Review and engagement</li> </ul>
The Way We DELIVER	<ul style="list-style-type: none"> <li>Performance management</li> <li>Digital within the Transformation Framework</li> <li>Business Solutions Unit &amp; Digital Design Team Programme workflow</li> <li>Technological assessment and trend research</li> <li>HLOWLA Digital Collaboration Group</li> <li>5C Service BAU delivery</li> <li>Local Government Digital Declaration</li> <li>Training/Change Management</li> <li>Data Governance/ Information management</li> <li>Digital Skills appraisal</li> <li>Procurement necessity – SaaS Cloud, Open, Inter-operable and Scalable</li> </ul>	<ul style="list-style-type: none"> <li>Digital by Default and lower cost</li> <li>The Transformation Framework and Process efficiency projects</li> <li>Expansion of existing toolsets/enablers                             <ul style="list-style-type: none"> <li>GIS</li> <li>SharePoint</li> <li>Power BI</li> <li>FME data manipulation</li> <li>CRM</li> <li>O365 Apps</li> <li>Design and System Implementation Programme (DSIP)</li> <li>Digital Champions Network</li> </ul> </li> <li>Shared training opportunities across LGAs/OD</li> <li>Shared team/Shared system solutions</li> <li>Data storage principles</li> <li>Address workforce skills gap</li> <li>Enable Council in the Cloud baseline workstyle infrastructure</li> <li>Shared implementation language – 6σ, P2 and Agile</li> <li>Collaboration in design</li> </ul>	<ul style="list-style-type: none"> <li>Data integrity - cleansing of existing data sets</li> <li>DSIP – Design &amp; System Implementation Programme</li> <li>PEALC (Part of DSIP)</li> <li>CRM waste integration</li> <li>Integra training and feedback</li> <li>Netcall missed bins automation</li> <li>BC Data Migration and Go live</li> <li>Historical/Legacy data projects                             <ul style="list-style-type: none"> <li>J drive</li> <li>BC</li> <li>Planning</li> <li>Property</li> </ul> </li> <li>Information Solutions – SharePoint/network analysis</li> <li>O365 app potential</li> <li>Transformation projects</li> <li>Shared Property System</li> </ul>
The Way We WORK	<ul style="list-style-type: none"> <li>Workstyles change delivery</li> <li>Remote working/flexible IT</li> <li>Reduced travel/online meeting spaces</li> <li>Reduce IT carbon footprint</li> <li>Video conferencing across platforms</li> <li>Multiple service providers via single SharePoint menu</li> <li>Access anywhere Intranet and comms</li> <li>Decreased dependency on physical space – Place Agenda</li> <li>Rolling digitisation of paper files in remaining services to Document Management System (DMS) – digital first adoption</li> <li>Mobile Device Management</li> <li>Security of devices/Staff</li> <li>Digital cultural change</li> <li>Digital trust in council systems and new BAU evidence-based processes</li> <li>Enabling office software, leading to self-serve and reduced reliance on colleague skillsets</li> <li>Mandatory training and ICT inductions for new staff</li> <li>Ethos of skills review via performance management and challenge</li> <li>System knowledge sharing</li> </ul>	<ul style="list-style-type: none"> <li>AI supplementary processes and workflow, e.g. chatbots</li> <li>Business case-based capital expenditure</li> <li>Mobile Device Management (MDM) application</li> <li>SharePoint as central council resource hub</li> <li>Skype for Business/Teams/Softcall integration</li> <li>Laptop and universal docking station deployment</li> <li>Risk based contingency procurement</li> <li>IT asset rationalisation and disposal</li> <li>Secure data sharing and management products</li> <li>Office software review/licensing/roadmap development</li> <li>Procurement framework exploration</li> <li>DSE/fit for purpose review for ultra-mobile technology</li> <li>Mobile operatives' tablet from entry</li> <li>Place Agenda – 5G opportunities (WHB/M3LEP)</li> <li>Supplier and contract review</li> <li>Expansion of self-serve content including workflows and automation</li> <li>BYOD provision via 5C BAU and Client wifi redesign</li> </ul>	<ul style="list-style-type: none"> <li>Env. Health tablets and eforms</li> <li>BC tablets for field inspections</li> <li>HSE reporting</li> <li>Incident Management System development</li> <li>WHB/M3LEP Hub</li> <li>Acolaid knowledge share</li> <li>5C/Digital Design Team Line of Business Application roadmap</li> <li>SharePoint Phase 1 &amp; 2 plan</li> <li>Skype for Business rollout and video conference promotion – reduced CO<sub>2</sub> footprint initiative</li> <li>Workstyles review actions – place and kit assessments</li> <li>Mobile Device Management review and instigation</li> <li>SSL cert review</li> <li>Digital competencies assessment and delivery via OD workstream</li> <li>Screen refresh programme – maximise productivity in workplace</li> <li>Refocused Cyber Security training and non-compliance system access revocation</li> <li>Licensing of core enabling software</li> <li>Move to CMW</li> </ul>

# 9. Appendix C – Delivery Road Map



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## Digital Strategy – Glossary of Terms

Term	Definition
24/7	Twenty-four hours a day, seven days a week
4G	Fourth Generation mobile technology
5G	Fifth Generation mobile technology
AI or Artificial Intelligence	Software that analyses data to produce decisions that humans would otherwise make.
API	An application program interface (API) allows programme developers to build software interactions between one or more systems.
Automated missed bin notifications	A telephone service at East Hampshire that will handle customers reporting missed bins based on them stating their postcode. Information is then checked against bin collection schedules to help complete the call prior to customer service involvement.
Automated workflow	A digital customer/service interaction that occurs independent of officers, but has stages of notification and progression by design.
BSU	Business Solutions Unit
BC	Building Control
BYOD	Bring Your Own Device
Chatbots	Computer programmes pretending to be people following a script to help with online customer question and answers.
Climate Emergency	A Declaration of Climate Emergency is a resolution passed by a governing body. A national climate emergency has been declared by the UK Parliament in May 2019.
Cloud-based technologies	Technological services hosted online. They do not require
Cloud first	The Local Digital Declaration states that Local Authorities must first consider cloud-hosted services before considering on-site based services.
Cloud-hosted platforms	The hardware and operating environment of an on-site server but in an Internet-based datacentre. Often, this includes applications that let users create and manage their own accounts.
CMW	Capita Managed Workspace (PCs and Laptops)
Co-design	The act of creating with stakeholders (business or customers) specifically within the design and development process to ensure the results meet their needs and are usable.
CRM	Customer Relationship Management systems are used to hold customer contact records.

<b>Term</b>	<b>Definition</b>
Cyber Security training	User training to prevent malicious online software attacks and provide good security to protect council data.
DDT	Digital Design Team
DMS	Document Management System
DSE	Display Screen Equipment regulations
DSIP	Design and System Implementation Programme
Digital by Default	A design principle that states that any process that could be automated, should be.
Digital Champions Network	Digital Champions Network is an interactive website and service that provides learning, tools and a community to people become a Digital Champion: someone who can build their knowledge and confidence to empower others with the digital skills they need.
Early adopters	People who test and implement technology prior to wider adoption by the market.
FME	Feature manipulation Engine – a tool for manipulating data making it possible for multiple systems to export and import data in the correct formats.
GDPR	General Data Protection Regulation (GDPR) as it applies in the UK.
GIS	Geographic Information System is software that allows staff to spatially map data and analyse it.
Integra	A Capita Finance system.
Inter-operable	Systems that work together.
Intranet	An organisation's internal version of the internet, not accessible to the wider world.
Legacy Data	Databases belonging to old systems now no longer used but that have a value to services due to retention schedules.
Local Digital Fund	Announced in July 2018 by the Ministry of Housing, Communities and Local Government (MHCLG), it aims to help local authorities implement the Local Digital Declaration by funding digital skills training and projects that address common local service challenges in common, reusable ways.
Local Government Digital Declaration	A shared ambition for the future of local public services written in 2018 by a collective of 45 local authorities, sector bodies and government departments. It outlines goals and commitments, and invites all public sector and non-profit organisations to work to improve local services by signing the Declaration.

