

Telephone: 023 9247 4174
Fax: 023 9248 0263
Website: www.havant.gov.uk

CABINET AGENDA

Membership: Councillor Wilson (Chairman)

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

Meeting: Cabinet

Date: Wednesday 1 July 2020

Time: 2.00 pm

Venue: Skype for Business

The business to be transacted is set out below:

David Brown
Monitoring Officer

23 June 2020

Contact Officer: James Harris 01730 234098
Email: DemocraticServices@havant.gov.uk

Page

PART 1 (Items open for public attendance)

1 Apologies for Absence

To receive and record any apologies for absence.

2 Minutes

1 - 4

To confirm the minutes of the last meeting held on 3 June 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.	5 - 12
	RECOMMENDED that the following Delegated Decision be noted:	
	(1) Havant Borough Council – Council Tax Hardship Fund (COVID-19)	
6	Havant Borough Local Plan: Changes to the Pre Submission Local Plan	13 - 24
7	Community Infrastructure Levy: CIL Funding 2020-22	25 - 50
8	West Beach Hayling Island Coastal Management	
	Report to follow under separate cover.	
9	Brent House - A Request for Grant Funding	51 - 78
	Please note that the Appendices A, C and D to the report contains information that is classed as exempt under Part 1 of Schedule 12A (as amended) of the Local Government Act 1972.	
	If Cabinet wishes to discuss the detail of the exempt appendix it is recommended that the below resolution excluding the public from the meeting during consideration be passed:	
	That the press and public be excluded from the meeting during consideration of the item because 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.	
10	Covid-19 Response	79 - 176
11	Covid-19 Recovery and Transformation	177 - 206
12	Disposal of Brockhampton West	
	Report to follow under separate cover.	

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

Public Attendance and Participation

Members of the public are welcome to follow proceedings via the link on the Council's website.

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

- 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

This page is intentionally left blank

HAVANT BOROUGH COUNCIL

At a meeting of the Cabinet held on 3 June 2020

Present

Councillor Wilson (Chairman)

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

57 Apologies for Absence

There were no apologies for absence.

58 Minutes

The minutes of the previous meeting held on 5 February 2020 were agreed and signed as an accurate record.

59 Declarations of Interests

There were no declarations of interest.

60 Chairman's Report

The Leader welcomed all to the authorities first virtual meeting and advised that Cabinet would soon be considering a Covid-19 Response report. He had requested that the Scrutiny Boards be involved in forming recommendations for the future.

The Leader announced that the Local Authority Discretionary Business Grant scheme for those businesses which did not qualify for previous grants was now open encouraged any business owner who might qualify to apply.

Finally, he congratulated Cllr Pike and his wife who had announced that they were expecting a baby shortly and advised that some interim changes to Cabinet responsibilities would be made to allow Cllr Pike to take a three-month sabbatical.

61 Cabinet Lead Delegated Decisions, Minutes from Meetings etc.

Cabinet RESOLVED that the following Delegated Decisions be NOTED:

(i) HBC Street Name and Numbering Service

(ii) Approval of Digital Strategy

62 Commencement of Remote Meetings

The Leader introduced the report, which sought approval for the commencement of remote meetings using Skype for Business.

In response to questions, Cabinet was advised that the Council was working towards moving to Microsoft Teams, along with delivering visuals as well as audio. The ability for the public and councillors to deliver deputations in forms other than in writing was also being explored.

During the debate Cabinet supported the use of Skype for Business as an interim solution, however stressed the importance of delivering visuals to the public as soon as practicable.

RESOLVED that Cabinet:

- (i) NOTED the use of Skype for Broadcast for public committee meetings; and
- (ii) AGREED the commencement of remote meetings for HBC from 3 June 2020.

63 2019/20 Provisional Revenue and Capital Outturn

Cllr Turner introduced the report as the relevant Cabinet Lead.

In response to a question, the Chief Finance Officer agreed to provide Cllr Bains with a breakdown of the Neighbourhood Support deficit included at Appendix A.

RESOLVED that Cabinet Noted:

- (i) the provisional outturn for 2019/20; and
- (ii) the proposed transfers to and from Reserves to be actioned by the Chief Finance Officer.

64 Exclusion of the Press and Public

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

- (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 paragraph 3 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 outweighed the public interest in disclosing the information.

In passing the exemption, Cabinet agreed that Cllr Francis remain in the meeting for the exempt item.

65 Proposed Land Transaction to Facilitate a Mitigation Plan to ensure Future Development can be Nutrient Neutral

Cllr Pike introduced the exempt report as the relevant Cabinet Lead. The proposal would ensure the delivery of one part of the strategy and would be a long-term solution with added environmental benefits.

Cabinet was pleased that the council was at the forefront in devising and progressing a mitigation scheme that would provide a solution to the nutrient neutrality issue which would allow the Local Plan and regeneration aspirations of the council to progress.

Cabinet RESOLVED to:

- (i) Authorise the surrender/ re gear of the existing lease dated 28th May 1985 vested between Havant Borough Council and [REDACTED] as set out in the terms included in Appendix A

Cabinet NOTED:

- (i) the cash flow analysis of the scheme shows the scheme would be financially sustainable (Appendix B); and
- (ii) the need to reflect the recommendations above through the Pre-Submission Local Plan and its supporting studies.

The meeting commenced at 2.00 pm and concluded at 3.21 pm

.....
Chairman

This page is intentionally left blank

Havant Borough Council Record of Decision

Key Decision

1. **TITLE:** Havant Borough Council – Council Tax Hardship Fund (COVID-19)

2. **PURPOSE OF DECISION**
To agree the Council Tax Hardship Fund (COVID-19) Scheme

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

4. **DECISION:**
To agree the Council Tax Hardship Fund (COVID-19) Scheme

5. **DOCUMENT CONSIDERED:** Cabinet Lead delegated decision HBC Hardship Scheme v2

Decision Status	Date of Decision Made	Date decision will be implemented
Recommendations Approved	10 June 2020	17 June 2020

This page is intentionally left blank

HAVANT BOROUGH COUNCIL

Decision by Lulu Bowerman

Cabinet Lead for: People and Communications

Havant Borough Council – Council Tax Hardship Fund (COVID-19)

Report by:

Brian Wood, Head of Customer Services

Key Decision: Yes

1.0 Purpose of Report

To agree the Council Tax Hardship Fund (COVID-19) Scheme

2.0 Decision

As part of its response to COVID-19 Central Government have provided funds to the Council of £1,099,899 under Section S31 of the Local Government Act 2003 with the proviso that all monies are paid in accordance with Section 13A (1) (c) of the Local Government Finance Act 1992 and in line with the guidance issued on 24th March 2020.

The funds named by Central Government as the ‘Council Tax Hardship Fund’ are designed to meet the immediate needs of all taxpayers who are currently claiming Council Tax Support (CTS) under S13A (1) (a) of the Local government Finance Act 1992. The funds are primarily designed to assist working age applicants with payment of their Council Tax.

2.1 Legislation - Minimum reduction in council tax liability for working age local council tax support claimants

- I. The Government’s strong expectation is that billing authorities will provide all recipients of working age local council tax support (‘LCTS’) during the financial year 2020-21 with a further reduction in their annual council tax bill of £150, using their discretionary powers to reduce the liability of council tax payers outside of their formal LCTS scheme design.
- II. Where a taxpayer’s liability for 2020-21 is, following the application of council tax support, less than £150, then their liability would be reduced to nil.
- III. Where a taxpayer’s liability for 2020-21 is nil, no reduction to the council tax bill will be available.

- IV. There should be no need for any recipient of LCTS to make a separate claim for a reduction under this scheme. The billing authority should assess who is eligible for support from the hardship fund and automatically rebill those council taxpayers.
- V. Whether or not a taxpayer has been affected by COVID-19, directly or indirectly, should not be considered in assessing eligibility for this reduction.
- VI. The Government is keen to ensure that support is provided as quickly as possible to individuals who are eligible. It therefore considers that there is a strong case for councils to provide the support up front to enable the maximum benefit to be delivered promptly. However, the Government recognises that in some cases, authorities may consider that the most effective assistance could be profiled across the year.

3.0 Recommendation that the Council adopts the following approach in respect of Covid-19 Council Tax Hardship Scheme

- 3.1 It is recommended that the Council follows the Central Government guidelines to support all Council Taxpayers, where possible as detailed at point 1) (I) to 1 (VI) above by taking the following actions.
 - I. An amount up to £150 will be credited to the CTS account of all working age applicants who are in receipt of CTS on 01/04/2020 (please note that where any residual liability of any taxpayer is less than £150, then an amount will be granted to ensure that the liability is reduced to zero). There is no requirement for the taxpayer to apply for this initial award and it shall be automatically applied to their account.
 - II. Where the working age Council Taxpayer is not entitled to CTS on 01/04/2020 but subsequently becomes entitled, in line with the guidance detailed above, an amount of up to £150 shall be paid in the same way as detailed (I) above.
 - III. Where a hardship payment has been made as detailed at point 3 (I) and 3 (II) above. The taxpayer shall be notified of the hardship payment by the issue of a revised Council Tax demand.
 - IV. Carry out a review later in the financial year of hardship payments to see if it is possible to enhance the scheme and increase the amount paid to applicants who are in receipt of CTS on or after 01/04/2020 budget allowing.

4.0 Modelling

Council Tax Hardship Payment amount (£)	Number of Council Taxpayers assisted	Total amount of Hardship grant paid as part of bulk update (based at CTS claims as at 25/05/2020)	Balance of grant post bulk update available for the remaining of the financial year 2020-21.	Estimated Hardship spend June 2020 to March 2021	Leaves estimated balance for any variance
A) £150	2,400	£273,874.41	£826,024	£345,750	£480,274.59
B) £200	2,400	£322,488.51	£777,411	£461,000	£316,410.49
C) £250	2,400	£367,597.42	£732,302	£576,250	£156,051.58

Things to consider:

Estimate the number of new claims that will be received through 2020-21 that are not entitled to full CTS – April & May received 461CTS new claims

On the assumption that we receive 2305 new CTS claims June 20 to March 21 and make an average award of £150 the new awards will cost £345,750 leaving a hardship grant balance £480,274.59 to allow for any future peaks in CTS new claims.

5.0 Implications

5.1 Resources:

Human Resource implications – none

5.2 Legal:

The Council has a statutory duty to decide claims for Council Tax Reductions in accordance with Section 13A of the Local Government Finance Act 1992 and the Councils' agreed CTS schemes, and award reductions to eligible claimants. Entitlement to the above hardship award is subject to entitlement under the CTS scheme.

5.3 Delegation

The Head of Customer Services is delegated power to discharge all of the Council's functions relating to the administration in regard to all matters concerning Customer Services, Corporate Support, Electoral Services, Address Management, Local Land Charges, Research and Insight and reliefs, rebates, refunds and enforcement related to Council Tax, Non-Domestic Rating, Housing Benefit, Council Tax Benefit/Support and other debts such powers to:

(r)To decide claims for Council Tax Reductions in accordance with Section 13A of the Local Government Finance Act 1992 and the Councils' agreed Council Tax Support schemes, and award reductions to eligible claimants.

5.4 Risks

An increase in caseload would lead to an increase in the cost of the hardship scheme. However, the modelling as detailed above at point 4.0 shows that on the assumption that the Council receives an additional 2305 entitlements to the hardship scheme through 2020/21 the Council would still have enough funds to cope with further future peaks in caseload.

5.5 Financial Implications

The Ministry of Housing, Communities & Local Government (MHCLG) have provided funds to the Council of £1,099,899.

It is recommended that the Council follows the Central Government guidelines to award a maximum grant payment of £150 and then to carry out a review later in the financial year to see if the payment can be enhanced budget allowing.

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

6.1 This delegated decision contains neither confidential nor exempt information

7.0 Is this an Urgent Decision?

Yes - the scheme was announced some time ago by the Government – the software has taken longer than expected to be developed. It is important that we make these changes to customers’ accounts as soon as possible.

8.0 Consultation with Portfolio Holder:

Portfolio Holder Informed: Cllr Lulu Bowerman

Date: 10th June 2020

Agreed.....Lulu Bowerman..... [Councillor Bowerman]

Date10th June 2020.....

(The decision is subject to the usual ‘call-in’ process and, if not called in by the Scrutiny Board, will be effective from 4pm on the fifth day after the date of publication, ie 17 June 2020. If an urgent decision, this date will be the same as the date that this decision record was published)

Appendices:
None

Background Papers:
None

Agreed and signed off by:

S151 Officer: Lydia Morrison
Head of Customer Services: Brian Wood
Portfolio Holder: Cllr Lulu Bowerman
Monitoring Officer: David Brown

Date: 10th June 2020
Date: 9th June 2020
Date: 10th June 2020
Date: 11th June 2020

Contact Officer: Brian Wood
Job Title: Head of Customer Services
Telephone: 01730 234150
E-Mail: brian.wood@easthants.gov.uk

This page is intentionally left blank

NON EXEMPT

HAVANT BOROUGH COUNCIL

Cabinet

1 July 2020

HAVANT BOROUGH LOCAL PLAN: CHANGES TO THE PRE-SUBMISSION LOCAL PLAN

Planning Policy Manager

Report No HBC/007/2020

FOR DECISION

Portfolio: Cabinet Lead for Planning, Regeneration and Communities

Head of Service: Director of Regeneration and Place

Key Decision: Yes

1.0 Purpose of Report

- 1.1. To set out progress on the Havant Borough Local Plan since the approval of the Pre-Submission Local Plan on 30th January 2019¹, to seek approval of changes to that plan and to authorise consultation on those changes prior to the submission of the plan to Government for its Examination.

2.0 Recommendations

- 2.1. That the Cabinet recommends to Full Council that it:
- i. Approves the publication of the changes to the Pre-Submission Havant Borough Local Plan (Appendix A);
 - ii. Approves the consultation on the changes on the Pre-Submission Havant Borough Local Plan (Appendix A);
 - iii. Authorises the Planning Policy Manager², in consultation with the Cabinet Lead for Planning Regeneration and Communities² and the Cabinet Lead for Communications² to prepare relevant consultation material;
 - iv. Delegates authority to the Planning Policy Manager², in consultation with the Cabinet Lead for Planning, Regeneration and Communities² to make any necessary additional changes to the Havant Borough Local Plan prior to the start of the consultation;

¹ Agenda, papers and minutes are available at <https://havant.moderngov.co.uk/ieListDocuments.aspx?CId=126&MIId=10792&Ver=4>

² Or successor in similar or equivalent role

- v. Notes that following any approval under (i) the changes to the Havant Borough Local Plan would have material planning weight and would be a material consideration in decision making;
- vi. Notes the publication of the additional submission documents (the Sustainability Appraisal, the Habitats Regulations Assessment, Integrated Impact Assessment, evidence base, Statements of Common Ground);
- vii. Notes the Borough's five year housing land supply position as of December 2019 (available at www.havant.gov.uk/localplan/evidence-base);
- viii. Notes the change in title of the plan to "Havant Borough Local Plan" and the resultant need to amend any emerging Council strategies;
- ix. Delegates authority to the Planning Policy Manager² to prepare a report, which forms one of the required documents to submit to the Secretary of State, noting the number of representations made through the consultation (recommendation ii) and a summary of the main issues raised;
- x. Approves the submission of the Havant Borough Local Plan, including the proposed changes, to the Secretary of State for Housing, Communities and Local Government following the consultation (ii) and the publication of the consultation report (vi); and
- xi. Delegates authority to the Planning Policy Manager¹ to prepare a schedule(s) of proposed changes for the Planning Inspector to consider before and/or throughout the examination of the Local Plan.