<b>Term</b>	<b>Definition</b>
Mbps	Data speed – Megabits per second
Mobile Device Management (MDM)	A tool to monitor and remotely manage mobile devices.
MyEasthants Portal	The East Hampshire District council online customer portal.
National Cyber Security Centre	A government service that supports the most critical organisations in the UK, the wider public sector, industry, SMEs as well as the general public, providing effective cyber incident response to minimise harm to the UK and help with recovery.
Netcall	A call handling and call-flow system at East Hampshire District Council.
O365 applications	A suite of online programmes that form part of the councils' Office365 subscription.
Online personas	A set of specially created character types that the would typically use online services. These groups have been given character names to help readers understand the main characteristic of that group.
Open data	Open data is the idea that some data should be freely available to everyone to use and republish as they wish, without restrictions. This could be anonymised user data or service data. The UK Government collects open data published by central government, local authorities and public bodies to help the public build products and services based on that data.
Open Revs Open Portal	An online portal that allows residents to pay Council Tax or Business Rates to East Hampshire District Council.
Open technical standards	"Open Standards" are standards made available to the general public and are developed (or approved) and maintained via a collaborative and consensus driven process. They facilitate easy communication with other systems and data exchange among different products or services and are intended for widespread adoption.
Paper-lite	An office environment that has reduced use of physical paper. It is acknowledged that statutory services cannot, at this time, be wholly paper-free.
PEALC	A sub project of the Design and System Implementation Programme (DSIP). The project is looking to at <b>P</b> lanning, <b>P</b> lanning <b>E</b> nforcement, <b>A</b> rboriculture and <b>L</b> and <b>C</b> harges. These services utilise similar parts of

<b>Term</b>	<b>Definition</b>
	an aging statutory core system that requires replacement.
POTI – blueprint	POTI stands for Processes, Organisation, Technology and Information. It is a management model for detailing a ‘blueprint’ or set of end goals to be achieved using the four group headings covering what the organisation will look like when all the projects are completed.
Power BI	A Microsoft programme for performance tracking, analysis and reporting.
Security Management	Security management is the identification of an organisation's assets (including people, buildings, machines, systems and information assets), followed by the development, documentation, and implementation of policies and procedures for protecting these assets.
Sharepoint	A Microsoft programme for hosting information and documents online as part of Office365.
Skype for Business (SfB)	A Microsoft programme for video conferencing and online meetings.
Socrata	A Capita provided product that publishes selected council open data.
Software as a Service (SaaS)	This is a complete end-to-end service available to purchase online that is wholly hosted online. Council examples include, Kahootz, Office365, AskHR.
Softcall	The ability to place a telephone call via a computer.
SSL Certificate	A Secure Sockets Layer Certificate confirms the authenticity of a website, for example havant.gov.uk and easthants.gov.uk.
Teams	A Microsoft programme for video conferencing and online meetings; chat; diary planning; softcall integration and sharepoint access.
Technical Code of Practice	A code of practice included in the Local Digital Declaration governing how design, build and buy technology.
Transformation Framework	The transformation framework provides the road-map to coordinate and support the delivery of transformation programmes across the Councils. The framework drives vision through the practical application of effective working, digital, efficiency, delivering differently and the commercialisation agenda.
VC	Video Conferencing

<b>Term</b>	<b>Definition</b>
Workstyle	How staff work and use the councils' IT provision and physical infrastructure of the council.
Workstyle infrastructure	The councils' IT provision; services; buildings and equipment.
Workflow	A process that has stages of notification; authorisation and progression by design.

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**NON EXEMPT (Appendices 3a & 4 Exempt)**

**HAVANT BOROUGH COUNCIL**

---

**Cabinet**

**3 June 2020**

**FOR DECISION**

**Commencement of Remote Meetings**

**Cabinet Lead: Leader**

**Head of Service: David Brown Head of Legal**

**Key Decision: no**

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## **1 Purpose of Report**

- 1.1 This report is submitted to Cabinet to agree the commencement of wider digital meetings including non-executive functions commencing with Planning and Licensing. The digital meeting scheme will then be extended to other committees such as Scrutiny.

## **2 Recommendation**

- 2.1 Note the use of Skype for Broadcast for public committee meetings.
- 2.2 Agree the commencement of remote meetings for HBC.

## **3 Executive Summary**

- 3.1 The current pandemic has made it a criminal offence under the Coronavirus legislation and the public health regulations to have gatherings of more than two persons. Restrictions on travel also mean a reasonable excuse is needed to travel to the council offices. In general those restrictions are limited to work volunteering or exercise (Councillors are not (generally) considered employees or volunteers).
- 3.2 This means that councils are currently unable to hold meetings where Councillors are present for the purposes of making decisions.
- 3.3 Emergency regulations were enacted that allows remote meetings. These regulations are broad and permissive and set out a minimum requirement and further desirable requirements.
- 3.4 The minimum requirements is to hear and to be heard for participants and to hear for the public. At the most basic level a conference telephone call would meet the minimum criteria. It is also desirable for the participants to be able to see and be seen and for the public to see participants. The public are often permitted rights to make a deputation and this is catered for in written deputations. The approach to functionality is set out in Appendix 1.
- 3.5 At the point of national lockdown, the council had no established web cast functions, no standard equipment issued to councillors (although all councillors receive an IT equipment allowance to provision themselves with appropriate hardware) nor a paperless approach to committee agendas and papers.

- 3.6 The design and implementation has been from this starting position. The use of existing technology and software means the recommendations are based on our current capabilities. The recommendation is Skype for Business with the public Broadcast option. The appraisal for this is set out in the link below <https://web.microsoftstream.com/video/a285373f-cb95-4d3b-827f-825b70f42eaf>
- 3.7 The guidance from the government is to utilise existing software whenever possible. This system meets the minimum requirements and in testing the limitations appeared to relate to user familiarity and individual hardware devices. Significant amounts of training are being offered to alleviate these obstacles. <https://www.ncsc.gov.uk/guidance/video-conferencing-services-security-guidance-organisations>
- 3.8 The first phase of the project has achieved the ability to hold remote meetings on a hear and be heard basis. We are now moving towards allowing participants to see and be seen and alternative methods of public contribution in addition to written deputations.
- 3.9 Whilst our preferred software may be able to provide these functions, this is a new experience for all participants. Council officers continue to explore and develop their understanding of the systems functionality to improve the processes, user and public experience.
- 3.10 An equality consideration of this in respect of the public being able to reliably participate in meetings is the differing technical abilities of those who may wish to contribute, coupled to their individual IT and internet provision.
- 3.11 Cabinet should note that the need for wider support from a multidisciplinary team of officers not usually involved in supporting committees, including our strategic partner Capita, combined with the essential imperative to ensure our residents are supported will result some restrictions on the time slots available for evening meetings.

#### **4 Background and relationship to the Corporate Strategy and Directorate Business Plan/s**

- 4.1 Although this approach has been driven by external factors this aligns with the new digital first approach. The adoption of remote meetings will require members to consider the longer term need for paper and travel. This would support both the digital and green themes of the corporate plan.

#### **5 Budgetary Implications**

- 5.1 None for the recommended approach

#### **6 Financial Implications**

- 6.1 There are only minor within budget implications arising from adopting this proposal as it uses existing equipment and software.

#### **7 Human Resources Implications**

- 7.1 There are no significant HR implications arising from this proposal, although additional out of hours officer support may be required.