3.0 Executive Summary

- 3.1. The Local Plan remains one of the most important functions of the Borough Council. Whilst there have been extensive changes to the planning system in recent years, this has only emphasised the role of the Local Plan in the development process in the UK and increased the necessity of having an up-to-date Local Plan.
- 3.2. A local plan is an overarching strategy shaping the Borough of Havant as a place. It is not merely a collection of development sites but instead a high level strategy for development of the Borough as a whole. It is for this reason that the first sections of the plan deal with key projects, critical to the delivery of the strategy, together with policies on infrastructure provision and environmental protection. The plan should of course be read as a whole and it is only after these policies that one finds development allocations. Collectively, these provide for housing need, economic growth and environmental sites.
- 3.3. The Council highlights the importance of an up-to-date Local Plan in the Corporate Strategy. On 7th November 2018, the Council also approved and adopted the Opportunity Havant Regeneration Strategy. This clearly sets out the Council's commitment to the regeneration of the Borough, the priority of the initial projects and the drive to see delivery of regeneration schemes on the ground.

- 3.4. The Local Plan is intrinsically linked to the Regeneration Strategy and the Council's wider goals regarding regeneration. It is a key mechanism for moving the sites in the strategy forwards towards delivery by setting out the principles for the development of the sites and reinforcing the message to the investment market that Havant Borough is open for business.

The need for development and for a Local Plan to guide it

- 3.5. The National Planning Policy Framework (NPPF) sets out Government's policies and priorities regarding development and the planning system. This is the first Local Plan the Council has prepared in line with the NPPF. The NPPF includes a requirement for Local Authorities to produce local plans which fully met the need for development in their area.
- 3.6. Since the first NPPF's introduction in 2012, successive Governments have made clear that significantly increasing the supply of housing is a national priority and that the planning system has to address this. The need for housing in the Borough is clear in order to address the needs of a growing and aging population. New development is inevitable and every part of the Borough will inevitably see housebuilding taking place in the coming years.
- 3.7. The NPPF requires authorities to meet the need for new homes, to have a five year supply of deliverable housing sites and to assist nearby local authorities less able to meet the need for development, as part of the duty to cooperate.
- 3.8. As such, it changes the question before the Council and the Borough's communities. It is no longer a question of whether development should happen. It is instead whether the benefits that the development can bring should be grasped. If development is to take place, it should be of a high quality and stand the test of time, it should include the infrastructure necessary to mitigate its impact, and it should preserve and enhance our built and natural environments.
- 3.9. The Council has historically prioritised having an up-to-date Local Plan so that development decisions could be made locally and shaped to meet our needs. The Borough's existing Local Plan is the Havant Borough Local Plan (Core Strategy) and the Havant Borough Local Plan (Allocations Plan). However the Local Plan is now out-of-date. This was confirmed through a planning appeal in Purbrook in the summer of 2016.
- 3.10. A new local plan, which accepts the quantity of development needed and where that will have to go, will put the Council in the best position to influence inevitable development. It will mean that development can be directed away from sites that are genuinely unsustainable, that development quality can be pushed up and that infrastructure is provided.

The consequences of not having an up-to-date Local Plan

- 3.11. A Local Plan will help to realise the benefits of development and make sure that the new development that is inevitable. The adopted Local Plan can no longer do this as it was produced under the previous national planning system.

- 3.12. Without a new Local Plan, it is not possible to exert the necessary influence over new development to ensure that it comes forward at the correct quality, that infrastructure is put in place and that environmental safeguards are provided.
- 3.13. The Borough risks development being permitted through the planning appeal process. This would put at risk the quality of that development, reduce the likelihood of infrastructure being provided, and weaken the environmental safeguards that are proposed through the Local Plan. This has been the case in the past in Havant Borough with the decision at appeal to allow 131 dwellings at 'Land North of Goldring Close'³. More recently, at London Road, Purbrook, an appeal was allowed for a housing site on a former employment area. In making the decision, the inspector determined that the provision of housing, and the lack of a five year housing land supply, overrode the retention of the employment site. In our neighbouring local authority of East Hampshire, several planning appeals were allowed due to the fact that the local authority had not met the need for housing and was not maintain a sufficient five year housing land supply.
- 3.14. Ultimately, the need for development is such that sites where development was resisted only a few years ago are now having to be identified for development. Further new sites are needed on top of those previously considered sites and no stone can be left unturned in looking for sites that can provide sustainable development.

The development of the Havant Borough Local Plan

- 3.15. Work on the new Local Plan started at the beginning of 2016. The important milestone of the Pre-Submission Consultation took place in 2019. This followed a number of previous stages of consultation with the Borough's communities and extensive research into the issues which face the Borough and so need to be addressed through the plan.
- 3.16. It is for the same reasons that it is imperative to progress with the new Local Plan for the Borough as quickly as possible. The same consequences of not having a Local Plan will also apply if one is not progressed as quickly as possible. The Council has a legal responsibility to determine planning applications that are submitted. It is not possible to delay their determination or prevent them being submitted and refusal on grounds of prematurity towards the Local Plan preparation process is not possible other than in exceptional circumstances.
- 3.17. Whilst there has been a need to delay the submission of the Local Plan while the Council puts in place a strategy to respond to the requirements of The Dutch Case (see below), this is now coming into place. As such, it is necessary to consult on the changes necessary to the Local Plan, submit it to Government to examine and ultimately adopt it as soon as possible.

The need for changes to the Pre-Submission Local Plan

- 3.18. Since the approval of the Pre-Submission Local Plan, external factors and continuing discussions with statutory stakeholders have led to officers

³ Application APP/12/00966, overturned by appeal APP/X1735/A/13/2192777, Land North of Goldring Close and My Lords Lane, East of St Margarets Road and South of Beech Grove and Hawthorne Grove, Hayling Island

considering a number of proposed changes to the plan. These are set out in a tracked changes version of the Pre-Submission Local Plan at Appendix A.

- 3.19. In order for any changes proposed at this point to be considered by the Inspector as part of the Council's plan, they must first be subject to public consultation. More minor changes are possible to submit to the inspector for them to consider as potential changes. However, some of the changes necessitated new or substantial changes to policies. These require sustainability appraisal. As such, they should be formally included as part of the plan the Council submits to Government rather than be suggested changes for the Inspector to consider.
- 3.20. This will enable the Planning Inspectorate to undertake the examination on a consolidated version of the Local Plan, including the proposed changes. The more significant changes, those that in and of themselves require sustainability appraisal, have been specifically highlighted with change references in Appendix A.
- 3.21. For completeness, approval of the full suite of proposed changes is sought together with approval to consult on them. Nonetheless, this does not remove the approval and authorisation of the Pre-Submission Local Plan in 2019 together with the strategy, policies and sites that it contains. Approval of these recommendations would sit alongside the existing approval of the overall Pre-Submission Local Plan on 30 January 2019, forming one consolidated plan to be submitted for examination.
- 3.22. As the consultation would be under the same regulation as that which took place in 2019, the consultation would be carried out in a similar way and the same questions asked. Nonetheless, officers will be able to use the experience of how the 2019 consultation was received to improve the layout of the consultation form to make it easier to fill in.
- 3.23. It should be noted that the focus of the consultation will be on the changes proposed. It is not the purpose of this consultation to open up the whole plan for comment again. Consultation material will make clear that comments previously made will still stand, and that all representations received in 2019 will be passed to the inspector for examination.
- 3.24. Following the consultation on the changes, a report would need to be prepared setting out the number of representations made and the main issues raised. The plan would then be submitted to the Secretary of State for examination.
- The 'Dutch Case'**
- 3.25. Since the consultation of the Pre-Submission Local Plan last year, the full implications of the *Dutch Case*, a judgement of the European Court of Justice, has come to light⁴. It relates to the impact of additional nutrient loads in the harbours, including from development, and has had a significant impact across the Solent in terms of the ability to grant planning permission for residential development. This has been considered extensively at the

⁴ Full reference is Cooperatie Mobilisation for the Environment UA and College van gedeputeerde staten van Noord-Brabant (Case C-293/17 and C294/17) available at <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:62017CA0293>

Partnership for South Hampshire's Joint Committee⁵ and the Cabinet's decision to approve a Position Statement on Nutrient Neutral Development in June 2019⁶.

- 3.26. Responding to this issue has delayed the production of the Local Plan. This means that there would no longer be a 15 year time horizon from the period of adoption. As a result, the plan period will need to be extended to 31st March 2037. This results in substantive changes to the plan, including the development trajectory and an increase in the need for development to accommodate the additional year. Following this, the title of the plan should also be amended, to simply "Havant Borough Local Plan".
- 3.27. Some of the key proposed changes to the Havant Borough Local Plan respond to *The Dutch Case* and include measures which ensure that it can be overcome.
- 3.28. It has been confirmed that a mitigation package will be needed to support any development resulting in a net increase in overnight accommodation. This is principally residential development but also includes hotels, care homes and some other scheme. Furthermore, some particularly water intensive commercial development may be affected.
- 3.29. A solution is being actively pursued by the Council with the agreement by the Cabinet on 3 June 2020⁷ of a land transaction to facilitate a mitigation plan to ensure future development can be nutrient neutral. The Council's Position Statement on Nutrient Neutral Development⁸ will be updated in order to enact the mitigation scheme when it is ready for launch. This was authorised by the Cabinet on 26 June 2019⁹.

Statements of Common Ground with key stakeholders

- 3.30. Officers have engaged with a number of key statutory stakeholders in the Local Plan throughout the production of the plan. Discussions in 2019 focussed on the responses to the Pre-Submission consultation and whether any concerns could be overcome. This has led to a number of proposed changes to the plan which substantially reduce the concerns from those key stakeholders. This should make the examination simpler.
- 3.31. These discussions have been noted through Statements of Common Ground. These have been published at www.havant.gov.uk/localplan.

Transport Assessments

- 3.32. There are two transport assessments which support the Havant Borough Local Plan. The first covers the mainland section of the Borough and the second covers Hayling Island and the A3023 corridor.

⁵ See Joint Committee meetings for July 2019, October 2019 and February 2020, available at <https://www.push.gov.uk/work/our-meetings/joint-committee/>

⁶ Report and minutes available at <https://havant.moderngov.co.uk/ieListDocuments.aspx?CIId=128&MIId=10857&Ver=4>

⁷ <https://havant.moderngov.co.uk/ieListDocuments.aspx?CIId=128&MIId=11072&Ver=4>

⁸ www.havant.gov.uk/nitrogen

⁹ <https://havant.moderngov.co.uk/ieListDocuments.aspx?CIId=128&MIId=10857&Ver=4>

- 3.33. As part of the considerations at Cabinet and Council in 2019, officers were instructed to publish version 2 of both of these transport assessments prior to the submission of the Local Plan to the Secretary of State.
- 3.34. The version 2 of the mainland transport assessment takes the form of a study into the need for the strategic link from Southleigh to the Warblington junction onto the A27. This study is ongoing and will be published prior to submission. However regardless of the findings of the study, no changes to the Local Plan would be needed to enact this as it already safeguards the land for the link.
- 3.35. Version 2 of the Hayling Island Transport Assessment takes the form of an addendum to the original study. This has now been published. The Addendum consolidates the proposed mitigation measures into a single preferred package. Some of the measures fall outside what would be specifically required from new development, reflecting how the Hayling Island Transport Assessment has gone beyond what is required as part of the evidence base work for a local plan and forms an informal strategy for the development and improvement of the island's transport network.

Responding to the COVID-19 pandemic

- 3.36. It is absolutely correct to consider the restrictions which remain in place as a result of the pandemic together with changes to everyday life and the economy that could have more lasting impacts.
- 3.37. An analysis has taken place as to whether any changes are required to the Local Plan or its policies to help our communities respond to the pandemic and adapt to a 'new normal'. It was concluded that no changes are needed. However the pandemic and its effects reiterates the need for a number of measures being introduced for the first time through this Local Plan.
- 3.38. These include the need for minimum space sizes of new dwellings and requirements for outdoor space, to support residents' health and wellbeing and allow for space to work if confined to the home either by choice or as more employers encourage or require home working.. Enhanced infrastructure in the form of sustainable travel routes and healthy and safe off-road cycling and walking infrastructure could also be considered even more necessary as a result of the pandemic.

Other evidence base which has been updated

- 3.39. Alongside the evidence base set out above, there have been further updates and changes to ensure that it is up-to-date and robust:
- i. Local Green Spaces in Havant Borough
 - ii. A compliance statement with the 2019 NPPF
 - iii. Employment Land Review 2019 update
 - iv. Five year supply and housing need summary
 - v. Update to the Specialist Housing Analysis
 - vi. Update to the Strategic Housing Land Availability Assessment
 - vii. Update to the Town Centres Study

The need to maintain a five year supply of housing delivery and continue to make decisions

- 3.40. Significantly boosting the supply of housing is a key consideration for Government and this is highlighted through the National Planning Policy Framework.

- 3.41. Key to the Government's drive to boost the supply of housing is the requirement for all areas of the country to have a five year rolling supply of housing land. A five year supply update was published in December 2019 and confirms that the Borough currently has a five year supply. Nonetheless, it also highlights that there is a need to maintain this moving forward. It also highlights the need to take any steps possible to facilitate the delivery of housing development as the Council is now also assessed under the Housing Delivery Test.
- 3.42. Several development schemes have come forward which came from their identification in the Local Plan Housing Statement or the Pre-Submission Local Plan.
- 3.43. Other sites in the Pre-Submission Local Plan, are also needed in order to maintain a five year housing land supply. As such, the Council will need to continue to determine any applications which come forward before the adoption of the plan. The NPPF sets out that it is not possible to refuse planning permission due to prematurity unless there are exceptional circumstances, which are not considered to apply here.
- 3.44. Nonetheless, the Council wrote to Government in January to seek relief from the Five Year Supply and Housing Delivery Test requirements, on the basis that need for development to be nutrient neutral significantly restricts the ability for the Council to grant planning permission for schemes¹⁰. However Government are not proposing to make such an exception, nor as a result of any slowdown in housing delivery as a result of the pandemic.

Consultation arrangements

If approved by the Full Council, the consultation on the Changes to the Pre-Submission Havant Borough Local Plan would take place shortly thereafter.

- 3.45. The plan, with changes highlighted and change references marked out, will form the basis of the consultation. A consultation form and guidance will also be prepared to help stakeholders respond. This will highlight that the consultation is only on the changes and that it is not necessary to resubmit comments made in 2019.
- 3.46. Some elements of the consultation will have to be run differently from usual consultation periods, due to Coronavirus restrictions. Due to the closure of the Council's principal office, the Public Service Plaza, it will not be possible to have a copy of the Local Plan available for inspection. If this changes throughout the consultation then one will be made available. Officers will of course also not be available to answer questions in person. If any residents have queries about the local plan, officers will be available to answer them by phone and email while FAQs will also be made available. It is considered that appropriate access to information and opportunity to engage is possible even with the restrictions in place. For any individuals who may find the arrangements more challenging, many groups also exist which represent the Borough's communities and who can, and already do, engage in planning

¹⁰ This letter was included in the material that was considered by the Operations and Place Shaping Board on 28 January 2020, pages 29-32 in the report pack at <https://havant.moderngov.co.uk/mgChooseDocPack.aspx?ID=10958>

matters and who residents can join and engage with to ensure their voices are heard.

- 3.47. However it should be stressed that the proposed consultation is a targeted consultation on the changes and at a late stage in the plan's production. It is not comparable to earlier consultations where maximum engagement on all matters was encouraged and significant outreach was planned as a result.