## **8 Legal Implications**

- 8.1 The Council has a prima facie lawful method for conducting business which meets the minimum legislative requirements, it has the potential to exceed those requirements. If the council chooses not to conduct business, then persons who suffer loss, such as planning, or licencing may seek a legal challenge to recover any loss. Equally this is a new way of working and careful attention will be required to ensure the remote meetings are still conducted with the correct degree of formality.

## **9 Risks**

- 9.1 The risks may be summarised as:

(i) Failure to progress meetings that impact on economic and business functions of the Council resulting in potential challenges and financial costs.

(ii) Reputational if the Council is perceived as being unable to adapt or be flexible.

## **10 Options considered and reasons for the recommendation**

- 10.1 **Do Nothing** – if no meetings are held then the economic and business activity of the area is adversely impacted. Equally the Council may suffer adverse comment through inactivity and later criticism and financial costs.
- 10.2 **Commence meetings-** remote meetings do not have the same level of physical engagement and some councillors and public may feel it is less than the ideal. However, the ideal of a physical meeting with the public in attendance is not a current option. The Council has a system that allows a remote meetings to occur in accordance with the legislation.
- 10.3 **Procure a new system-** If an alternative software version is desired it will incur cost and lead in time.

## **11 Consultation**

- 11.1 Briefing and training has taken place with Councillors involved in the planning committee and two Cabinet briefing sessions, briefing notes have been prepared.
- 11.2 An Equality Impact Assessment has been undertaken and it should be noted that whilst not all can follow proceedings online, there is a positive benefit for many individuals in negating the need to travel to the council offices to witness local decision-making taking place.

## **12 Communication**

- 12.1 It is recognised that there may be considerable public interest in the issues discussed at any committee and agenda will continue to be published digitally.

### **Appendices:**

- Appendix 1: Functionality
- Appendix 2: Equality Impact Assessment
- Appendix 3: Reference sites also using SfB Broadcast to enable public meetings
- Appendix 3a: Confidential feedback from other councils - EXEMPT
- Appendix 4: Legal Advice- EXEMPT

Agreed and signed off by:

Monitoring Officer: 22 May 2020

S151 Officer: 26 May 2020

Portfolio Holder: 20 May 2020

**Contact Officer: James Harris**

**Job Title: Deputy Democratic Services Team Leader**

**Telephone: 01730 234098**

**E-Mail: [james.harris@easthants.gov.uk](mailto:james.harris@easthants.gov.uk)**

## Appendix 1

### Requested software to facilitate below fundamental/statutory requirements:

Requirement	Can SfB Meet Requirement?
<p>Remote access for up to 50 participants (Full Council meeting), accessing remotely via their personal computers/tablets/phones.</p>	<p>Yes – up to 250 per meeting</p> <p>All council staff/councillors have SfB login as part of existing Office365 subscription.</p> <p>Those who cannot download the full desktop version are able to join through the web-app/mobile apps.</p> <p>Functional on multiple devices and operating systems – though laptop or desktop access is preferred as it will provide the most access to software features.</p>
<p>The ability for members of the public to view a live stream, but not be able to participate. Ability for the general public to be able to hear proceedings via a web link without having to download or sign up to software. This needs to be live, not recorded and published after the meeting.</p>	<p>Can create a publicly broadcasted meeting which the public can stream through a URL. Up to 10,000 can view during the meeting.</p> <p>This meeting can also be recorded and uploaded afterwards.</p>
<p>Ability for all officers and members invited to the meeting to be able to hear and be heard.</p>	<p>Officers can join through the link sent with the meeting invite which will direct them either to the full desktop version of SfB or to the web-app.</p> <p>Officers/councillors with the appropriate equipment will be able to hear and be heard, mostly there have had no or few issues with sound. So far, we have found that the majority of those who have experienced issues with this have been resolvable with some 1-2-1 guidance focussing on their individual IT set-up.</p>
<p>Ideally ability for all officers and members invited to the meeting to be seen through webcams, <u>though this is not a statutory requirement.</u></p>	<p>Webcams, where people have them, can be used internally for councillor/officer view though this may affect bandwidth at individual properties.</p>

	<p>It is possible to manually change the broadcast webcam view if required – though as with all solutions this will require an officer to facilitate and needs further testing/training.</p> <p>Audio only as a minimum is recommended for initial meetings.</p>
<p>Ideally a way for members of the public to be able to participate for a short period in order to make a deputation. This element could be negated by written submissions being published online in advance of the meeting.</p>	<p>Able to take written deputations for planning.</p> <p>For phase 2 we may be able to join the public to the meeting through the web-app though this relies on the public having the required equipment – could cause an equality issue</p>
<p>Secure for the councils</p>	<p>Skype for Business is secure for the councils</p>

## Appendix 2

### Digitalisation of Licensing and Planning Committees Equality Report May 2020

#### Executive Summary

Using the best available data and research both nationally and locally the following impacts have been identified.

Positive impacts from this report have been identified for all groups who are digitally active, those with mobility impairments and those needing to self-isolate.

Potential negative impacts identified from this report:

- Age. Whilst the gap is narrowing for older age groups using the internet, nationally there is still a disproportionate amount of older people (over 75) who have either never used, or are, “lapsed users” of the internet.
- Sex. Since 2011, nationally men have used the internet more than women. Whilst this gap has narrowed there is still a substantial difference in recent internet users in the over 75year age group (54% of men compared to 41% of women).
- Disability. There are still fewer disabled adults nationally, who are recent internet users compared with adults with no disability (78% with a disability and 95% for non-disabled people). In the over 75year age group 41% of people with a disability were recent internet users compared with 54% of those with no disability. At a local level, the internal survey respondents showed concerns for those with sight, speech, hearing and or learning disabilities.
- Race. National figures show that ethnic minority groups are the largest groups using the internet recently. White ethnic groups were the lowest recent users. At a local level, internal survey respondents did not suggest any disproportionate impacts regarding race, however anecdotal evidence (certainly for Licensing) could show a negative impact on those whose first language is not English (for example, ethnic food outlets, taxi drivers).
- Other groups not covered under the Equality Act but whom also should be considered: People with low IT skills, people with no access to the internet.

It is recognised that virtual meetings must happen. To help mitigate the findings from this report, there are 14 recommendations at the end this document for the Project Board to consider. The Project Board should clearly explain why, if, any, recommendations are not taken forward. The Project Board should identify and allocate actions to relevant Officers, ensuring the author of this report is included.

#### Main Report – Introduction

The Councils need to continue with their democratic decision-making processes. Due to Covid19 and the current Lockdown, alternative ways of working need to be explored. One option is to consider virtual or remote meetings as the Government has introduced new legislation to allow so.

This report considers the potential equality impact on residents, Councillors and Officers. The Councils are committed to public service excellence and the wellbeing of staff and Councillors.

Section 149 of the Equality Act 2010 places a statutory duty on public bodies to pay due regard to protected groups, when making decisions. The three aims of the Public Sector Equality Duty are to:

1. Eliminate discrimination
2. Promote equality of opportunity
3. Foster good relations between protected groups.

Licensing and Planning Committees are being considered for digitalisation in the first instance. This is an initial report and is not the end. The impact of digitalisation will need to be continually monitored as outlined in the recommendations at the end.

### **Methodology**

This report draws on the best available research and data, both nationally and locally.

A survey was prepared and distributed to Councillors and Officers working in or with, Licensing and Planning. Due to time constraints it was not possible to involve the public. However, feedback during any potential roll out will be sought.

Councillors and Officers were asked to answer the survey regarding the impact on themselves and on behalf of the public, as they understand their customer's needs the most.