Next steps and the examination of the Local Plan

- 3.48. If approved by the Full Council, following the public consultation, officers will prepare a summary of the main issues raised, as required by the regulations.
- 3.49. This, alongside all of the required documents, would then be submitted to the Secretary of State for Housing, Communities and Local Government.
- 3.50. The Secretary of State (in practice the Planning Inspectorate) will then appoint an inspector to undertake an examination of the Local Plan.
- 3.51. It is expected that the Local Plan would be submitted to the Secretary of State in quarter 4 of calendar year 2020. Subject to and following the examination, the plan would be adopted by the Council the following summer.

4.0 Additional Budgetary Implications

- 4.1. There is no additional cost proposed over and above the budget. The delay to the local plan process as a result of the pandemic will result in less expenditure on the examination in the current financial year.

5.0 Background and relationship to the Corporate Strategy and Directorate Business Plan(s)

- 5.1 There are extensive links between the Local Plan and the emerging Corporate Strategy and Regeneration Strategy specifically. The Local Plan forms a key delivery mechanism for the Corporate Strategy, promoting and facilitating the development and economic growth which is necessary to improve the prosperity of the borough's residents.
- 5.2 In particular, the Local Plan is intrinsically linked to the recently adopted Regeneration Strategy and two are heavily linked. The inclusion of the sites in a Local Plan is essential to bring them forward and particularly if looking towards the use of compulsory purchase powers.
- 5.3 Moving forward towards the implementation of the Regeneration Strategy thus requires a robust, adopted Local Plan. The proposed changes and their consultation will achieve this.

6.0 Options considered and reasons for the recommendation

- 6.1. There are two potential alternative routes forward. The first would be to submit the Local Plan as it is currently drafted. This is not recommended. The Local Plan would then not respond to a key piece of case law that has emerged since it was approved and would not have a 15 year time horizon from the date of adoption as required by the National Planning Policy Framework.

- 6.2. The other potential route forward would be to submit the plan as it is currently drafted along with a schedule of proposed changes for the inspector to consider. Under the Planning Inspectorate's Procedural guidance¹¹, these would then be considered by the inspector. That would be sufficient to address some of the concerns raised by statutory consultees (particularly the minor ones), and could have been a way forward. However, the extensive changes required to address the nutrient neutrality issue, and to extend the plan period, are fundamental to the content of the plan itself and go beyond minor amendments that should be suggested without consultation taking place.
- 6.3. The proposed way forward consists of consulting on the proposed changes and including them as part of a consolidated plan to submit to the Secretary of State. This addresses the issues with the alternative options and provides a cleaner and simpler way forward with the examination of the Local Plan.

7.0 Resource Implications

- 7.1. Financial Implications – the need for this consultation was built into the 2020/21 budget setting process. The costs of the examination have fed into the 2020/21 budget setting process. Given the timeframes, the examination (certainly expenditure related to it) would take place in the 2021/22 financial year.
- 7.2. Human Resources Implications – there are no additional staffing requirements from the proposed course of action.
- 7.3. Information Governance Implications – none.
- 7.4. Other Resource Implication – none.

8.0 Legal Implications

- 8.1. The preparation of a Local Plan is governed by the Town and Country Planning (Local Planning) (England) Regulations 2012 (as amended). The proposed consultation would form a consultation under Regulation 19 of those regulations.

9.0 Risks

- 9.1. The Local Plan, since its inception, has been prepared in accordance with the relevant regulations and is underpinned by an extensive evidence base and statutory assessments. Some of the changes required are due to case law, which has not yet been further tested. As such, there is an element of intrinsic risk. However the proposed approach seeks to follow and implement the Council's obligations robustly.

10.0 Consultation

- 10.1. Please see the main body of the report.

¹¹ Available at www.gov.uk/government/publications/examining-local-plans-procedural-practice

11.0 Communication

11.1. Please see the main body of the report

12.0 Appendices: Appendix A: Havant Borough Local Plan with proposed changes.

13.0 Background Papers: Pre-Submission Havant Borough Local Plan 2036, available at www.havant.gov.uk/localplan.

Agreed and signed off by:

Monitoring Officer: 18 June 2020

S151 Officer: 18 June 2020

Director: 15 June 2020

Portfolio Holder: 12 June 2020

Contact Officer: David Hayward

Job Title: Planning Policy Manager

Telephone: 023 9244 6174

E-Mail: david.hayward@havant.gov.uk

This page is intentionally left blank

NON EXEMPT

HAVANT BOROUGH COUNCIL

CABINET

1 July 2020

COMMUNITY INFRASTRUCTURE LEVY: CIL FUNDING 2020-22
Report on behalf of Head of Planning

FOR DECISION

Report No. HBC/008/2020

Cabinet Lead: Planning, Regeneration and Communities

Key Decision: No

1.0 Purpose of Report

- 1.1. The Council has been collecting the Community Infrastructure Levy (CIL) since CIL was implemented on 1 August 2013. A CIL Funding Decision Protocol was agreed 23 July 2014 to govern CIL Spending in Havant Borough. The Protocol has had regular minor updates, the most recent being at council on 26 February 2020. The Protocol is now in need of revision.
- 1.2. To make Cabinet aware of the potential effect of COVID-19 on future CIL Spending and seek views on the proposed way forward.

2.0 Recommendations

2.1 That:

- (a) Cabinet agree that there should be a delay in this year's round of Strategic CIL Pot spending until there is more certainty surrounding CIL income for period ending 31 March 2021.
- (b) If there are insufficient funds, that there is no 'annual CIL Strategic Fund bidding process' this year and further spending from the Strategic CIL Pot (due for decision February 2021) is postponed until February 2022. This would not include funds previously committed through annual or interim decisions. Decision on funding new interim projects would be subject to an appropriate review of predicted 2021 income at 30 September 2020.
- (c) That work should continue on the Revised Funding Decision Protocol to ensure this document is compliant with the CIL Regulations, Planning Practice Guidance and the Constitution; to ensure we have a robust set of rules ready for future funding requests. After Cabinet, the Governance and Finance Board will consider the matter on 29 July 2020 inputting to the process that will lead to consideration of the

revised protocol at Cabinet on 2 September 2020 before it is then considered by the Full Council.

- (d) That the bidding process for the Neighbourhood Portion continues under the existing CIL Funding Decision Protocol and that the bidding dates are announced as being 19 August to 30 September 2020. Projects that provide infrastructure supporting recovery from the impacts of COVID-19 will be given priority, providing they meet other relevant criteria.

3.0 Executive Summary

Revised CIL Funding Decision Protocol

- 3.1 The protocol agreed on 23 July 2014 has subsequently been updated 18 February 2015, 22 February 2017, 27 February 2019 and 26 February 2020. The most recent version can be viewed at Appendix A. Any changes carried out in these updates have been minimal and the Funding Decision Protocol has not been 'overhauled' since it was originally drafted. The Draft Version of the Revised Funding Decision Protocol will be designed to be useable, align with the corporate priorities of the Council, include changes suggested by councillors and those resulting from lessons learned.

Potential effect of COVID-19 on CIL Income

- 3.2 On top of the nutrients issue over the past 12 months, COVID-19 has had a marked impact on the collection of CIL. This has resulted in both a delay in collection of CIL payments and recessionary influences on the housing market (which in turn is likely to affect housing delivery). At this stage in the year we are unable to confirm if the CIL income for 2021 will cover those funds already committed to expenditure for 2022/23 by previous CIL spending decisions. It is considered unlikely at present that there will be sufficient CIL to provide for additional spending over and above existing commitments.

4.0 Additional Budgetary Implications – Spending the Community Infrastructure Levy

Revised CIL Funding Decision Protocol

- 4.1 The Protocol sets out a process for assessing projects that are eligible for CIL funding and to decide the best way of investing this money for the greatest benefit of the borough. It enables decisions on spending to be clear, transparent and fair. It also allows officers, members, residents and the development industry to understand which schemes are critical, essential and desirable to the delivery of the local plan, with additional categories for unsuccessful bids.
- 4.2 There are two key aspects to the spending of CIL funds: The Strategic CIL Pot and the Neighbourhood Portion and these are discussed further below under their separate headings.

(i) Strategic CIL Pot

- 4.3 Of the CIL funds received, in the region of 80% is set aside for the 'Strategic CIL Pot'.
- 4.4 When considering availability of funds this should take into consideration any commitments for future fund expenditure taken in earlier years.
- 4.5 It is anticipated that funds will be primarily available to be spent on key infrastructure projects necessary to support delivery of the Havant Borough Local Plan and the Regeneration Strategy. However, choices will need to be made using the criteria outlined in the Protocol as CIL will not provide all the infrastructure required to support those strategies and match funding will need to play a substantial role.
- 4.6 The revised approach is for an Officer Panel to be set up, comprising key team members from CELT, Coastal, Communities, Planning Policy and Regeneration Teams. The Officer Panel will consider the pot available and spending priorities for infrastructure needed to implement key Council strategies: The Havant Borough Local Plan and the Regeneration Strategy. The panel would be able to consider what infrastructure is needed as well as lead in times, feasibility requirements and likely spending profiles of the projects. An Infrastructure Funding Plan would be produced, covering CIL spending for the coming financial year and look to the medium term too.
- 4.7 The final decision on CIL spending for the Strategic CIL Pot should be taken at Cabinet, although the relevant Cabinet lead should be involved in formulating the plan for that year.

(ii) Neighbourhood Portion

- 4.8 Of the CIL funds received, 15% is set aside for the 'Neighbourhood Portion' (subject to capping as per the CIL Regulations). This will increase for Emsworth Ward to 25% on the basis that the Emsworth Neighbourhood Plan is 'made', following a referendum¹.
- 4.9 Our methodology in spending the Neighbourhood Portion has evolved as well. The approach taken in the last round of CIL spending, dividing the funds available into three areas has given us a workable solution and allows officers to seek the views and opinions of the councillors at a local level. This process is considered to have gone relatively well. Only minor changes would be proposed in the new protocol around consultation with councillors. However, the use of essentially the existing protocol, slightly modified, would itself need to be authorised given that a review of the protocol was specifically authorised by the Full Council decision in February 2020. The criteria for selection would also be updated to prioritise spending on infrastructure that helps in responding to the pandemic, economic recovery or adapting to different priorities. For example, this would prioritise spending on sustainable travel infrastructure.
- 4.10 The ward groupings into three areas is viewable in the table below. These groupings will need to be reconsidered if the Emsworth Neighbourhood Plan is 'made'.

¹ This was due to take place alongside local government elections in May 2020 but has been postponed due to the pandemic.

Neighbourhood Portion Area	Wards
Coastal Communities	Emsworth Hayling East Hayling West
Wider Havant	Battins Barncroft Bedhampton Bondfields St Faiths Warren Park
West of the A3(M)	Cowplain Hart Plain Purbrook Stakes Waterloo

Table 1: Area Groups for Neighbourhood Portion Spends

- 4.11 The final decision on CIL spending for the Neighbourhood Portion should be taken at Full Council, with Cabinet making a recommendation.

Revised Protocol and Process

- 4.12 The revised Protocol, including the new spending process require scrutiny. However, this has not been possible up until now due to the COVID-19 restrictions. The Governance and Finance Board are due to meet on 29 July to scrutinise this matter. However, the next Cabinet meeting after this is not until 2 September. As such, it is necessary to put in place a series of meetings for discussion, scrutiny and decision making as identified in the table below:

Date	Meeting
01/07/2020	Cabinet (today)
29/07/2020	Scrutiny – Governance Audit and Finance Board
02/09/2020	Cabinet
23/09/2020	Council (for decision on Revised CIL Funding Decision Protocol)

Table 2: Timetable

Potential effect of COVID-19 on CIL Income

- 4.13 From 1 April 2020 to 10 June 2020 we have received less than £20,000 of Strategic CIL income, compared to the same period in 2019 we had received over £700,000. This is due largely to delayed payments due to COVID-19. Assuming there is not a further lockdown and all due payments are made on time **the minimum Strategic CIL income for the year would be in the region of £850,000**. Discussions have taken place with the relevant teams due to receive committed Strategic CIL Funding. ESCP have updated us on their future funding requirements which involves a re-profile of the currently committed CIL spending for their two critical projects. This has largely been achieved by the allocation of CIL funds leveraging in third party finance and increased timescales for delivery of these projects. Overall there will be no additional cost to that already agreed for the Langstone FCERM Scheme which remains at £2,625,000

(including 60% risk). The overall costs of the Hayling FCERM Strategy have increased, but due to third party funding the future commitment can be reduced by £200,000 from £533,000 to £333,000 (this figure allows for 30% risk). Further detail of the potential impact of these updated figures are provided in Table 3B. CELT are awaiting the outcome of a report from Network Rail, after which they will be able to provide an update on the expenditure profile of the spend for Warblington Footbridge. Taking into consideration the updated figures in Table 3B 2021/22 now has a potential spending commitment of £1,424,300, 2022/23 a sum of £1,590,642 and 2023/24 £737,358.

4.14 CIL Strategic CIL Pot income for 2019/20 (to 31/3/2020) was a healthy £2,729,290, which means the revised spending commitment of £1,424,300 identified in Table 3B could be covered for 2021/22. With unspent funds recommended to be carried forward for 2022/23 to contribute to the 2022/23 committed spending requirement of £1,590,642.

Project	2021/22	2022/23
(a) Langstone FCERM	£700,000	£700,000
(b) Hayling FCERM	£262,218	£100,082
(c) Warblington Footbridge ²	£800,000	£800,000
TOTALS	£1,762,218	£1,600,082

Table 3A: Existing Future Spending Commitments

Project	2020/21 (already allocated)	2021/22	2022/23	2023/24
(a) Langstone FCERM ³	£560,000	£560,000	£692,642	£737,358
(b) Hayling FCERM ⁴	£170,700	£64,300	£98,000	£0
(c) Warblington Footbridge ⁵	£325,000	£800,000	£800,000	£0
TOTALS	£1,055,700	£1,424,300	£1,590,642	£737,358

Table 3B: Potential Revised Future Spending Commitments

4.15 It is considered that whilst the impact of COVID-19 on the housing market remains uncertain, it would be wise to postpone the Strategic CIL Pot Spending process for 2020/21 and any decision on new spends, until it is known that the income for 2021 (to 31/3/2021) will cover the future commitment for 2022/23 in the region of £1.59m. Added to this situation are the number of stalled permissions pending a satisfactory solution to the need for such developments to be nutrient neutral. Whilst this issue is very likely to be resolved in the near future, it is considered that due to COVID-19, the housing market will take some time to 'catch up'.

² This has been provisionally annualised at £800,000 per year, however the proportions are anticipated to change. Actual figures will be known when feasibility report for project has been received (due July 2020).

³ This project allows a figure of 60% risk, so costs may reduce in future years

⁴ This project allows a figure of 30% risk, so costs may reduce in future years

⁵ This has been provisionally annualised at £800,000 per year, however the proportions are anticipated to change. Actual figures will be known when feasibility report for project has been received (due July 2020).

- 4.16 We can anticipate that a number of sites will start this year and result in CIL receipts for 2021, this is likely to include Forty Acres (APP/18/00450) which has potential CIL receipts of over £1.634m due (gross), however this sum will not be collected by the council in full until 540 days after commencement of development. Assuming we collected a minimum of one instalment this would result in additional Strategic CIL Pot income of £326,883. A number of applications are simply awaiting a solution to the need to be nutrient neutral, totalling 242 dwellings as of 10 February 2020⁶. The CI Team would have a firmer idea of the likelihood of Strategic CIL Pot income for 2021 at the end of Q2 and if there were any additional funds available for strategic spends.
- 4.17 As such, it is considered that there is a strong likelihood that existing spending commitments can be covered, though not a certainty. As such, it is considered that a full CIL spending run is not justified in terms of the substantial officer input that would be required. Instead, an expansion of the interim CIL spending decisions, which can be made by the Cabinet Lead is proposed. Any such spends would also be subject to a review of potential income (see also Paragraph 7.5). This would ensure that CIL which is available can be used to fund short term projects associated with the delivery of those key corporate projects whilst a full spending package is prepared for February 2022 to be decided with the Council's budget. The revised CIL Funding Decision Protocol would update the position on interim CIL spending decisions.

5.0 Background and Relationship to the Corporate Strategy and Directorate Business Plan(s)

- 5.1 The CIL helps to deliver infrastructure to support all the priority themes set out in the Corporate Strategy, it will especially support:
- Theme 2: Safer, healthier and a more active borough
 - Theme 3: A thriving borough economy
 - Theme 4: A revitalised borough with infrastructure that meets our ambitions.
- 5.2 In respect of the Business Plan for Planning and Regeneration, CIL investment contributes to the delivery of infrastructure to fulfil the aims of the local plan and enable place shaping. This directly benefits the prosperity of the borough.

6.0 Options Considered and Reasons for the Recommendation

Revised CIL Funding Protocol

- 6.1 The volume of bids has increased year on year, with 47 bids being received in the last round of CIL spending. There is a great deal of information to digest for each valid bid and the revised protocol needs to have increased capacity built into it. The strategic bids received are generally linked to the implementation of the Local Plan and more recently the Regeneration Strategy. This is largely due to their being submitted by internal teams, involved in the production of those strategies. However, there is no direct link between Council strategies and the CIL spending process – we are reliant on the bids we receive each year. Under the existing Protocol the timetabling is

⁶ This was reported to the Partnership for South Hampshire's Joint Committee on 10 February - <https://www.push.gov.uk/wp-content/uploads/2020/01/FINAL-Nutrients-Update-Joint-Committee-10-February.pdf>

simultaneous, in the revised version funding requests for the two types of 'pot' will be considered in differing fashions and have differing final decision makers, whilst sharing some commonality. As the Revised Protocol requires a decision by Council it is proposed that CIL bidding dates for the Neighbourhood Portion (with a pot in excess of £500K) are announced, commencing in August and concluding in September, using the mechanism of the existing CIL Funding Decision as this largely unchanged to the mechanism proposed under the Revised CIL Funding Protocol and that used for assessment of bids concluding at Council on 26 February 2020. The timetable mentioned in Table 2 proposes that the Revised Protocol will go to Council on 23 September, however if there was a delay this would not overly affect the allocation of Neighbourhood Portion Funds, set for decision at Council in February 2021.

- 6.2 To avoid the possibility of delaying the Neighbourhood Bidding Process we will recommend to Cabinet that the bidding dates for this year are announced as soon as possible. As previously mentioned this bidding process is not overly affected by the proposed revised CIL Funding Decision Protocol and can proceed satisfactorily under the current and new proposed set of rules. The dates for the submission of bids are anticipated to be 19/8/2020 to 30/9/2020. Nonetheless, in and of itself, asking for bids to be submitted does not commit the Council to any Neighbourhood Portion spends.

7 Resource Implications

CIL Funding Decision Protocol

- 7.1 The collection of CIL is bringing significant funds to the council for capital spending on infrastructure. It is ring fenced for that purpose and cannot be used for other purposes. An agreed Revised CIL Funding Protocol will enable us to spend Strategic CIL Pot and Neighbourhood Portion CIL in a resource efficient manner in the future.
- 7.2 5% of CIL is able to be used for administration of the scheme, allowing the management of CIL to be self-funding.
- 7.3 An agreed Revised CIL Funding Protocol will enable us to spend Strategic CIL Pot and Neighbourhood Portion CIL in a resource efficient manner in the future.

Potential delay or no additional Strategic CIL Spends this year

- 7.4 This would leave us with funds to carry forward in excess of £1.34m if no additional funding commitments are made which would help to cover any potential shortfall in 2021 CIL Income against committed CIL expenditure.
- 7.5 No additional Strategic CIL spends this year could lead to under-investment in infrastructure necessary to the economic recovery of the borough. We are recommending a delay until early October to review the potential CIL funds available for 2021 with the Head of Planning, Director of Regeneration and Place, S151 Officer and Cabinet Lead, before deciding whether to progress with any potential interim additional spends from the Strategic CIL.

8 Legal Implications

- 8.1 Section 216(1) of the Planning Act 2008 and Regulation 59 of the Community Infrastructure Levy Regulations 2010 requires that CIL receipts are applied to supporting development by funding the provision, improvement, replacement, operation or maintenance of infrastructure.
- 8.2 Although regulation 59 of the CIL Regulations 2010 requires a charging authority to apply CIL to funding infrastructure to support the development of its area there is no requirement to expend CIL within a certain time frame. The requirement is to fund infrastructure. The payment of CIL for present purposes may therefore be suspended.
- 8.3 Infrastructure is widely defined under Section 216 (2) of the Planning Act 2008 and includes roads, flood defences, schools and other educational facilities, medical facilities, sporting and recreation facilities and open spaces.
- 8.4 In developing and implementing procedures for the spending of CIL, regard has been given to ensuring that the infrastructure projects identified fall within the requirements of the Planning Act 2008 and the Community Infrastructure Levy Regulations 2010 (as amended.)
- 8.5 The Head of Legal has been consulted with regards to the appropriate body to make decisions regarding CIL. It has been confirmed that:
- (i) Full council adopted the CIL Charging Schedule and subsequently approved the strategy under which CIL money will be spent; this is known as the CIL Funding Decision Protocol. Any revision to the CIL Funding Decision Protocol must be subsequently approved by Council.
 - (ii) In any revised CIL Funding Decision Protocol, in order to be constitutionally compliant, Cabinet will be responsible for allocation of the borough-wide 'Strategic CIL Pot', which will support the provision of infrastructure necessary for delivery of the local plan.
 - (iii) With regards to the 'Neighbourhood Portion', all Councillors in consultation with Officers will remain responsible in any revised CIL Funding Decision Protocol for making decisions on such spending at Full Council. Councillor input in this process provides invaluable local knowledge and assists with the prioritisation of the neighbourhood projects presented.

9 Risks

- 9.1 The protocol sets the framework for ensuring that the CIL is spent effectively and provides or enables the most necessary infrastructure support the local plan and to ensure a prosperous borough. The Protocol needs to be robust to fulfil this role and may need revision at a future date.

10 Consultation

10.1 Feedback from 'Scrutiny' will be taken into account in respect of the Revised CIL Funding Decision Protocol in the draft version presented to Councillors and in turn Cabinet for recommendation to Council.

11 Communication

11.1 Once approved the website will be updated with the dates of the forthcoming Neighbourhood Portion bidding period. Councillors and Community Groups will be notified of the new Protocol to assist in this year's bidding process (if applicable).

11.2 The expenditure of CIL, especially the Neighbourhood Portion, provides immediate and positive 'good news' stories, these will be capitalised on with a succession of press releases with the assistance of the Communications Team. Strategic CIL expenditure is often more long term but it is nevertheless important to promote the council's involvement and commitment to infrastructure necessary to deliver the local plan.

11.3 Once the Revised Funding Decision Protocol has been approved at Council it will be uploaded to the Council website.

Appendices

Appendix A: Community Infrastructure Levy (CIL) Funding Decision Protocol (Revised February 2020)

Background Papers:

Community Infrastructure Levy Regulations 2010 as amended

Ministry of Housing, Communities & Local Government – Planning Practice Guidance

The Havant Borough Local Plan (Core Strategy 2011 and Allocations Plan 2014)

Pre-Submission Havant Borough Local Plan 2036: www.havant.gov.uk/localplan

HBC CIL Spending Decisions: www.havant.gov.uk/cil-spending-decisions

HBC CIL Annual Monitoring: www.havant.gov.uk/planning-and-environment/planning-policy/community-infrastructure-levy/cil-monitoring

A Regeneration Strategy for Havant Borough 2018-2036:

www.havant.gov.uk/sites/default/files/documents/Have%20opportunity%20with%20Havant%20update%20March%202019.pdf

Corporate Strategy

Adopted CIL Instalment Policy

Agreed and signed off by:

For Head of Planning: David Hayward 19/6/2020

Director: Simon Jenkins 17/06/2020

S151 Officer: Lydia Morrison 18/06/2020

Monitoring Officer: David Brown 22/06/2020

For Cabinet Lead: Councillor Michael Wilson 19/06/2020

Contact Officer: Louise Weaver
Job Title: Community Infrastructure Officer
Telephone: (023) 9244 6545
E-Mail: louise.weaver@havant.gov.uk

Community Infrastructure Levy (CIL) Funding Decision Protocol

(Revised 26 February 2020)

Introduction

1. Havant Borough Council is responsible for making the final decision on the allocation of funding raised through the Community Infrastructure Levy (CIL). This will be achieved through an annual process which aligns with the Council's annual capital spending programme. The aim of the Protocol is to ensure that decision making process is transparent. Through it the Council will identify and agree priorities for the use of CIL and agree the allocation of funds on an annual basis. This revised Protocol takes account of lessons learned from use of the Protocol to February 2019.

Key Principles

2. CIL collected will be used to provide infrastructure to support growth within the borough. Of this:
 - i. 95% of CIL receipts will be allocated by the Council for investment in infrastructure for the borough, in accordance with the Community Infrastructure Levy Funding Decision Protocol; recognising that the Neighbourhood Portion is held within this sum and
 - ii. Up to 5% of CIL receipts will be used within the Planning budget to provide a dedicated resource for the annual monitoring and management required by the CIL Regulations.
3. Other key principles:
 - Funds to be targeted so that they address identified infrastructure priorities including those outlined in the Local Plan, adopted Corporate and Regeneration Strategy Documents and address the impacts of development
 - Procedures and timetable should run on an annual basis, be aligned with the annual budget decision making process and include a review of the Regulation 123 List
 - The allocation decisions to be based on funds available as at the end of the monitoring year (31 March)
 - Opportunities for joint funding of schemes will be considered where these reflect shared priorities and attract additional sources of funding e.g. through Flood Defence Grant in Aid or grants via the Solent LEP. Havant Borough CIL is perceived as an enabler. Bids which have the potential to deliver infrastructure through match funding of the council's contribution and will therefore deliver infrastructure of greater value than the CIL spent (50%) will be regarded more

favourably than bids that are submitted without match funding opportunities being fully explored. Where funding has already been received towards a project this must be detailed on the application form.

- Bids for the Neighbourhood Portion will be expected to have 50% match funding in place, although a reduction in the sum of match funding required may be considered in exceptional circumstances.

Summary of Process and Timetable

- The process begins with the gathering of information:
 - If timely, to update the Infrastructure Delivery Plan in accordance with the requirements of the Local Plan.
 - To collate data to inform projections of the likely amount of CIL available for allocation to infrastructure projects.
- Stakeholders (outlined in Appendix 1) are invited to submit individual draft proposals, using the forms at Appendix 2, within 6 weeks. It is expected that Havant Borough Council Services and Hampshire County Council will be the main bidders. Service and infrastructure providers will be informed of the likely level of funds available to encourage realistic bids, which can also be made by Havant Ward Councillors on behalf of the communities in their areas. In respect of bidding for the Neighbourhood Portion, stakeholders will be extended to include resident’s associations and local voluntary groups.
- Assessment of the proposals is then undertaken in light of available funds and final draft spending programme(s) are prepared. These will be presented to Cabinet for decision and recommendation to Full Council alongside the Capital Spending Programme (usually in February). Cabinet and Council will be asked to agree the allocation of funding for the identified projects in the forthcoming financial year and if necessary for business reasons, projects for funding beyond this timescale.
- Cabinet and Council will also be asked to confirm the Regulation 123 List, which may be amended if necessary, subject to appropriate consultation.
- The table below summarises the process and sets out the timetable, including consultation:

Table 1: Summary of Process and Timetable

Month	Action
February	Set CIL bidding dates for forthcoming year and advise Stakeholders of timetable
March	Update and publish revised Infrastructure Delivery Plan if applicable/interdependent on Local Plan resourcing
Start of June	Service and Infrastructure Providers, Ward Councillors and Neighbourhood Portion Stakeholders

Month	Action
	invited to submit bids. Bidding process advertised through Local Plan Newsletter
August	Assessment of bids and preparation of summary report/liaison with Bidders
September	Summaries of the bids shall be circulated to all councillors as soon as they are available
October	Briefing session to Councillors followed by four week consultation period offering councillors the opportunity to comment on the bids received
November	Report to Executive Board
January	Briefing Session to Councillors. Report to Cabinet. Cabinet considers Spending Programme and recommends to Council.
February	Council agree Spending Programme for following financial year. Decision(s) conveyed to Stakeholders

Bidding for Funding

9. Bids for the funding of schemes and projects should be supported by robust evidence of the cost and practicality of delivering the scheme or project, including an exploration of alternative or match sources of funding.
10. Bids should include evidence of existing demands (including demands from permitted developments), additional demands likely to arise from proposed development, the extent to which relevant existing infrastructure or services are capable, in terms of location, capacity and suitability, of meeting those additional demands and the estimated costs of providing new infrastructure or improving existing infrastructure to meet these additional demands. The bid should set out the full costs of the scheme and the timescales for implementation.
11. Bids are unlikely to be successful unless it can be reasonably demonstrated that there are no other funding mechanisms or streams available that could deliver the scheme being proposed. For example for transport or education matters, this will require transparency in looking at agreed capital programmes and a reasonable exploration and assessment by Hampshire County Council of other potential resource and funding sources.

Prioritisation of CIL funds

12. The levy must be spent on the provision, improvement, replacement, operation or maintenance of infrastructure¹ needed to support the development of the area, although there is more freedom regarding the use of the Neighbourhood Portion² which can also be applied to 'anything else that is concerned with addressing the

¹“Infrastructure” includes roads and other transport facilities, flood defences, schools and other educational facilities, medical facilities, sporting and recreational facilities, and open spaces. (S216, Planning Act 2008, as amended by Regulation 63)

² The Neighbourhood Portion shall only be used to fund projects which are accessible to all sectors of the community; bids for educational, political or religious schemes will not be considered

demands that development places on an area'. It is intended to focus on the provision of new infrastructure and should not be used to remedy pre-existing deficiencies unless they will be made more severe by new development. It is important to recognise that CIL receipts can only be spent on capital projects, although associated revenue spending to maintain those capital items is also permissible. It can be used to increase the capacity of existing infrastructure or to repair failing infrastructure if that is necessary to support development. Funds may be released for project development work in advance of funds for specific projects if necessary.