Out of the nine protected groups in the Equality Act, we identified five that needed further exploration. These were:

- Age groups
- Different disabilities
- Pregnancy/maternity
- Race
- Sex

### **National Research and Data**

Source: The Office for National Statistics (ONS) latest release of Internet Users Bulletin (August 2019):

#### **Age**

The age gap is narrowing nationally in recent internet users. In 2019 within the UK, 91% of all adults had recently used the internet, with almost all adults aged 16 to 44 years (99%) being recent internet users. While there has been little change for adults aged 16 and 44 years in recent years, there has continued to be growth in internet use among older adults.

Since the survey began in 2011, adults aged 75 years and over have consistently been the lowest users of the internet. In 2011, of all adults aged 75 years and over, 20% were recent internet users, rising to 47% in 2019. However, recent internet use in 65 to 74 years age group increased from 52% in 2011 to 83% in 2019, closing the gap on younger age groups.

Since 2011, the percentage of adults aged 65 and over who had never used the internet has declined by 29 percentage point to 29%. This compares with a decline of 6 percentage points in adults aged 16 to 64 years by 2%.

Recent internet use by retired adults increased by 27 percentage points since 2011, to 67% in 2019, reflecting the increase in internet use in the older age groups. Recent Internet use by adults who were economically inactive increased by 19 percentage points over this period to 89%.

However, while the gap is closing, there was still a large difference between the generations. Of the 4 million adults who had never used the internet in 2019, more than half (2.5 million) were aged 75 years and over.

The proportion of adults who were lapsed internet users rose from 3.9% in 2011, to 7.3% in 2017, before falling to 6.1% in 2019. While there has been an increase in recent internet use in adults aged 75 years and over, they remain the age group with the highest proportion of lapsed internet users.

### **Sex and Age**

The ONS states that nationally, there is still a difference in internet use between men and women in older age groups.

The proportion of men who had recently used the internet in 2019 was higher than women, at 92% and 90% respectively. In 2011, the proportion of men who recently used the internet was 82%, compared with 77% of women.

The source of the difference in 2019 of recent internet use between men and women was in the oldest age groups. Of those adults aged 65-74 years, 84% of men and 82% of women were recent internet users. Furthermore, 54% of men aged 75 years and over were recent internet users, compared with 41% of women in this age group.

Women aged 65-74 years showed the highest percentage point increase in recent internet use when compared with other age groups, rising from 47% in 2011 to 82% in 2019.

Overall, there was still a higher proportion of women who had never used the internet at 8.7%, compared with men at 6.3%.

### **Disability and Age**

The ONS states that nationally, in 2019, the proportion of recent internet users was lower for adults who were disabled (78%) compared with those who were not disabled (95%).

The difference between internet use in disabled and non-disabled adults was greater in the older age groups.

For adults aged 75 years and over, 41% of disabled adults and 54% of non-disabled adults were recent internet users. In comparison, there was little difference in recent internet use for disabled and non-disabled adults in the 16-24 age group; 98% of disabled adults and 99% of non-disabled adults in this age group were recent internet users.

Since 2014, the number of disabled adults who had recently used the internet increased by 13 percentage points to just over 10 million in 2019. Of the 0.8 million adults who had last used the internet over three months ago, 0.4 million were disabled.

### **Race**

Source: ONS Internet Usage by Ethnicity. The ONS states that in 2019, nationally, the Indian and White ethnic groups had the lowest percentages of recent internet users (at 90.4% and 90.5%) and the Chinese ethnic group had the highest (98.6%).

In the South East people who had used the internet in the last three months 97.4% for Asian groups, 99.2% for Black groups and 92.4% for White groups.

### **Regional Variation**

The ONS states that in 2019, London and the South East were tied for the region with the highest proportion of recent internet users (93%).

### **Local Research and Data**

Both Councils prepared and conducted an online survey. The survey was distributed to Officers and Councillors within, or who worked with, both the Licensing and Planning Teams.

Whilst respondent numbers were low it is felt that it is important to summarise the general outcomes.

Respondents felt that for almost all the protected groups amongst the public, Councillors and Officers the equality impact of digitalising of meetings would be wholly positive. The only exception was for participants of Committee meetings who have impaired hearing, speech/sight and/or learning disabilities. Where it was felt that having a meeting with sound and full vision, but no subtitled video available afterwards would have a slightly negative impact.

Constructive suggestions and comments within the survey results have been included in the Recommendations section below.

### **Recommendations**

1. Advising well in advance what the IT requirements and broadband speeds needed for the meetings
2. Asking participants in advance whether they have any special needs
3. Possibly offering a loan for the necessary equipment for people wishing to make a deputation
4. Providing a clear script of the proceedings in advance including no background noise and meeting etiquette
5. Allowing participants to have a representative at meetings (explore ways of having “digital champions” to assist participants (in the same way as our Customer Service Centres)
6. Displaying on screen the name of person speaking and their role
7. Having a transcript on screen in real time

8. Encouraging participants to contact Democratic Services if any part is unclear
9. High quality of screen and sound
10. Collecting feedback from each meeting, monitoring and updating this report
11. Ensuring the meeting is available after the meeting including subtitles
12. Consider having a British Sign Language Signer on screen through the meeting
13. Monitor all/any complaints made due to these changes
14. Must resume with physical meetings as soon as possible, alongside digital meetings whilst complying any social distancing measures (Parliament are managing to do this currently).

**Author: Customer Inclusion Adviser [careen.ransom@havant.gov.uk](mailto:careen.ransom@havant.gov.uk)**

**With thanks to: The Customer Insight Team, Deputy Democratic Team Leader, Licensing Team Leader, Planning Development Manager, Project Manager IT and those who took part in the internal survey.**

## Appendix 3

Reference sites also using SfB Broadcast to enable public meetings –

### Brighton and Hove -

<https://aisapps.sonicfoundry.com/AuditelScheduler/Player/Index/?id=03aa22c9-0101-445d-9296-e7689b1b81b4&presID=031a3fd448ce47cf9b52b99fd56d3db61d>

**Exeter** - <https://news.exeter.gov.uk/we-think-we-held-the-uk-s-first-virtual-full-council-meeting/>

**Lancashire** - <https://council.lancashire.gov.uk/ieListDocuments.aspx?CId=122&MId=9517>

**Bury** - <https://www.buryfreepress.co.uk/news/council-meetings-to-resume-remotely-via-skype-9107417/>

### Skype Functions

#### Functionality

- Video & Phone conferencing 
- Screen & document sharing 
- Conferencing management 
- Mobile & tablet compatibility 
- Location independency 
- Recording & annotative capabilities 
- Instant messaging chat 
- Secure? 
- Public broadcasting capabilities 
- Need for training
- Added cost
- Extra administrative duties needed?
- Office 365 compatible 
- Currently used within the council 
- Meeting Management 

#### Suitability to the Business Issue

- |  |   |  |
|--|---|--|
|  Multi-device compatibility |  Broadcasting capabilities |  Recording capabilities       |
|  Internet dependant         |  Location independent      |  Interactive messaging        |
|  ≤250 members in each call  |  Office 365 compatible     |  Broadcasting to Social media |

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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**NON EXEMPT**

## **HAVANT BOROUGH COUNCIL**

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**CABINET**

**3<sup>rd</sup> June 2020**

### **2019/20 PROVISIONAL REVENUE AND CAPITAL OUTTURN**

**Lydia Morrison, Chief Finance Officer and Director of Corporate Services**

### **FOR INFORMATION**

**Portfolio: Portfolio Holder for Finance  
Cllr Leah Turner**

**Key Decision: No**

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

**1.1** This report provides summary information regarding the provisional outturn for 2019/20.

#### **2.0 Recommendation**

**2.1** That Cabinet:

1. Notes the provisional outturn for 2019/20.
2. Notes the proposed transfers to and from Reserves to be actioned by the Chief Finance Officer.