13. In addition to understanding the infrastructure needs to support the planned growth within the borough, as well as the costs and funding requirements, it will be important to understand the phasing of growth as well as the need for phased funding and delivery of infrastructure. The housing development trajectory will therefore be key evidence to assist with prioritisation. The trajectory will be updated annually in conjunction with the Annual Monitoring Report so that the anticipated levels of growth can be fed into the CIL spending review process.
14. To be given consideration, schemes should meet a number of criteria:

Table 2: Infrastructure Prioritisation Criteria

Criteria	Yes/No
Contribute to the delivery of Corporate Strategy Priorities	
Support Regeneration	
Deliver other specific policies of the Local Plan	
Contribute to the delivery of other council strategies	
Be included in the Regulation 123 List	
Be included in the Infrastructure Delivery Plan	
Contribute towards the delivery of infrastructure by a provider (including the County Council) where it can be satisfactorily demonstrated that the infrastructure would not otherwise be delivered, i.e. that all other possible funding sources are insufficient	
Lever in other funds that would not otherwise be available, e.g. needed to match or draw grant funding	
Offer wider as well as local benefits	
Address a specific impact of new development beyond that which has been secured through a S106 Obligation or S278 Agreement	
Deliverable	

Preparing the Draft Spending Programme

15. The Regulation 123 List identifies what types of infrastructure the Council will fund/or part fund through CIL rather than through S106 Obligations. The list refers to the types of infrastructure but is not specific regarding particular schemes or projects. Reference back to the Infrastructure Delivery Plan will therefore be necessary. Following the identification of specific infrastructure projects set out in the Regulation 123 List and Infrastructure Delivery Plan, infrastructure will be categorised to assist

the process of prioritisation. This will distinguish which projects are critical to enabling development, and those that will mitigate the effects of the development compared to those that are important to deliver place making. The categories and their descriptions are set out below and illustrated by the flow chart at Appendix 3:

Table 3: Categories of Infrastructure Priority

<p>Critical</p> <p>C</p>	<p>Infrastructure required to enable the Council's place making ambitions to be met and would prevent either the plan as a whole or a specific target or project if not delivered. These projects are set out in the 'Havant Borough Local Plan 2036' and 'A Regeneration Strategy for Havant Borough 2018-2036'.</p> <p>These infrastructure items may be referred to as "showstoppers" and are usually linked to being able to permit development that is included in Council strategies.</p>
<p>Essential</p> <p>E</p>	<p>Infrastructure that is considered necessary to support the continued economic growth and development of the Borough or mitigate the impact arising from development. These projects are usually identified in the Infrastructure Delivery Plan, Havant Borough Open Space, Sport and Recreation Strategy or Transport Assessments. However they could also be included in other strategies and evidence supporting the Local Plan or supporting evidence to 'A Regeneration Strategy for Havant Borough'.</p> <p>These are particularly expected to be projects linked to the in-combination impact of development as a whole or the continued economic growth of the Borough rather than being linked specifically to any one particular development site.</p> <p>The timing of such development is less sensitive than critical projects and does not prevent the development of any specific development site.</p>
<p>Desirable</p> <p>D</p>	<p>Infrastructure that is beneficial in achieving wider strategic objectives. However the non-provision of the item would not mean that development could not go ahead. The timing of these projects is not critical over the plan period.</p>
<p>Premature</p> <p>P</p>	<p>The proposed infrastructure project does not include the relevant match funding or the item included in the bid is inappropriate considering the progression of the project. In all likelihood, further work is needed on the bid and appropriate signposting to resources will be included if possible. It is perfectly possible that such a bid could be critical, essential or desirable if re-submitted at a future date or in an amended form.</p>
<p>Invalid</p> <p>I</p>	<p>The bid does not meet the necessary requirements or does not contain sufficient information.</p>
<p>Maintenance</p> <p>M</p>	<p>The bid relates to the maintenance of a piece of infrastructure rather than capital works. As such, it is an inappropriate use of the Community Infrastructure Levy.</p>

16. It should be noted that the process does not need to be applied to fully funded projects that are not yet started or completed.

17. Once the infrastructure projects have been checked against the Infrastructure Delivery Plan and R123 List and been prioritised the next stage is to assign time frames to those projects based on their expected start and completion dates. The time frames would be set out as short term (within 3 years), medium term (within 7 years) or long term projects (in excess of 7 years).
18. The Infrastructure Delivery Plan is helpful to some extent in identifying which projects are borough wide and which are specific to individual local planning areas, as defined by the Core Strategy Key Diagram. Some projects are cross boundary extending to other areas within South Hampshire e.g. Bus Rapid Transit and the Forest of Bere Green Infrastructure. It should be noted that there is no requirement to tie the expenditure of any particular CIL receipt to a particular location or development.
19. To guide decisions a table will be set out, providing at a glance comparison of the projects – see Appendix 4. The progress column may also be used to note the status of projects, for example whether project plans or feasibility studies have been carried out.
20. When recommendations for spending are made, the decision could also be taken not to allocate any/all funds, instead deciding to pot build with a view to future expenditure on larger infrastructure projects.

Interim Spends

21. Where it becomes expedient for an interim decision to be made outside of the annual spending process outlined in this protocol (for business reasons or matters of timing); the Head of Planning in conjunction with the Cabinet Lead and Section 151 Officer may consider an interim spend in exceptional circumstances.
22. Any spends will be assessed as outlined in Table 2. It is anticipated that in interim spend would not exceed £50K. Decisions taken in this respect will reported to Cabinet using the mechanism of the Cabinet Lead Report and as set out in paragraph 24.

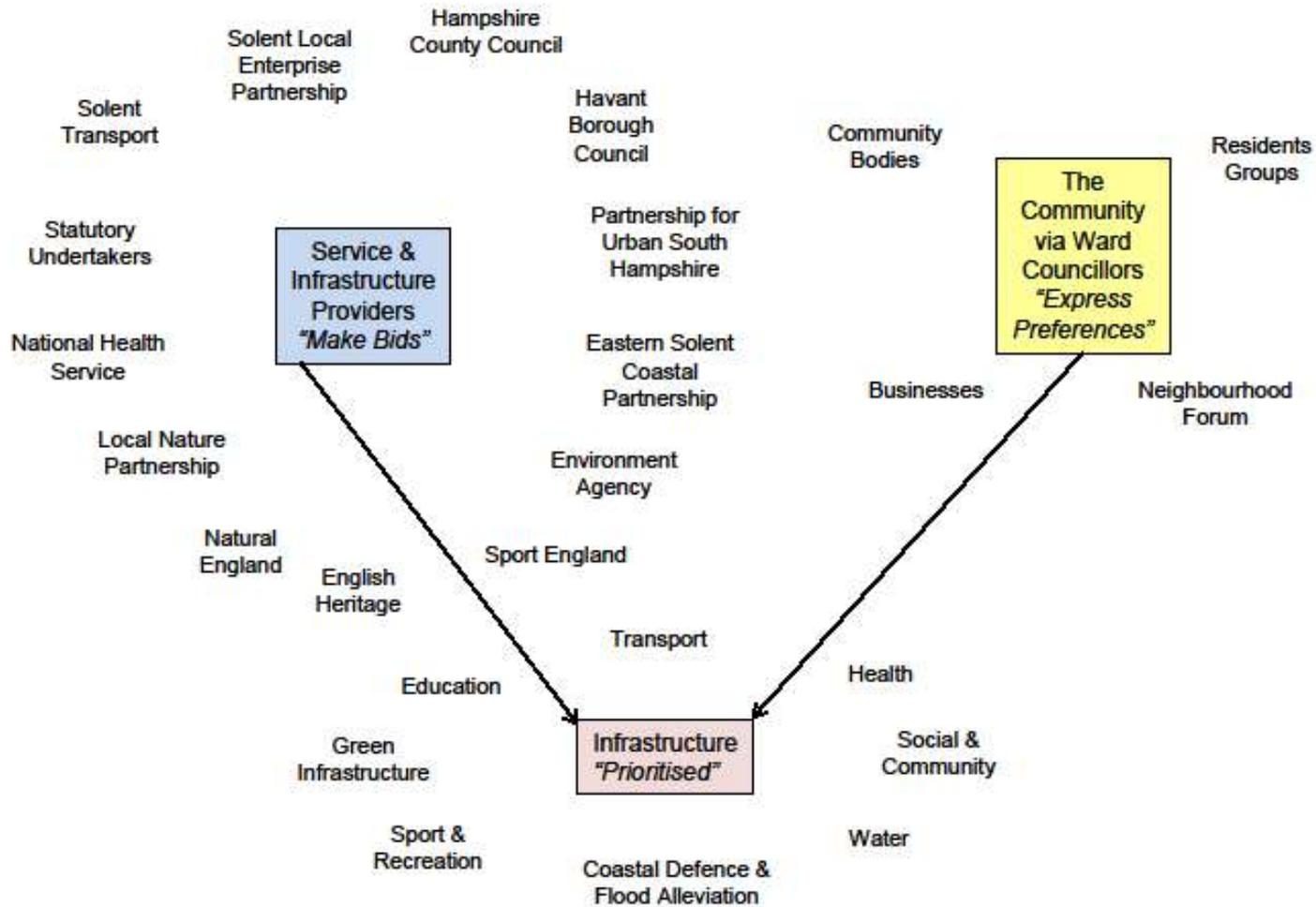
Payment of Funds

23. The Council will ensure timely release of funds when invoices are received for satisfactorily completed works.

Monitoring

24. CIL Income is reported quarterly to the Head of Planning. The Council will set out in the Annual Monitoring Report the amount of CIL that has been received, spent (and on what) and the sum remaining in the fund in the reporting year. The progress of spends will be monitored and reported to the Operations and Place Shaping Board.

Stakeholder Analysis



Appendix 2

Bid for Funding from Community Infrastructure Levy (Year) 123 Pot

Please Note: When preparing your submission, please ensure that your proposal is in conformity with criteria set out in the CIL Spending Protocol which can be viewed on our website: (www.havant.gov.uk/community-infrastructure-levy-spending-bid-process) and:

- Is supported by robust evidence
- Includes evidence of existing and additional demands and the extent to which existing infrastructure can meet those demands
- Includes estimated costs for the scheme and timing for delivery of the scheme
- Includes a reasonable assessment of alternative funding mechanisms available
- Has a summary attached
- Has photo/s attached

Havant Borough Council is committed to protecting your privacy when you use our services. To understand how we manage the information you give us, please see our Privacy Policy: www.havant.gov.uk/privacy-policy

Infrastructure Provider/Service/Body/Community Group making the bid:

Project Lead Officer and contact details:

Project Title:

Description of Project:

Who will the project be delivered by?

If your organisation/body is not the body with statutory responsibility for the works proposed have you sought agreement from the relevant statutory body?

What are the problems that are being solved or addressed?

What are the consequences of not carrying out the project?

How will the scheme help support the ongoing development of Havant Borough, taking account of where development has or is proposed to take place and the capacity of existing infrastructure to meet those additional demands (www.havant.gov.uk/localplan)

What are the costs of the project?

What other funding sources have been identified/explored? Please identify these sources below; your bid is unlikely to be successful if you have not identified/explored other funding sources.

1a. If CIL funding is not available what is the likelihood of funding from these sources within next 5/10 years?

1b. Is the project likely to be directly linked to and necessary as a result of foreseeable development and therefore a separate S106 contribution or S278 may be justified?

Please provide an outline of the implementation timetable, including key milestones:

2a. If the project is to be undertaken in next financial year set out the outline Q1 – Q4 project plan:

2b. If it is necessary to undertake project development work to address technical issues and establish costs then it may be appropriate to seek project development funds through a two-stage bid with funds allocated over more than one year

- Stage 1: Feasibility/evaluation
- Stage 2: Implementation

--

Please specify responsibility for ongoing maintenance costs:

--

Bid Submission Requirements:

- We require a summary of your report as we take the bid process forward. Please ensure you attach a summary of your bid (this will be used in our reports). The summary should include all the elements mentioned previously (excluding questions in black). Word limit, maximum of 300 words. Bids with a summary in excess of this word count will not be accepted
- Please attach a photo or photos representing your bid, which may be used to promote your project. Please be aware by providing these you are giving us permission to reproduce the image(s)

Please return form by (Date)

<p>To: cil@havant.gov.uk</p>	<p>Or: CIL Team, Planning Services Havant Borough Council Public Service Plaza Civic Centre Road Havant PO9 2AX</p> <p>Community Infrastructure Officer 023 92446545</p>
------------------------------	--

Bid for Funding from Community Infrastructure Levy (Year) Neighbourhood Portion

Please Note: When preparing your submission, please ensure that your proposal is in conformity with criteria set out in the CIL Spending Protocol which can be viewed on our website: (www.havant.gov.uk/community-infrastructure-levy-spending-bid-process) and:

- Is supported by robust evidence
- Includes evidence of existing and additional demands and the extent to which existing infrastructure can meet those demands
- Includes estimated costs for the scheme and timing for delivery of the scheme
- Includes a reasonable assessment of alternative funding mechanisms available
- Has a summary attached
- Has photo/s attached
- Has been brought to the attention of a ward councillor

Havant Borough Council is committed to protecting your privacy when you use our services. To understand how we manage the information you give us, please see our Privacy Policy: www.havant.gov.uk/privacy-policy

Infrastructure Provider/Service/Body/Community Group making the bid:

Project Lead Officer and contact details:

Project Title:

Description of Project:

Who will the project be delivered by?

If your organisation/body is not the body with statutory responsibility for the works proposed have you sought agreement from the relevant statutory body?

What are the problems that are being solved or addressed?

What are the consequences of not carrying out the project?

How will the scheme help support the ongoing development of Havant Borough, taking account of where development has or is proposed to take place and the capacity of existing infrastructure to meet those additional demands

www.havant.gov.uk/localplan

What are the costs of the project?

What other funding sources have been identified/explored? Please identify these sources below; your bid is unlikely to be successful if you have not identified/explored other funding sources. For neighbourhood portion bids 50% match funding should be identified

1a. If CIL funding is not available what is the likelihood of funding from these sources within next 5/10 years?

1b. Is the project likely to be directly linked to and necessary as a result of foreseeable development and therefore a separate S106 contribution or S278 may be justified?

1c. Has your organisation received funds for this project already? Please provide details including the body providing the funding, the amount and date granted

1d. Have you discussed this project with a ward councillor? Please provide name of the Councillor, date, method of contact and outcome of discussion

Please provide an outline of the implementation timetable, including key milestones:

2a. If the project is to be undertaken in next financial year set out the outline Q1 – Q4 project plan:

--

2b. If it is necessary to undertake project development work to address technical issues and establish costs then it may be appropriate to seek project development funds through a two-stage bid with funds allocated over more than one year

- Stage 1: Feasibility/evaluation

- Stage 2: Implementation

--

Please specify responsibility for ongoing maintenance costs:

--

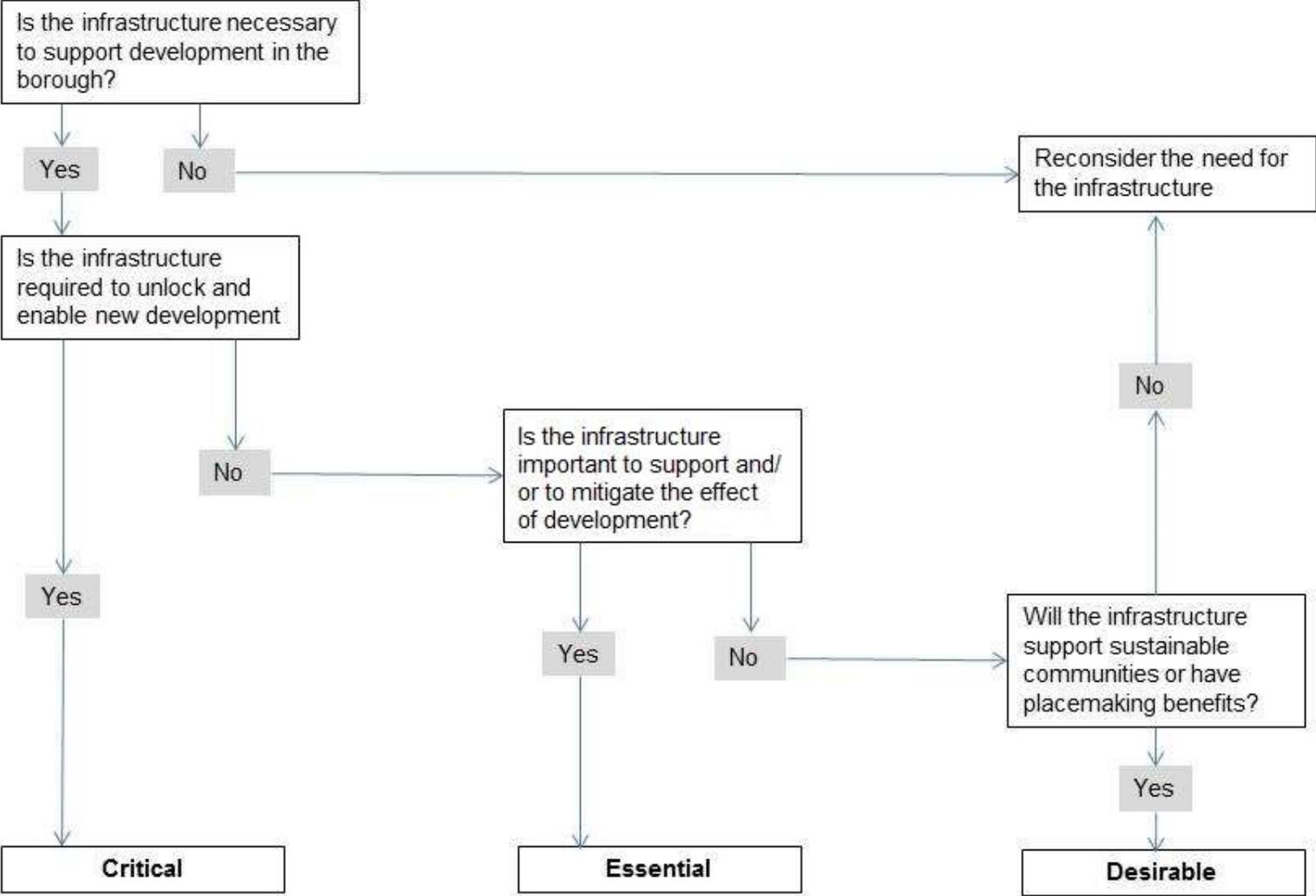
Bid Submission Requirements:

- **We require a summary of your report as we take the bid process forward. Please ensure you attach a summary of your bid (this will be used in our reports). The summary should include all the elements mentioned previously (excluding questions in black). Word limit, maximum of 300 words. Bids with a summary in excess of this word count will not be accepted**
- **Please attach a photo or photos representing your bid, which may be used to promote your project. Please be aware by providing these you are giving us permission to reproduce the image(s)**

Please return form by (Date)

To: cil@havant.gov.uk	Or: CIL Team, Planning Services Havant Borough Council Public Service Plaza Civic Centre Road Havant PO9 2AX Community Infrastructure Officer 023 92446545
-----------------------	---

Prioritisation Process Chart



Prioritised Infrastructure Projects Proforma

	Criteria
Bid	
	Have CIL funds already been allocated to this project?
	Contribute to delivery of Corporate Strategy (C) and Regeneration (R) Strategy Priorities
	Support Regeneration (CS6)
	Deliver other specific policies of Local Plan
	Contribute to delivery of other Council strategies
	Included in the Regulation 123 List
	Included in the Infrastructure Delivery Plan ¹
	Other possible funding sources are insufficient
	Lever in other funds (match or draw grant funding)
	Offer wider as well as local benefits
	Address specific impact of new development
	Scale of Deliverability of wider project ²
	Project located wholly within Havant Borough
	Timescale: Short (SHO) /Medium (MED)/ Long Term (LON) ³
	Type of bid: Feasibility (FEA), Preliminary Works (PRE) or project (PRO)
	i. Project plan including timetable and resources
	ii. Stakeholder support
	iii. Arrangements for ongoing maintenance
	Critical (C) / Essential (E) / Desirable (D)
	Sum requested in this round of CIL Bidding (rounded)
	Rank after initial sift

¹ In Draft Infrastructure Delivery Plan (December 2017) or Infrastructure Delivery Plan (Submission Local Plan Version)

² 1= Supports Local Plan and Prosperity Havant producing immediate benefits

2= Supports Local Plan and Prosperity Havant producing medium term but no short term benefits//there are issues regarding deliverability

3= Supports Local Plan and Prosperity Havant producing long term benefits but no short or medium term benefits

4= Not currently deliverable

³ The time frames would be set out as short term (within 3 years), medium term (within 7 years) or long term projects (in excess of 7 years)

This page is intentionally left blank

NON EXEMPT

HAVANT BOROUGH COUNCIL

CABINET

01 July 2020

Brent House – A Request for Grant Funding

**Report Author: Head of Housing & Community
Engagement**

FOR DECISION

Report No: HBC/010/2020

**Portfolio: Planning, Regeneration and Communities
Deputy Leader Cllr Tim Pike**

Key Decision: Yes

1.0 Purpose of Report

- 1.1. This report is submitted to Cabinet for approval to agree the grant funding required for the Brent House refurbishment.

2.0 Recommendation

- 2.1 i) Cabinet is recommended to agree to the award of £X grant to Two Saints, (see EXEMPT Appendix A and C), to be met from the Affordable Housing Developers' Contributions fund and the Homelessness Reduction Act Prevention fund 2020/21 (see EXEMPT Appendix C) and

ii) The Director of Regeneration and Place in consultation with the S151 Officer are delegated the resolution of all grant terms and conditions provided they meet the minimum criteria (Appendix D) and authorised to take all steps to finalise the grant.

3.0 Executive Summary

- 3.1 A grant request has been received from Two Saints (see EXEMPT Appendix A) to support the refurbishment of Brent House, a building currently unoccupied and falling into disrepair. If funding is approved the Council would have 100% nomination rights to the scheme for use as temporary accommodation for homeless households, therefore reducing placements into B&B accommodation and placing out of area. At the current time the Council only has access to 5 units of temporary

accommodation in the borough and this scheme provides an opportunity to use the Council's Affordable Housing Developers' Contributions pot (ring-fenced for spend on affordable housing – see Appendix B) which will provide 29 units of temporary accommodation.

4.0 Additional Budgetary Implications

4.1 None.

5.0 Background and relationship to the Corporate Strategy and Directorate Business Plans

- 5.1 Brent House is a building located in Middle Park Way Leigh Park and owned by Vivid Housing Association (formerly known as First Wessex). It has been accessed by Havant Borough Council for the placing of homeless households, to whom we have a legal duty to provide temporary accommodation, for over 20 years. Over time the property has fallen into disrepair and support provided to the residents has reduced in line with County funding being cut, resulting in management issues and anti-social behaviour. Vivid approached the Council and advised that they no longer wished to continue to supply this supported accommodation to the Council and their intention was to sell. Vivid requested that we move all the existing tenants to enable them to sell with vacant possession. Discussions were held between Vivid and Two Saints, with Two Saints agreeing to purchase the property subject to discussions with HBC around continued requirements for the building. It is important to note that Brent House is the only source of temporary accommodation in the borough apart from 5 units specifically for single people, we have no other provision for families and are wholly reliant on the private rented sector and B&B.
- 5.2 Officers met Two Saints on site and agreed ways in how the building could be best used to support single people and small families facing homelessness. At this point Two Saints carried out a financial appraisal and were hopeful they could cover the whole cost of purchase and refurbishment with a small grant of £50- £80k contribution from HBC towards refurbishment costs. Two Saints was also intending to approach the Homes England for a grant. No grant was available as the building had already been grant funded back in the 1980s by the HCA. As the purchase progressed, detailed surveys by Two Saints revealed considerable unanticipated costs in relation to the roof and asbestos issues. This increased cost and no access to grant funding left Two Saints with a shortfall, hence, their grant application to HBC.
- 5.3 In January 2020 Full Council approved the adoption of the Homelessness and Rough Sleepers Strategy and Action Plan 2019-24. The four key priorities are :-

- ***To ensure all our customers are provided with appropriate advice, assistance and support to enable them to address their housing needs and to lead independent lives***
- ***Consider more sustainable housing solutions for those facing homelessness and on the Housing Register***
- ***Prevent and Relieve homelessness by working in partnership with statutory and voluntary sector agencies to identify the threat of homelessness at the earliest opportunity, and work together to ensure appropriate support services are accessible.***
- ***To understand the needs and requirements of those rough sleeping and sofa surfing in the borough and provide sustainable solutions.***

The refurbishment of Brent House will support all these key priority areas.

- 5.4 Since the loss of the use of Brent House as temporary accommodation with effect from late 2017 (nominations were gradually reduced over a period of time), the Council's reliance on the use of bed and breakfast has increased which in turn has led to increase in costs as shown below:

2017-18 number placed = 58 at a cost of £144,767
 2018-19 number placed = 78 at a cost of £190,000
 2019-20 number placed = 110 at a cost of £296,000

Whilst some of the monies we pay out on B&B is recoverable through HB, we have to point out that this is an initial cost that we have to bear and it is not always repaid – applicants don't make their claims for HB satisfactorily or stays are so short that there isn't the opportunity to make claims. We allow for a potential 50% income return on budget spent.

As well as the rising costs of B&B there is also the pressure from the MHCLG to reduce the numbers going into B&B; keeping families out of B&B for six weeks or longer; and reducing the number of out of area placements that we make. Plus, in Brent House applicants will receive more direct and consistent support than they would in B&B to enable them to sustain accommodation for longer, thus reducing the number of re-approaches. Then there's the improved health and welfare benefits of people getting better access to joined up services through the support being provided which will not only improve their lives but also reduce spend on other services like health, social care, and even policing if ASB/offending behaviours are also improved also.

5.5 The refurbishment of Brent House for use as quality temporary accommodation for homeless household supports the Corporate Strategy's aims of supporting the most vulnerable in our communities and the Service Business Plan states that a Homelessness Strategy and Action Plan will identify sustainable and suitable accommodation options within borough for those facing homelessness.

6.0 Options considered and reasons for the recommendation

6.1 Option 1 - The Council could opt to do nothing however the impact of this will mean the Council has no opportunity to reduce the use of B&B and will continue to place households out of the area.

Option 2 - HBC to purchase the property – this currently is not an option as Brent House has not been placed on the open market for sale – the property has been offered by Vivid to Two Saints at a reduced value to take account of the large sum of grant previously put into the building by the Housing Corporation. Two Saints, as a registered provider of affordable housing is in a position to take on this grant liability, hence the reduced value. Should Two Saints not proceed with the purchase if they fail to secure sufficient funding, Vivid is indicating they will review their position but unlikely to place onto the open market, they will consider their options on possible future redevelopment.

Option 3 - HBC to approve the grant request subject to the Grant Agreement being in place approved by S151 Officer and relevant Director.

Should the grant be approved there are considerable benefits for both the community and Havant Borough Council

Benefits to the wider community if the property is refurbished

- The people who will live at Brent House will be Havant Borough Council residents.
- The building being empty has an impact locally as it is becoming an eyesore and a target for anti-social behavior. Bringing the building back into management will provide a consistent approach as Two Saints will be both the landlord and support provider, which will also benefit the wider community.
- Off the Record provide drop in services in an adjoining building and Two Saints have an established relationship with them.
- Two Saints also attend the Partnership Action meetings with police and community safety teams as well as having good relationships with local faith and church groups.

- There will be ongoing consultation as part of the project implementation plan to engage with the local shops and neighboring houses about the proposed changes.

Benefits to HBC:

- Access to this project would mean that the Council could refer households to suitable temporary emergency accommodation within the borough and reduce the number of households being placed into B&B outside of the area for longer than the recommended 6 weeks. There will be support and a partnership approach to ensure households are supported to move on to longer term tenancies. There will be a total of 29 units, including one with disabled access. With Two Saints as the landlord and support provider a 'wrap around service' will be provided to residents. There will be no further cost to the Council for this support. Two Saints will use the building as their local office and there will be support/cover provided 7 days a week.
- To reduce the numbers of people going into B&B is a key priority for the Government and HBC has been criticised for having such high numbers since the closure of Brent House. Discussions with the MHCLG around Brent House have been very positive. A partnership approach to this has been identified within the Homelessness and Rough Sleepers Strategy and Action Plan as a priority.
- As mentioned above there will be 29 units available for the council to refer to – the cost of placing a single person into B&B is around £350.00 per week. Placements into Brent House are likely to be for 6 months to a year before moving onto a tenancy. The cost of this length of placement into B&B would be between £9,366 - £18,673 for just one person. Having 100% nominations to Brent House will mean fewer B&B placements leading to a reduction in spend.

6.3. Options for funding the project (EXEMPT Appendix C):

- Developers Contributions (ring fenced for Affordable Housing) collected through Planning obligations; the combined total currently stands at £937,655.00.
- Homelessness Reduction Act Prevention Pot- allocated by MHCLG 20/21 £182,300.00 (for spend on homelessness prevention and relief – this was an additional amount for this financial year to support the reduction of the use of B&B)
- Flexible Homeless Support Grant, 20/21 £306,009.00 (for spend on homelessness prevention and relief)

Developers' contributions are ring-fenced for the provision of affordable housing. It is expected that the Council will continue to collect

Developers' Contributions as a result of planning policies, and the continued submission of major planning applications.

Where the Council accepts a financial contribution in lieu of on-site provision of affordable housing this will be secured through a legal agreement under s106 Town and Country Planning Act 1990. This contribution is only accepted once all viability for provision of units on site has been explored, the Council would always in the first instance aim to secure units rather than contributions. Viability tests would always be applied.

The developer will usually require a covenant from the Council to spend the affordable housing contribution only for the provision of affordable housing in accordance with the agreement and, if asked, to return it to the developer if it has not been spent within a specified period (usually between 5 and 10 years). In a couple of cases we are fast approaching the time limit and could risk losing this funding. The process approved for spending this fund was detailed in a report (Appendix B) to Cabinet in October 2016. Since 2016, only one potential project (6 units) has been brought to the Council for consideration and this failed as the Registered Provider withdrew their request. Officers continue to promote the opportunity to Registered Providers however this is the first opportunity to bring any request to Cabinet. Brent House offers the opportunity for the Council to access temporary accommodation in the borough with support provided by a specialist provider. Very few providers wish to own and manage accommodation for homeless households due to the complexities and high support requirements they bring.

As per the attached report, delegated authority would extend only to sites, projects and support services which fall within the following parameters. Any applications for funding which fall outside of the scope of the delegated authority will be referred to Cabinet for approval :-

Total expenditure on any one project may not exceed £150,000; however, should a viable project be identified, and funds are available, an additional report will be submitted to Cabinet.

The AHDCs Cabinet report states delegated authority is only extended to £150,000 for any one project.

The Flexible Homeless Support Grant 20/21 of £306,009 is already partly committed through the Homelessness Strategy and Action Plan 2019-2024, for year one and anticipates additional predicted pressures following on from Covid 19, so it recommended that the Brent House is not funded through this route.

The HRA Prevention Pot 20/21 of £182,300 was an additional unexpected grant received based on the need for HBC to reduce its placements into B&B – this grant would support this priority if awarded to Two Saints for Brent House.

The request from Two Saints for the project is £X and the detail can be seen at EXEMPT Appendix C.

7.0 Resource Implications

7.1 None

8.0 Financial Implications

8.1 Early discussions between HBC and Two Saints produced an initial estimate of costs and therefore the potential grant required; these were predicated on a high-level estimate of basic refurbishment. Subsequent surveys of roof, drain, asbestos, acoustic and topology issues, carried out by Martin Ralph (based in Havant), have revealed a requirement for additional works (see EXEMPT Appendix A for cost breakdown).