#### **3.0 Executive Summary**

**3.1** All authorities have a legal duty to produce annual accounts, in support of openness and accountability.

**3.2** As a result of the global pandemic and subsequent pressures put on Local Authorities the statutory deadline of 31 May for the draft Statement of Accounts has been changed by central Government and the first draft of the statutory accounts must now be approved by 31<sup>st</sup> August with the final audited accounts published by 30<sup>th</sup> November (previously 31<sup>st</sup> July). Work is progressing and officers are aiming to pass the draft accounts to the external auditors as soon as they are ready.

- 3.3 Despite the challenges posed and a new team being in place, a provisional revenue and capital outturn have been produced. It should be noted that following is only a provisional position at present as the team work on finalising the figures:
- The delay in accounts date from central Government has meant that NNDR3 submission is not due until 31<sup>st</sup> July and therefore figures on the section 31 grant and Levy in respect of the business rates retention cannot be finalised yet and are subject to change.
  - A final check is still being conducted on the figures below and as such this is only a provisional outturn position although the net services position should not change significantly.
- 3.4 This report provides Cabinet with an update on the provisional outturn. and seeks endorsement on certain matters.

### ***Provisional Revenue Outturn Summary***

- 3.5 A summary of the revenue outturn position for the financial year 2019/20 is set out in the following table.

	<b>Final Budget £'000</b>	<b>Outturn £'000</b>	<b>Variation £'000</b>
Net Cost of Services	15,110	14,015	<b>(1,095)</b>
Business Rates, Council Tax and Grants	<b>(14,936)</b>	<b>(15,531)</b>	<b>(595)</b>
<b>Net (Surplus) / Deficit</b>	<b>174</b>	<b>(1,516)</b>	<b>(1,690)</b>

- 3.6 After allowing for various year-end adjustments, there has been a net service underspend of £1.095M against the overall Budget for 2019/20 and a summary statement is included at *Appendix A*. The underspending represents 7.25% of the Council's net service revenue budget.
- 3.7 Variance analysis is provided at *Appendix B*. There are some significant adverse variances which will need to be addressed going forward, to ensure they do not continue. In light of Covid the bad debt provision has been increased which has impacted on Customer Services and this will be continually reviewed to consider the appropriate level required.
- 3.8 The main variances are highlighted in table below:

Variations	£'000
<b>One off</b>	
Meridian - surplus to be transferred to reserves	(127)
Credit of Capita milestones not now achievable as a result of exiting parts of the contract	(537)
Horizon Leisure payment	(950)
<b>Total</b>	<b>(1,614)</b>

- 3.9 Budget shortfalls within services have been largely offset by additional income within Strategic Commissioning with respect to Horizon Leisure, additional property income, additional CIL administration income and additional grants received with respect to Homelessness.
- 3.10 Overall, once funding is taken into account, the outturn position is positive, which is encouraging given the significant financial uncertainty posed by Covid-19 and challenges ahead. The current financial strategy is still based on taking proactive management decisions to save money and maximise income. However, where income targets are set it is essential they are met. More targeted monitoring of income budgets will be needed with more proactive management actions taken where it is found to be under performing.
- 3.11 The results of the outturn will feed into the forthcoming review of the Medium Term Financial Strategy (MTFS) and mid-year budget review, which in turn will lead into the 2021/22 budget setting process.

### ***Reserves and Balances***

- 3.12 The Council's reserves have been reviewed. A full statement is attached at *Appendix C* and the main transfers regarding are highlighted specifically below:
- General Fund Balance – £3.903M transferred from the General Fund into earmarked reserves in particular the majority into a Financial Management Reserve, reflecting the need to ensure the Council is in a position to manage the challenges posed by Covid-19. The transfer from the General Fund leaves a balance of £3.5M in the General Fund which is a prudent amount to manage the Council finances in short term.

- Earmarked Reserve – Movements and drawdown from reserves include the following:
  - General Fund - Earmarked: movement in from previous Legal Reserve of £0.385M and drawdown in relation to previous year's approved carry forwards £0.797M and £0.007M in year transfer.
  - Capital Reserve: – movement into Financial Management Reserve £0.013M to consolidate reserves
  - Financial Management Reserve: movement in from the General Fund Balance as discussed above of £3.581M and additional savings as a result of Capita milestone payments not required as a result of exit from the contract £0.537M. £0.013M from the Capital Reserve to consolidate reserves.
  - Externally Funded Reserve: £0.565M contributions consisting of Flexible Homelessness Support and provision for Front Lawn future obligations of £0.047M
  - Regeneration Reserve: £0.129M income from Meridian to be ringfenced for future regeneration and £0.302M Leigh Park regeneration funding previously held in General Fund Balance.
  - Leisure Reserve: £0.950M from Horizon Leisure Trust to be held for future leisure provision
  - Service Support Reserve: £0.094M with respect to CIL Planning administration income and £0.020M Apex funding to cover projects in Leigh Park area.

3.13 The transfers have already been reflected in General Fund summary position outline earlier, hence Cabinet is asked to endorse them.

3.14 After allowing for these transfers, the Earmarked Reserve Balance at 31 March 2020 amounts to £7.711M. The General Fund Balance amounts to £3.5M.

### ***Carry Forwards of Underspending and Overspending***

3.15 Inevitably each year services have underspends due to the timing of works or commitments not completing before the year end.

3.16 The Chief Finance Officer has reviewed the various carry forward requests from services and due to the financial challenge posed by Covid19 has not approved any carry forward requests for 2019/20.

### ***Capital Outturn***

3.17 *Appendix D* includes a provisional capital expenditure and financing statement for the year, which is summarised in the following table:

**Havant Borough Council**  
Capital Programme Summary

	2019/20 Revised Budget Feb 20 £ (000)	2019/20 Provisional Outturn £ (000)	2019/20 Variance £ (000)
Housing	1,628	714	(914)
Operational Land and Buildings	0	6,158	5,787
IT Equipment	214	109	(105)
<b>Total Capital Programme</b>	<b>1,842</b>	<b>6,981</b>	<b>4,768</b>

	2019/20 Revised Budget Feb 20 £ (000)	2019/20 Provisional Outturn £ (000)	2019/20 Variance £ (000)
--	--	--	-----------------------------

**Funded By:**

REFCUS (Revenue funded as Capital under Statute)	0	714	714
External Grants & Contributions	1,628	1,413	(215)
Use of Specific Reserves	214	109	(105)
Use of Capital Receipts	0	353	353
Borrowing Requirement	0	4,392	4,392
<b>Total Funding</b>	<b>1,842</b>	<b>6,981</b>	<b>5,139</b>

3.18 During the year the purchase of the Meridian Centre and various Coastal scheme projects reflected the Capital spend within Operational Land and Buildings.

**Performance Against Corporate Strategy**

3.19 *Appendix E* provides an overview of the Council's performance for the year against the key priorities within the Corporate Strategy and which forms the basis of the Narrative Summary for the draft Statement of Accounts.

**4.0 Additional Budgetary Implications**

4.1 None.

**5.0 Background and relationship to the Corporate Strategy and Directorate Business Plan**

5.1 This report provides Members with an update on the Council's performance against the Corporate Strategy.

5.2 Reporting of the outturn and completion of the Statement of Accounts forms part of the Directorate Business Plan.

**6.0 Options considered and reasons for the recommendation**

6.1 None.

## **7.0 Resource Implications**

7.1 Financial Implications – as set out in the body of the report.

7.2 Human Resources Implications – none.

## **8.0 Legal Implications**

8.1 None.

## **9.0 Risks**

9.1 The outturn has yet to be finalised and audited and until that process is completed the outturn is still provisional. Any material changes impacting on the outturn will be reported to Members following the completion of the audit.

## **10 Consultation**

10.1 None.

## **11 Communication**

11.1 None.

Appendices:

Appendix A – Provisional Summary Revenue Outturn  
Appendix B – Variance Analysis  
Appendix C – Reserves and Balances  
Appendix D – Provisional Capital Outturn  
Appendix E – Performance Against Corporate Strategy

Background Papers: None.

Agreed and signed off by:

Monitoring Officer: 26.05.20

S151 Officer: 26.05.20

Director: 26.05.20

**Contact Officer: Catherine Jobling**  
**Job Title: Deputy Section 151 Officer**  
**Telephone: 02392 446602**  
**E-Mail: [Catherine.jobling@Easthants.gov.uk](mailto:Catherine.jobling@Easthants.gov.uk)**

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## Appendix A

### Havant Borough Council

#### Provisional Outturn

	Final Budget	Provisional Outturn	Variation	Variation
	£'000	£'000	£'000	%
<b>Director of Corporate Services</b>				
5 Councils Staff and Contract	326	215	(111)	-34.0%
Executive Office	345	338	(7)	-2.0%
Head of Legal	342	370	28	8.3%
Head of Organisational Development	1,122	1,349	227	20.3%
Head of Programmes Redesign	2,828	2,927	99	3.5%
Head of Customer Services	3,157	3,034	(123)	-3.9%
Head of Strategic Commissioning	3,735	2,904	(831)	-22.2%
Head of Finance	885	842	(43)	-4.8%
Head of Commercial Development	32	138	106	334.5%
<b>Director of Regeneration and Planning</b>				
Head of Neighbourhood Support	(238)	214	452	-189.8%
Head of Housing	938	159	(779)	-83.1%
Head of Planning	935	544	(391)	-41.8%
Head of Community Engagement	843	754	(89)	-10.5%
Head of Property	(1,401)	(1,422)	(21)	1.5%
Head of Regeneration (South)	106	358	252	238.4%
Head of Coastal Partnerships	183	187	4	
Other Operating I&E (Corporate Pension Costs)	853	941	88	10.3%
<b>Total Cost of Services</b>	<b>14,989</b>	<b>13,852</b>	<b>(1,137)</b>	<b>-7.59%</b>
Interest from Investments	0	(102)	(102)	
Interest payments	0	0	0	
Impairment losses	0	0	0	
MRP	0	156	156	
Capital Expenditure Charged to Revenue	121	109	(12)	
<b>Net Cost of Services</b>	<b>15,110</b>	<b>14,015</b>	<b>(1,095)</b>	<b>-7.25%</b>
<b>Funded by:</b>				
Business Rates Retention	(5,023)	(5,560)	(537)	10.7%
Council Tax Demand on the Collection Fund (inc precepts)	(8,326)	(8,339)	(13)	0.2%
New Homes Bonus Grant	(1,587)	(1,587)	(0)	0.0%
Other non specific grants	0	(45)	(45)	
Contributions to/(from) Earmarked Reserves	623	6,216	5,593	897.8%
Contributions for carry forwards	(797)	(797)	0	0.0%
Contributions to/(from) General Fund Balance	0	(3,903)	(3,903)	
<b>Total Funding</b>	<b>(15,110)</b>	<b>(14,015)</b>	<b>1,095</b>	<b>-7.2%</b>

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Variations	£'000	Summary of major Revenue variances
5 Councils Staff and Contract	(111)	Savings achieved in the Client Team due to a review of client team recharge costs across the partnership and between Havant and East Hampshire
Head of Organisational Development	227	£244K of additional Capita payment costs. Savings attributed in earlier years to one of the partners were attributed incorrectly to all partners this is partially offset by some salary savings within the service.
Head of PRQ	99	Increased costs on software and licence costs. In addition IT costs on the preparation for Brexit and business continuity planning (which have been utilised for Covid-19 working from home) covered through grant received from Government.
Head of Customer Services	(123)	Savings within respect to vacancies within the service that were not recruited to during the year
Strategic Commissioning	(831)	One-off exception payment made of £950K re: Horizon Leisure
Head of Commercial Development	106	Building Control reduction in income as service is demand led and did not achieve against income targets. Service undergoing an IT transformation programme which also impacted on service delivery.
Head of Neighbourhood Support	452	Reduction in car park income which was given a challenging income target, however, failed to meet (£370K). Further income reduction from Fixed Penalty Notices and additional contract costs which covered two years of contract monies owed.
Head of Housing	(779)	Total of £0.579M of the service surplus relates to additional and previous years grants to be held in reserve to meet future needs in supporting homelessness prevention. In 2019/20 Council received additional flexible homelessness grant of £306K. The service also held £0.273M of previous year's grant which was carried forward from 2018-19 but will now be placed in appropriate reserve for use going forward. Full recovery of income against costs of Bed & Breakfast have been attributed to housing rather than apportioned to Housing Benefit, further work is required to see what portion is not recoverable from housing benefit and this will reduce the saving in Housing and increase the saving in Customer Services.
Head of Planning	(391)	Savings within Planning Policy consultancy costs as a result of delays in progression of Local Plan of £145K , these costs will fall in future years. CIL administration had been accounted for on a receipts basis in earlier years and is now accounted for on an accruals basis in accordance with the CIPFA CODE. This has resulted in three year surplus income which will be transferred to earmarked reserves.

Head of Community Engagement	<b>(89)</b>	Salary savings within Community Development as a result of vacancies not being recruited too of £60K and savings in running of events of £35K.
Head of Property	<b>(21)</b>	Additional Meridian net income £129K to transfer to reserves. Increased income has been offset against additional agency costs.
Head of Regeneration (South)	<b>252</b>	Incorrect grant was coded to the service as income at budget setting and related to Leigh Park regeneration – the income has been kept within dedicated Leigh Park regeneration reserve and will be utilised when required.

Variations	£'000	Summary of major variances Capital Programme
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Housing	<b>(914)</b>	The Council receive disabled facilities grant each year from County for adaptations to homes in the borough. This money comes from the government's better care fund. At the year-end £714,000 had been spent on adaptations in the year, the unspent balance will be carried forward for future years.
Investment Property	<b>4,392</b>	The Council has invested £4.4 million on the purchase of the Meridian Centre. The net income from the centre will be transferred to a reserve to fund future regeneration. The purchase will be funded from borrowing.
Disposal Business Centre	<b>353</b>	Havant Borough Council (the tenant) paid the landlord a lease premium in order to be allowed to surrender their interest as a lessee in the regional business centre. The Council recognised a capital receipt of £439,000 for the disposal of the land which more than covers the cost.
Other Operational Land and Buildings	<b>1,413</b>	The rest of the spend on operational land and buildings represents a variety of spend on Council assets funded from external grants CIL and s106.
Building Control Software	<b>12</b>	Spend on software to enhance the building control service
Parking Machines	<b>87</b>	Spend on parking machines to enhance the car park offering in Havant.

Appendix C

**Havant Borough Council  
General Fund Earmarked Reserves**

	<b>Balance 01/04/2019 £'000</b>	<b>Transfers In £'000</b>	<b>Transfers out £'000</b>	<b>Balance 31/03/2020 £'000</b>
General Fund - earmarked	823	385	(804)	404
Legal Reserve	385	0	(385)	0
Insurance Reserve	653	0	0	653
Capital Reserve	13	0	(13)	0
Restructuring Reserve	418	0	0	418
Financial management Reserve	0	4,132	0	4,132
Grants Reserve	0	609	0	609
Regeneration Reserve	0	431	0	431
Leisure Reserve	0	950	0	950
Service Support Reserve	0	114	0	114
<b>Total Earmarked Reserves</b>	<b>2,292</b>	<b>6,621</b>	<b>(1,202)</b>	<b>7,711</b>
<b>Total General Fund</b>	<b>7,403</b>	<b>0</b>	<b>(3,903)</b>	<b>3,500</b>