8.2 A total of £X has been requested by Two Saints to support the refurbishment of Brent House. As the Council would have 100% nomination rights to the accommodation for the use as temporary accommodation for homeless households the Council could utilise the HRA Prevention grant awarded by the MHCLG in April 2020 for the specific use of reducing the use of B&B. Grant received for the prevention of homelessness is used for many different initiatives including deposits, rent in advance, lodgings schemes, with a large percentage spent on additional staff required following on from the implementation of the HRA 2018. The additional grant of £182,300 received from the MHCLG must be spent on initiatives that prevent households going into B&B. The grant request could also be supported by the AHDCs fund (see Cabinet report Appendix B AHDCs and EXEMPT Appendix C detailing the costs and the proposal to fund the grant request).

9.0 Human Resources Implications

9.1 None

10.0 Legal Implications

10.1 Should Cabinet agree to approve the grant no payments will be made until a Grant Agreement setting out the terms and conditions on which the grant is to be made (this will contain the Nominations Agreement see EXEMPT Appendix D) is agreed by the S151 Officer and relevant Director. Should terms not be agreed with the Recipient then this matter would return to Cabinet for decision.

11.0 Risks

11.1 The Council has a statutory duty under the Homelessness Reduction Act to ensure that temporary accommodation is provided to those

facing homelessness. Currently, the Council has no access to such accommodation other than B&B which is often out of the area. Whilst this accommodation is not appropriate long term it is also very costly so there is a risk to increased spend as well as inappropriate placements. The Homelessness Code of Guidance states that households should not be placed into B&B accommodation for longer than 6 weeks – currently HBC is unable to comply with this as there are limited opportunities to move households out of B&B whilst Brent House remains closed.

11.2 Risk in relation to the grant will be mitigated by a Grant Agreement agreed by the S151 Officer and relevant Director and as referred to in 10.1 should agreement not be reached on the Heads of Terms, this matter will return to Cabinet for decision.

11.3 The scheme is not viable if funding is not awarded and the opportunity to have full access to 29 units of temporary accommodation within the borough will be lost.

12.0 Appendices:

EXEMPT Appendix A Grant Request Application

Appendix B Affordable Housing Developers' Contributions Cabinet report.

EXEMPT Appendix C

EXEMPT Appendix D

Agreed and signed off by:

Monitoring Officer: (22 June 2020)

S151 Officer: (22 June 2020)

Director: (16 June 2020)

Portfolio Holder: (16 June 2020)

Contact Officer: Tracey Wood

Job Title: Head of Housing & Community Engagement

Telephone: 02392 446626

Email: tracey.wood@easthants.gov.uk

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

Document is Restricted

This page is intentionally left blank

NON EXEMPT

HAVANT BOROUGH COUNCIL

MEETING CABINET

Meeting Date 12/10/2016

REPORT TITLE

Developers' Contributions for Affordable Housing

FOR DECISION

Cabinet Lead for Communities and Housing Cllr Leah Turner

Key Decision: Yes

1.0 Purpose of Report

1.1 To determine a set of both principles, and specific projects which Developers' Contributions for Affordable Housing, collected through the planning system, can be spent.

2.0 Recommendation

2.1 Cabinet approve this procedure for spending Developers' Contributions for Affordable Housing, attached as Appendix A,

2.2 Approval to spend Developers' Contributions for affordable housing is delegated jointly to the Cabinet Lead for Communities and Housing, and the Head of Housing, for the projects and set of general principles detailed in this report. This authority will extend up to the spending limits detailed in the report.

2.3 Approval is given to allocate up to £60,000 of the Developers' Contributions budget towards the provision of temporary accommodation suitable for single homeless persons to reduce the costs of Bed & Breakfast accommodation to the Council.

2.4 Approval is given to use the Developers' Contributions budget to increase staff resources if required.

3.0 Summary

3.1 Historically Havant Borough Council had not accumulated Developers' Contributions specifically for affordable housing; planning policy requirements were previously met by the provision of on site units and suggestions of financial sums in lieu of onsite provision was actively discouraged.

However, the Havant Borough Council Housing SPD adopted July 2011 makes clear reference to the Council's strategy in respect of any contributions accepted in lieu of on-site affordable housing, the ring-fencing of the monies to be used to meet the council's affordable housing objectives, and the options for spending those accrued funds.

NON EXEMPT

The subsequent National Planning Policy Framework published in March 2012, goes on to reinforce this HBC strategy with its emphasis on the '*presumption in favour of sustainable development*' which should be seen as a golden thread running through both plan-making and decision taking' and the importance of viability in plan-making so that plans are deliverable. That document together with the adopted HBC planning policies such as the Core Strategy, the above mentioned Housing SPD, and the Developer Contributions Guide November 2013, all suggest a degree of flexibility when negotiating planning obligations. For this reason, where scheme viability has been shown to be a significant factor the Council has agreed to accept a number of financial contributions in lieu of on site provision. This paper sets out proposals for spending these sums to support the provision of affordable housing within the Borough.

3.2 To keep up with demand for affordable housing some 292-368¹ affordable homes will need to be built annually, with current supply running at an average of 156 affordable homes per annum (based on the previous 3 years). There are currently (05/08/2016) 1881 households in housing need, registered on Hampshire Home Choice for rented accommodation in the Borough, plus 914 (latest available figures 01/04/2016) applicants to the Help to Buy Register seeking Intermediate housing options.

3.3 Developer's contributions are ring-fenced for the provision of affordable housing. It is expected that the Council will continue to collect Developers' Contributions as a result of new planning policies, and the continued submission of major planning applications.

3.4 This report identifies a number of spending opportunities as well as a series of general principles outlining how Developers' Contributions may be spent in the future.

4.0 Subject of Report

4.1 The current balance for Developers' Contributions for affordable housing is £421,421.00(not including inflation and interest). £152,139.00 is still to be paid to the Council by developers under existing S106 agreements and an additional £218,043.00 is agreed pending completion of the S106.

4.2 Paragraph 50 of the National Planning Policy Framework was published and Implemented in April 2012 and includes a statement that local authorities should:

"where they have identified affordable housing is required, set policies for meeting this need on site, unless off-site provision or a financial contribution of broadly equivalent value can be robustly justified (for example to improve or make more effective use of the existing housing stock) and the agreed approach contributes to the objective of creating mixed and balanced communities".

4.3 The national and local priority is always to provide affordable housing on site, but where a financial sum is collected there is the flexibility to fund strategic priorities

¹ South Hampshire Strategic Housing Market Assessment (January 2014) and the Objectively Assessed Housing Need Update (April 2016)

NON EXEMPT

such as making better use of existing housing stock. This could include the use of intermediate rented accommodation or temporary accommodation for homeless households as well as other affordable housing projects.

4.4 Housing Officers have met with Legal and the Community Infrastructure Officer to discuss the flexibility on spending Developers' Contributions, as outlined in this report.

4.5 The following list of potential spending options is not exhaustive, and may change over time, depending on needs and opportunities:

- Fund a Registered Provider to purchase properties on the open market for social, affordable, intermediate rent or for affordable home ownership options. Affordable Housing is becoming increasingly difficult to secure through HBC's traditional S106 route. This type of funding will enable additional affordable housing units over and above those which are gained through Planning Policy requirements.
- Fund purchase of land for development by a Registered Provider.
- Make grant contributions to a Registered Provider towards site development and / or construction costs on land already owned by the Council or Registered Provider - to bring forward development and/or improve tenure mix and enhance affordability for rental and affordable home ownership options
- Fund a Registered Provider to purchase suitable, completed new build units 'off the shelf' from a developer for rental /affordable home ownership
- Fund a Registered Provider to build new accommodation or convert / refurbish existing stock or private premises into suitable temporary accommodation to be used by the Council to discharge its duty under the Homeless Persons Legislation
- Where site viability results in affordable housing provision well below policy requirements, to fund a Registered Provider to procure additional affordable homes above S106 requirements. Some brownfield sites in Havant are constrained by viability issues and would benefit from this use of Developer Contributions.
- Fund any and all costs to the Council associated with negotiating and spending Developers' Contributions. This includes direct staffing costs associated with time spent on planning applications, sites or projects that best meet the Council's strategic housing priorities.
- Fund any direct project costs, including site surveys, consultant's reports, site mitigation, security, site clearance and any other feasibility or enabling costs, as required, on projects to provide any permanent or temporary accommodation using Developers' Contributions.
- To encourage innovation within new affordable housing that may not be funded from other means.

NON EXEMPT

- Fund any other projects, resources or services not listed within these general principles, but fall within the spending parameters and are in the spirit of the procedure.

4.6 Where funds are used to promote the release of existing homes for rent or provided as grant to Registered Providers to acquire or develop homes for rent or affordable home ownership, the Council will receive 100% nomination rights through Hampshire Home Choice or by direct referral in the case of temporary accommodation.

4.7 In addition to the set of potential spending principles in 4.5 a spending opportunity has already been identified and is detailed below:

Temporary accommodation project –

- *To allocate up to £60,000 of Developers' Contributions to Havant Housing Association (HHA) or other Registered Provider for the purpose of providing temporary accommodation for single homeless persons. HHA are currently in negotiations with The Guinness Partnership in order to purchase a large single dwelling to convert into shared accommodation, assuming the necessary planning consents are obtained.*

HHA will own and manage the accommodation, with additional support being provided by an outside agency. This project will be part-funded jointly by HBC and EHDC which will allow for conversion and refurbishment of the property to provide 5/6 rooms depending on the results of any survey report.

The Housing Teams from both local councils will use the units for statutory homeless persons for whom the Councils have a duty to provide accommodation. These persons would otherwise have been placed in Council funded B&B accommodation.

4.8 It is proposed that delegated authority would extend only to sites, projects and support services which fall within the following parameters. Any applications for funding which fall outside of the scope of the delegated authority will be referred back to Cabinet for approval.

- Affordable housing may be funded at a grant rate up to £50,000
- Funding for staff resources, feasibility or enabling work as outlined in the report may not exceed £25,000 per project.
- Total expenditure on any one project may not exceed £150,000; however should a viable project be identified, and funds are available, an additional report will be submitted to Cabinet.

5.0 Implications

NON EXEMPT

5.1 Resources:

- The current balance for developers' contributions for affordable housing is £421,421.00 (not including inflation and interest). £152,139.00 is still to be paid to HBC by developers under existing S106 agreement milestones. Projects to spend, identify future investment opportunities, and negotiate Developers' Contributions, will have a significant impact upon officer time.
- The Council's B&B expenditure for 2015/2016 for single persons was £39,689 for 19 placements. In Q1 of 2016/17 the expenditure is already at £2,210 due to the increase in applications from statutory homeless persons and a lack of availability of temporary accommodation to place them. If current trends continue the 2016/17 outturn is likely to be significantly up on the previous year.

5.2 Legal:

- Where the Council accepts a financial contribution in lieu of on-site provision of affordable housing this will be secured through a legal agreement under s106 Town and Country Planning Act 1990.
- The developer will usually require a covenant from the Council to spend the affordable housing contribution only for the provision of affordable housing in accordance with the agreement and, if asked, to return it to the developer if it has not been spent within a specified period (usually between 5 and 10 years).
- The Council's Housing Supplementary Planning Document adopted July 2011 states that financial contributions made in lieu of provision of on-site affordable housing will be ring-fenced and used to meet the Council's affordable housing objectives and in agreeing the procedure set out in this report the Council will show how this will be achieved in practice.

5.3 Strategy:

HBC Corporate Strategy 2015 – 2020 mission is to ensure that the communities of Havant will be increasingly prosperous, vibrant and active. To achieve this one of the priorities is to “improve people's lives by providing excellent public services that represent good value for money and meet our communities' needs”. One of the operational priorities which deliver the Corporate Strategy mission is Environmental Sustainability. There is an opportunity to support this by using developers' contributions where there may be gap funding, to ensure keeping pace with modern methods of construction and advances in renewable technologies.

5.4 Risks:

- The risk of not spending Developers' Contributions within the legally designated period will require the money to be paid back with interest. Within the current budget of collected funds £123,927.16 must be spent by 2025 or it must be returned, with interest.
- A streamlined procedure and set of principles for spending Developers' Contributions is required to justify the need to collect contributions. The

NON EXEMPT

risk of not scoping spending opportunities could mean the Council are not complying with paragraph 50 of the NPPF (referred to in 4.2) and developers will challenge future attempts to collect Developers' Contributions through S106 agreements.

- Not spending the contributions means that the Council is not maximising the delivery of affordable housing in the Borough.
- The risk of not using the Developers' Contributions budget to part-address the shortage of temporary accommodation will result in additional cost to the Council's B&B budget, plus an increased risk of the Council failing in its duty to accommodate single homeless persons.
- The risk of not allocating sufficient staff resources to pro-actively identify spending opportunities for Developers' Contributions increases the impact of the above risks

5.5 Communications: Due to the nature of the report a full external communications plan will not need to be developed. However, all active Registered Providers will be notified of the policy should it be approved. They have already been made aware of the proposal which replicates what is already happening in East Hampshire.

5.6 For the Community:

The use of Developers' Contributions will be to provide affordable housing of a range of sizes, type and tenure that would not have otherwise come forward through existing S106 agreements. Affordable housing provision not only benefits those in housing need, but also creates jobs and economic stimulus in an area, to benefit the wider community.

Consultation

- Head of Housing.
- Executive Director (Operations).
- Cabinet Lead for Communities and Housing.
- Community Infrastructure Officer.
- Head of Legal
- Registered Providers Liaison Group

Appendices:

Appendix A – Procedure for Allocating HBC Funding July 2016 (proposed)

Background Papers:

- National Planning Policy Framework Para 50
- Developer Contributions Guide May November 2013 – HBC document setting out CIL and Section 106 obligations

Agreed and signed off by:

Head of Legal Services: (date)

Head of Finance: (date)

NON EXEMPT

Relevant Head of Service: (date)

Cabinet Lead: (date)

Contact Officer: Julie Watson-Cowen

Job Title: Senior Housing Development Officer

Telephone: 02392 446508

E-Mail: julie.watson-cowen@havant.gov.uk

NON EXEMPT

Appendix A

PROCEDURE FOR ALLOCATING HBC FUNDING – JULY 2016

Background

Affordable housing should primarily be provided on site. Developers' Contributions will be sought where exceptional circumstances prevent onsite provision and where they are required through the Core Strategy and other Development Plan Documents. This includes sites of 11-14 net dwellings, and where a part unit is generated in the affordable housing calculation. Developers' Contributions will be used to aid the provision of affordable housing throughout the Borough, which includes financing the necessary resources, both internally and externally, to support this.

HBC will actively identify spending opportunities from this budget assisted by Registered Providers operating in the Borough. Funding required for any of the following general principles will be considered:

- Fund a Registered Provider to purchase properties on the open market for social, affordable, intermediate rent or for affordable home ownership options
- Fund purchase of land for development by a Registered Provider
- Make grant contributions to a Registered Provider towards site development and / or construction costs on land already owned by the Council or Registered Provider - to bring forward development and/or improve tenure mix and enhance affordability for rental and affordable home ownership options
- Fund a Registered Provider to purchase suitable, completed new build units 'off the shelf' from a developer for rental /affordable home ownership
- Fund a Registered Provider to build new accommodation or convert / refurbish existing stock or private premises into suitable temporary accommodation to be used by the Council to discharge it's duty under the Homeless Persons Legislation
- Where site viability results in affordable housing provision well below policy requirements, to fund a Registered Provider to procure additional affordable homes above s106 requirements. Some brownfield sites in the Havant area are constrained by viability issues and would benefit from this use of Developer Contributions.
- To compensate the Council with a capital receipt equivalent to its market value for Council owned land that is then made available to a Registered Provider at nil value, for the purpose of providing affordable housing development.
- Fund any and all costs to the Council associated with negotiating and spending Developer Contributions. This includes direct staffing costs associated with time

NON EXEMPT

spent on planning applications, sites or projects that best meet the Council's strategic housing priorities.