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Appendix D

**Havant Borough Council**  
Capital Programme Summary

	2019/20 Original Budget Feb 19 £ (000)	2019/20 Provisional Outturn £ (000)	2019/20 Variance £ (000)
<b>Housing</b>			
Disabled Facilities Grants	1,628	714 -	914
<b>Operational Land and Buildings</b>			-
Refurbishment of HBC Play Equipped Areas	0	67	67
Front Lawn	0	27	27
Bartons Green Pavillion	0	200	200
Hayling Island Goose Refuge	0	5	5
FCERM Scheme	0	134	134
InvestmentPoperty	0	4,392	4,392
HaylingIslandBMA	0	741	741
BroadmarshFeasibilityStudy	0	48	48
LangstoneFCERM	0	173	173
WaterloovillePavilionFeasibi	0	4	4
HaylingSportsCentreExtensio	0	2	2
AcornCentreExtension	0	4	4
LeighParkCommCtrRefurbishm	0	6	6
FeasibilityStudyreMUGAHook	0	2	2
Disposal Business Centre	0	353	353
<b>IT Equipment</b>			
Processing and Management System	204	0 -	204
Building Control - Software	10	22	12
Parking Machines	0	87	87
<b>Total Capital Programme</b>	<b>1,842</b>	<b>6,981</b>	<b>5,139</b>
	2019/20 Original Budget Feb 19 £ (000)	2019/20 Provisional Outturn £ (000)	2019/20 Variance £ (000)
<b>Funded By:</b>			
REFCUS (Revenue funded as Capital under Statute)		714	714
External Grants & Contributions	1,628	1,413	(215)
Use of Specific Reserves	214	109	(105)
Use of Capital Receipts		353	353
Borrowing Requirement		4,392	4,392
<b>Total Funding</b>	<b>1,842</b>	<b>6,981</b>	<b>5,139</b>

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## 1. Delivery of corporate objectives in 2019-20

### Ensuring a clean and environmentally aware borough

The Council's environmental services continue to be provided by the joint venture partnership Norse SE. The quality of service remained high throughout 2019-20 with the proportion of missed bins below 1% of all bins, and recycling continues to be encouraged with flyers being sent out to remind residents [what can and can't be recycled](#).

The Council has begun working with Portsmouth Water to establish a memorial woodland at the proposed [Havant Thicket Reservoir](#) site. More than 3,000 trees will be planted by summer 2020, creating a peaceful space for local residents to enjoy as well as providing valuable new wildlife habitat. The intention is for a reservoir to be built on the site to increase the resilience of water supplies for years to come and this will also create a green recreation space for residents.

The ongoing issue of [nutrient neutrality](#) in the borough has affected the production of the [2036 Local Plan](#), however, the Planning Policy team have responded by preparing a substantial mitigation plan to ensure that future development in the borough is sustainable and the Council is considering how its assets might be deployed to assist with this. Unfortunately, the onset of Covid-19 during the last quarter of 2019-20 poses another significant challenge to the Local Plan timeline, with Council meetings, examination hearings and referenda being put on hold due to the public health risk. The Council remains committed to facilitating sustainable development and will continue its Local Plan work, where possible, to enable economic recovery to proceed once the immediate crisis has passed.

The borough's extensive coastline requires specialist management which is co-ordinated by the [Eastern Solent Coastal Partnership](#), an alliance between Fareham Borough Council, Gosport Borough Council, Portsmouth City Council and Havant Borough Council. Progress has been made against all the Coastal team's major projects in 2019-20, including the Hayling Island Funding and Implementation Strategy, which was successfully recommended for approval from the Environment Agency in December 2019. In spring 2020, a programme of timber groyne replacement and beach recycling (redistributing sand and shingle along the beach to counteract the effects of erosion) was carried out along Eastoke beach in order to protect local properties and infrastructure from coastal flooding. Other coastal management works carried out by the Coastal Partnership in 2019-20 included health and safety works at Ferry Road and West Beach and improvements to the HBC beach compound.

Ongoing coastal erosion is a threat to the communities and recreational assets of Hayling Island and the Coastal team are committed to managing this risk in a sustainable and appropriate manner. Working in partnership with the neighbouring local authorities means this work can be carried out in a synergistic way resulting in substantial savings for all the councils involved.

### Safe, healthy and active communities

The Council's efforts to enhance residents' lives by encouraging active, healthy and safe lifestyles continued throughout 2019-20. We know that four of our wards are among the 10% most deprived wards in the country (according to the [Index of Multiple Deprivation](#)) and have therefore facilitated a programme of community activities aiming to improve the lives of people living in these wards as well as in the rest of the borough.

The [Get Up and Go](#) programme has continued to promote an active lifestyle for the over 55s. The Council's Insight team have been working with the Communities team to facilitate focus groups and activity diaries so that we can better understand how participants engage with the programme and what factors affect its success – an essential step towards designing programmes to be resilient and sustainable for the future.



Refurbishment works took place at play parks across the borough in February.

In October 2019 the Hampshire Sports Conference was hosted by the Council, with 80 participants attending from across the county. The event focused on thinking and delivering coaching differently and involved engagement workshops, networking opportunities and an address from guest speaker Olympic medallist Gail Emms MBE.



The annual [Junior Citizen event](#) in November 2019 saw hundreds of Year 6 pupils from across the borough given advice on being a good citizen, keeping safe in the home, respecting wildlife, ensuring beach safety and other key messages promoting safety and responsibility. Run in collaboration with the [Safer Havant Partnership](#), a multi-agency partnership seeking to reduce anti-social behaviour and crime in the borough, this event is part of a programme that aims to involve young people in issues of community safety.

In May, the Council granted more than £12,000 of CIL funding to [Leigh Park Community Centre](#) for refurbishment. The centre hosts play sessions, art and craft activities, film evenings and many other events, as well as a food bank supporting the local area.

In August, [Age Concern Hayling Island](#) were granted £24,000 worth of developers' contributions to refurbish their kitchen, enabling them to continue to provide lunch clubs for local elderly residents.

Having signed up to the [Dementia Friends initiative](#), the Council has hosted monthly dementia awareness sessions throughout the year to help educate our communities about the challenges dementia can bring. In addition, a review of the Plaza campus and car park was conducted by Dementia Friendly Hampshire. Our facilities scored highly, based on factors such as availability of blue badge parking, clear signage, accessibility of toilets and natural lighting.

The expansion of the [Havant Community Lottery](#) has continued in the past year, having raised £66,000 to support 80 local charitable organisations as of February 2020.

Volunteers from across the borough were celebrated at the Havant Volunteer Awards in June 2019, an event that showcased the fantastic work being carried out in our communities.



The Council continues its financial support of [Citizens Advice Havant](#), which delivers free impartial information and advice to residents experiencing issues such as housing, debt or welfare benefits.

In November, the Council took part in [Purple Tuesday](#), a campaign to improve the customer experience for people with disabilities, pledging to deliver disability awareness training to all staff so they know how best to accommodate residents with disabilities. This was accompanied by an accessibility review of our website.



Housing affordability and homelessness continue to be a concern in Havant borough and we recognise that these are complex issues. In 2019-20 the Housing team worked on 910 cases of housing difficulties and were able to provide sufficient intervention to keep the vast majority of these cases from homelessness, with only 9 cases accepted as homelessness.

90 affordable homes were delivered throughout the year. Poor market conditions and ongoing issues with nutrient neutrality affecting development in the borough have affected the housing supply, but our teams are working hard to mitigate this and hope to make substantial progress towards the provision of more affordable housing in the coming years.

The [Hampshire Home Choice](#) Allocations Policy was reviewed in Q1 to ensure that it reflects best use of stock and local issues. Going forwards, local policies will be reviewed quarterly to ensure that issues can be addressed and an appropriate level of 'churn' maintained.

Our new [Homelessness and Rough Sleepers Strategy](#) (2019-2024) was approved at full Council in January 2020. Accompanied by an Action Plan which builds on the work already accomplished by the Housing team since the introduction of the Homelessness Reduction Act, the strategy focuses on early intervention and sustainable housing solutions.

In 2019, a joint bid with East Hampshire District Council was successful in securing funding to help reduce rough sleeping in the borough. New outreach officer posts, fully funded by the [Rough Sleeper Initiative](#), will help to signpost vulnerable residents to services and co-ordinate the services available. It is hoped that this, along with other early intervention initiatives, will reduce homelessness in the borough and ensure we can continue to supply appropriate support to those in need.

### [Regenerating the borough: infrastructure and economy](#)

In December 2019 the Council completed its purchase of the [Meridian shopping centre](#), a key strategic site for the regeneration of Havant town centre. Providing rental income for the Council as well as the opportunity to make the best use of the shopping centre's prime retail and office space, this investment marks an important stage in the progress of the Council's ambitious regeneration plans.

The subsequent launch of the [Have with Havant](#) campaign in February 2020 was the culmination of many months of effort from the Regeneration and Communications teams. Building on the long-term strategic vision for the regeneration of the borough set out in the Council's [Regeneration Strategy](#) published in 2018, the new website and promotional video provide a hub for residents, investors and businesses to learn about the aspirations that the Council has for its key redevelopment projects.

The Public Service Plaza in Havant town centre has continued to act as a hub for several important public and private sector partners as well as the Council, allowing staff to realise the benefits of integrated working. The Plaza, with its impressive atrium, quality conference suite and office space for hire, is a key asset for the Council and we have ambitious plans for maximising the benefits of the site. Following the agreement of a £3.4million funding deal with Homes England in 2018-19 to build more than 100 homes on the site of the car parks adjoining the Plaza, several bidders have expressed interest in taking forward the project. The revised tenders for the development, which will benefit from excellent rail links, nearby leisure facilities and proximity to the town centre, will be submitted later in 2020.

The [Hayling Island Transport Assessment](#) was completed in February 2020. The study supports the Local Plan and the Council's Regeneration Strategy and uses state-of-the-art modelling to predict the impact of any proposed developments on the area, making it a critical tool for delivering improvements to roads, bus routes and cycle routes across the island.

Supporting the Council's long term regeneration ambitions, the [Havant Business Partnership](#) was established in March 2019 to provide a definitive business networking forum for the borough. Provided in collaboration with [Havant and South Downs College](#) and the [Solent LEP](#), it aims to bring together the borough's key employers to discuss the challenges facing them and the opportunities for improving skills and aspirations in the area. It is hoped that this will be of mutual benefit to the local workforce as well as these businesses and will encourage a thriving local economy. Regular networking events are expected to continue throughout the next year and the partnership will evolve over time to fulfil the needs of the borough's enterprises.

Over the last year, 20 residents have been supported through a specialist back-to-work scheme teaching practical construction skills. The Employment Learning and Skills Service is funded by Havant Borough Council using developer's contributions and is open to anyone currently out of work or looking to retrain. Of the 20 residents who completed the scheme, 15 went straight into employment – a brilliant result. We hope to build on Havant's rich history of industry and manufacturing by facilitating such programmes in the future.

Alongside our regeneration efforts, the Council has taken part in remembrance activities to commemorate the contributions made by residents in times of conflict. A bespoke publication, [Havant Remembers](#), was produced to raise awareness and share the recollections of local people who have been involved in wartime efforts. The booklet contains a map showing the location of the remembrance silhouettes that have been installed throughout the borough. In addition, a commemorative plaque was installed in March to celebrate local hero Beatrice 'Tilly' Shilling OBE, who was a leading engineer and inventor during the Second World War and afterwards until her retirement in the 1960s. The Mayor of Havant attended the unveiling of this plaque at Shilling Place, a new retirement development in Waterlooville.

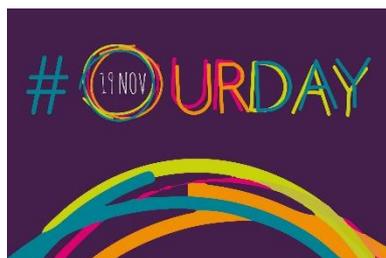
### [A sustainable Council](#)

With central government funding in the form of the New Homes Bonus projected to decrease to zero over the next five years, Havant Borough Council has continued to demonstrate its commitment to public service excellence in the face of financial pressures by taking advantage of commercial opportunities and responsible investment.

The expansion of its joint venture partnership [Norse SE](#), which began providing environmental services for East Hampshire District Council on 1st October 2019, is representative of the Council's continued efforts to achieve mutual benefits through partnership working. The mobilisation of this contract was successfully carried out with no adverse impacts on the waste collection, grounds maintenance, street cleaning and public convenience cleansing services provided in Havant borough, and provided an opportunity to secure a revised service agreement specifying high standards for the quality of the services to both Councils.



Having secured the relevant commercial licences, the Coastal team at the Council have now begun conducting land-based survey commissions using unmanned aerial vehicles. This provides an income stream for the Council as well as providing other local authorities with a high quality specialist service.



Work continues to encourage digital channel shift in communicating with residents. Our social media following has continued to increase throughout the year, as has the number of visits to our website. The Council reached thousands of residents in November by taking part in #OurDay, a 24 hour social media showcase of people working in local public services. Following an audit of our [website accessibility](#), a number of changes have been

made including improved mobile functionality and increased colour contrasts to assist those with visual impairments.

The Council is committed to providing high quality service which is accessible online. Our Digital Strategy, which has been developed throughout 2019-20, focuses on redesigning the way we communicate with and provide services to residents and businesses. With customers increasingly expecting services to be available at a time and place that is convenient to them, our digital-by-default approach will be an integral part of making Council services modern, accessible, efficient and sustainable. As the Council moves towards becoming a digital organisation, our Customer Access Strategy will be key to ensuring that our resources can be targeted to help those who cannot access digital channels.

In early 2020, the Building Control team transitioned to a new IT system which will substantially reduce the time taken to process an application and the printing and posting costs associated with a paper-based filing system. With the addition of a bespoke portal for customers to submit applications and make payments online, it is hoped that this new way of working will be an exemplar for other teams in the Council to replace their legacy systems with modern, mobile working practices that are responsive to customers' changing expectations.

Our staff are a key asset of our Council and ongoing personal and professional development is integral to the sustainability of the organisation. All staff completed information governance e-learning courses in early 2020 to ensure that data security standards remain high. The Organisational

## Appendix F

Development team has conducted a thorough review of the HR provisions at the Council and procurement has taken place for a learning and development provider (including e-learning) which will be rolled out in 2020-21. Alongside this work, quarterly leadership conferences (Lessons in Leadership), our achievement recognition scheme You're a Star, and the use of the Staff and Leadership Competency Frameworks have continued.

Induction training took place following the election of new councillors in May 2019 and the Councillor Development Panel continue to champion the importance of the Councillor Competency Framework. The Council has successfully completed the interim review for [Charter for Elected Member Development](#) status with the full re-assessment scheduled for later in 2020.

The Council acknowledges that it operates within an environment that is both challenging and changing. It is committed to continuous improvement as well as a programme of transformation and redesign to ensure that it can still offer services that enhance the lives of residents, businesses and visitors. It is more important than ever before that we manage our resources wisely and conduct our business in a sustainable manner.

The table below contains some of our key corporate performance indicators in 2019-20, with comparison figures from 2018-19 and the average for local authorities in England.

Key Performance Indicator	2018-19	2019-20	National average (source: LG Inform, 2018-19)
Business Rates collection rate	99.2%	Awaiting final figure	98.3%
Council Tax collection rate	96.8%	Awaiting final figure	97.2%
Major planning applications decided within 13 weeks or agreed extension	95%	100%	89%

\*Collection rates were impacted by the emergence of the Covid-19 pandemic in March 2020 which resulted in direct debits being cancelled and enforcement action stalled.