- Fund any direct project costs, including site surveys, consultant's reports, site mitigation, security, site clearance and any other feasibility or enabling costs, as required, on projects to provide any permanent or temporary accommodation using Developers' Contributions.
- To provide financial incentives to tenants of Registered Providers under-occupying large family homes or specially adapted properties, to enable them to move into accommodation more appropriate to their needs.
- To encourage innovation within new affordable housing that may not be funded from other means.
- Fund any other projects, resources or services not listed within these general principles, but fall within the spending parameters and are in the spirit of the procedure.

Procedure

1. Applications for funding from Registered Providers are to be made to the HBC Senior Housing Development Officer using the Application Form for Developers Contributions.
2. The Senior Housing Development Officer will assess the application to ensure it offers good value for money contributes to projects that address housing needs, meets the Council's strategic priorities and HBC Development Plan policies and NPPF policies.
3. Applications for funding from HBC Officers will be made in report format.
4. Applications from HBC / Registered Providers will be forwarded to the Cabinet Lead for Communities and the Head of Housing for approval.
5. If approved, payment will be made when the agreed milestone is reached (e.g. land acquisition, start on site, completion etc.) or in the case of feasibility / enabling works as and when payment for products or services are due within the agreed project spending limits.
6. HBC to raise a Purchase Order and pass relevant order number/s to the Registered Provider or other supplier.
7. HBC will pay the resulting invoice from the Developer's Contributions budget.
8. The Senior Housing Development Officer will report annually on expenditure, new projects and the resulting increase in affordable housing stock.

Julie Watson-Cowen
446508

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

NON EXEMPT

HAVANT BOROUGH COUNCIL

CABINET

1 July 2020

Covid-19 Response

Gill Kneller, Chief Executive

FOR DECISION

Portfolio: Leader of the Council, Cllr Michael Wilson

Key Decision: No

Report No: HBC/011/2020

1.0 Purpose of Report

1.1 This report is submitted to provide Cabinet with an update on the Council's response to the Covid-19 pandemic.

2.0 Recommendations

2.1 That Cabinet:

- a. Note the Council's response to Covid-19
- b. Note the emerging financial impact on the council budget.
- c. Note the policy for the administration of the Local Authority Discretionary Grants
- d. Invite Governance, Audit and Finance Board to co-ordinate the scrutiny of the Council's response to the Covid-19 Pandemic and to note the Governance, Audit and Finance response

3.0 Executive Summary

3.1 This report outlines the Council's response to the pandemic and is arranged as follows:

- Background
- Roles and responsibilities
- Council's response
 - i. Community support
 - ii. Business support
 - iii. Staff welfare and deployment
 - iv. Communications
 - v. Service delivery

- Financial implications of Covid
 - i. Support schemes available (Council Tax and Business Support)
 - ii. Financial impact on the Authority
 - iii. Supplier/Contractor Relief
 - iv. Commercial Property
- Legal implications of Covid
- Risk assessments and impact on the Council
- Equality Impact Assessment

4.0 Background and relationship to the Corporate Strategy and Business Plans

Background

- 4.1 The current coronavirus outbreak has presented a significant challenge internationally ever since the new strain was first identified in Wuhan City, China in December 2019. On 30 January 2020, the World Health Organisation (WHO) declared the outbreak of coronavirus a “Public Health Emergency of International Concern”. On 31 January the first confirmed cases of Covid-19 were recorded in the UK.
- 4.2 On 10 February, the Secretary of State for Health and Social Care announced the introduction of a set of strengthened legal powers to increase protections against the coronavirus outbreak in England. The Health Protection (Coronavirus) Regulation 2020 were introduced to keep in isolation individuals considered by public health professionals to be a reasonable risk of spreading the virus.
- 4.3 On 3 March 2020, following a meeting of the COBR committee, the government published the Coronavirus Action Plan, which set out the stages of response to the outbreak as contain, delay, research and mitigate. It was stated that the precise response to coronavirus would be to the nature, scale, and location of the threat in the UK, as the scientific understanding developed.
- 4.4 The Chief Medical Officer announced the first death of a patient in the UK with coronavirus on 5 March 2020.
- 4.5 On 9 March 2020, the Secretary of State for Housing, Communities and Local Government announced a new taskforce which would bring together senior experts from across relevant sectors such as resilience, local government, public health and adult social care and would assess LRF plans and readiness, and provide support and advice to ensure they are robust.

- 4.6 On 11 March 2020, as part of the Budget, the Chancellor set out a package to provide support for public services, individuals and businesses affected by the coronavirus.
- 4.7 The virus that causes Covid-19 disease has been present and spreading in the community. The Hampshire and Isle of Wight LRF and partners have enacted the measures from Government to delay the spread of infection, including school closures and cessation of non-critical services. A wider lockdown on society was put in place on 23 March 2020.

Roles and responsibilities

- 4.8 At a national level the lead responsibility for providing overall multi-agency command, control, and co-ordination throughout the different phases of the pandemic lies with COBR with the Department of Health and Social Care (DHSC) and Public Health England (PHE) playing a key role.
- 4.9 At a local level, the HIOW Local Resilience Forum (LRF) is responsible for coordinating the county response and recovery to the pandemic. LRFs are multi-agency partnerships made up of representatives from local authorities, the NHS, the Environment Agency and others. These agencies are known as Category 1 responders. In addition, LRFs are supported by organisations known as Category 2 responders such as Highways Agency and public utility companies. The LRF follows a nationally approved framework and it is our link into central Government during an emergency. Having this framework in place facilitates a multi-agency response allowing capacity and expertise across a range of organisations to be pooled giving a significant body of support to deal effectively with severe emergency events such as Covid-19.
- 4.10 On 19 March the HIOW LRF declared the Covid-19 outbreak a major incident ensuring all partners could use joint working arrangements to effectively manage and where possible minimise the impact of the virus on the population. A Strategic Coordinating Group (SCG) leads the response to the pandemic and strategic objectives were defined from the outset. The role of the SCG is to coordinate efforts, to ensure that all programmes of activity delivered by the HIOW LRF support the overall strategic aims and to report up to central Government.
- 4.11 HBC has an agreement in place with Hampshire County Council to deal with emergencies that may arise which require a coordinated response. This is a collaborative arrangement pursuant to The Civil

Contingencies Act 2004 and The Civil Contingencies Act 2004 (Contingency Planning) Regulations 2005. All Councils across HIOW have signed up to this arrangement. It ensures that responses to any declared emergencies are consistent. As the government declared Covid-19 as a major incident at a national level this triggered the SCG to put in place the emergency response structure and chains of command as detailed at *Appendix 1 - SCG structure*. A national emergency means that the LRF play an important role in the cascade of information from Government. This information is then coordinated, shared and relevant actions at a local level are identified. The memorandum of understanding in place ensures that the Councils across HIOW provide mutual aid to each other. For example if resources were depleted in HBC we could call on Councils within the agreement to respond.

Council response

- 4.12 On 25 February 2020 officers convened a Covid-19 team to assess and prepare for any possible impacts of Covid following the increased risk posed by the virus and spread to mainland Europe (Italy).
- 4.13 Executive Board received its first update on 10 March on business continuity planning for a pandemic and on the 17 March Executive Board agreed:
- Every member of staff should work from home, where possible, and IT should support transition to this arrangement
 - All external meetings and events should be cancelled with immediate effect until at least 1 September 2020 and staff should cease visits to businesses/community unless for essential services
 - Essential services should be maintained such as housing, revenue and benefits and waste collections.
 - To review draft delegations and upcoming political meetings and prepare a briefing note for all members on the arrangements being put in place for Executive and Non-Executive functions.
- 4.14 From 18 March 2020 the Covid-19 team met with the Corporate Management Team (CEO, Directors and Heads of Service) to lead on the Council's response starting with an immediate review of the Business Continuity Plan, business critical functions and support for

the vulnerable. The *Council Business Continuity Plan* is attached at *Appendix 2*. This group met on a daily basis between 18 March 2020 and 3 April 2020 to coordinate the immediate Council response and continues to regularly meet to review the ongoing Covid-19 response.

- 4.15 The decision to close the Council offices from 23 March 2020 was made on 20 March 2020. This decision was made with the safety of customers and staff in mind as part of steps taken to combat the spread of Covid-19. Measures had already been implemented to encourage social distancing for our face to face services, but these had proven to be unsuccessful. The capabilities of back office departments to continue to support face to face front line services was also impacted as staff were having to self-isolate and work from home. Prior to the decision being made we consulted with our partners in order that they could plan for alternative service delivery. When the decision was made to close the Plaza our partners had already taken steps to decant from the building. Using evidence and experience of the services that customers access face to face, we identified alternative methods, the website was updated to include this information and social media was also used to keep customers informed.
- 4.16 The Covid-19 response is co-ordinated by five workstreams, directed and overseen by the Chief Executive and Corporate Management Team as highlighted by the structure diagram below.
- 4.17 The strategic objectives of the Council's response were:
- to support the most vulnerable in our community;
 - to support local businesses and administer support packages as set out by central government;
 - to maintain delivery of council services and in particular to protect critical service delivery;
 - to move to remote working for those staff who can work from home and to maintain a safe environment for those working at the Plaza or in the community;
 - to keep all stakeholders informed and to signpost the support available; and
 - to monitor the Council's finances and take the actions required to ensure financial sustainability in the short, medium and long term.



Community support workstream

Purpose

4.18 This workstream links to the LRF Welfare group, led by HCC and aims to protect the most vulnerable in our area. This includes the 'clinically extremely vulnerable' identified by the NHS (those on the shielded list), and also those not on the shielded list who could be potentially vulnerable, due to their age, showing symptoms or facing financial hardship. The Council, supported by partners such as Community First, is providing signposting and referrals to appropriate support in the area and ensuring any emergency requests coming through the Local Response Centre are dealt with in a timely manner.

Decisions made

4.19 The Council moved quickly to ensure its most vulnerable residents (Shielded list) in the Borough were protected working with the County to ensure we had a mechanism in place to triage referrals from the County. A Memorandum of Understanding was agreed between the County, Community First and the Council stating that the Council will run the Local Response Centre with Community First able to support the Council in this role should it be required. Community First focused on the co-ordination of the volunteers and supporting the local groups in safeguarding, training. *Appendix 3 details the timeline of decisions made.*

Call centre & Food Hub

- 4.20 A virtual call centre known as the Local Response Centre (LRC) was established and staff in the organisation redeployed to answer calls from people seeking assistance in our area. The centre is manned 9am-5pm, seven days per week. It is a shared resource across both Havant and East Hampshire to ensure an element of resilience when resourcing this, and this approach has worked well. The purpose of the centre is to assist with any support needs such as the delivery of food parcels or medicine to those who have requested them. All residents in the Council area have received a newsletter advertising the contact details of the County call centre. Alongside the setting up of the LRC, a food hub was set up at Leigh Park Community Centre, managed by Council officers. Negotiation with the local Tesco ensured a weekly food delivery that has been used for emergencies and topping up of the food banks where required. Civil Enforcement Officers have been redeployed since the end of March to deliver emergency food packages over the weekends and bank holidays.
- 4.21 As part of the work on identifying our potentially vulnerable residents (not on the shielded list) the Council instigated a project to contact thousands of residents by phone to check in on them and offer assistance where required and let them know about options. A script and data recording system was finalised to ensure calls were standardised with staff being redeployed to conduct the calls. A total of 95 staff have been calling vulnerable residents and as of 29 May these colleagues have made over 5,597 calls to Havant residents with over 50 referrals made to the virtual call centre for assistance.
- 4.22 On the 7 May 2020, HCC requested that local Councils carry out welfare checks on those people on the shielded list who are not responding to the County. A team has been set up and are on standby each week to carry this out as required.
- 4.23 A weekly meeting for Local Support Groups has been set up, chaired by Community First, and attended by the Deputy Leader and HBC officers, to update and share concerns and, good practice in relation to supporting local communities.
- 4.24 *Appendix 4 provides the latest weekly update on calls from the call centre.*

Homelessness & rough sleepers

- 4.25 On the 26 March 2020, MHCLG sent a letter to all Councils (*Appendix 5*) with a direction to safeguard as many homeless as possible from Covid-19 and to bring in those off the streets to protect their health and to stop wider transmission of the virus. Officers have worked with 130 households since the end of March and have offered accommodation to anyone presenting as homeless regardless of whether there is a legal duty owed to them. There have been 21 households placed into B&B and 20 have refused an offer and made alternative arrangements. There are currently 42 households still in emergency accommodation, 15 of which are placements protecting people from Covid-19 with the remaining being households placed under a legal duty prior to the pandemic and unable to move on. To ensure there were vacancies available to place into, the Council block booked six rooms at Buriton where the landlord has been incredibly supportive ensuring additional cleaning and safeguarding mechanisms have been put in place for those placed there. There is weekly contact with all those placed into B&B either from Council officers or from Two Saints. Officers are currently looking at move-on plans to ensure people do not return to the streets. There has been no move-on through Hampshire Home Choice for over two months, however our partner registered providers are starting discussions about when this may begin again.
- 4.26 Gypsies and travellers are designated as being in a vulnerable group and as such the Council must ensure support and appropriate advice is available if required. A team has been set up to deal with this and are currently working on identifying potential temporary sites should they be required.

Horizon Field Hospital

- 4.27 In late March Havant Borough Council was asked to assist with the NHS's contingency planning for increasing capacity for Covid-19 patients. The Horizon Leisure Centre was considered as a community field hospital.
- 4.28 From 16 March 2020 the Council was involved with the initial investigations. HBC provided property, engineering and project management resources and supported the NHS/Clinical Commissioning Group (CCG) with their contingency planning until 23 April 2020, when, modelling was indicating to the CCG that a community hospital at Horizon Leisure Centre was not likely to be needed. However, work on the Licence to Occupy continued between

the legal departments of both to enable the legalities to be quickly progressed in the future, should they become necessary.

- 4.29 The workstreams provided by HBC to support the project development and action plan are supplied as *Appendix 6 – Horizon Community Hospital Action Plan*.

Challenges faced

- 4.30 Hampshire County Council, as the lead coordinated the initial response around the establishment of hubs to provide assistance to those on the shielded list and potentially in need of support. Communication from County was clear of the importance, both to avoid wasted efforts but especially to avoid potentially dangerous confusion, that HCC take the lead and that the Council should await a steer from the County. See *Appendix 7 – Communication from HCC on response*. This meant that the Council was unable to move ahead until the County helpline number was made available for us to publish. The County helpline went live 1 April 2020 and the Council was ready to take referrals with immediate effect.
- 4.31 When the Council received notification from MHCLG that it must ensure all rough sleepers were assisted, there were some frustrations and challenges in securing accommodation. The NHS block booked whole hotel chains for key workers and owners of B&B were more willing to work with key workers as opposed to rough sleepers. This also impacted many of our Local Authority colleagues across the county as all tried to make bookings. As the week went on vacancies were slowly released but one of our sources of accommodation – Premier Inns, chose not to work with Councils, despite pressure from the MHCLG.
- 4.32 Another challenge was the reluctance from County to share any data with us despite it being encouraged by the Government subject to compliance with data protection laws. There were a number of weeks pent requesting data and on 7 May 2020 the County requested support from Districts and Boroughs to follow up on welfare visits to those on the shielded list where contact had not been made or made and then lost. The relevant data was then shared to enable the Council to carry out welfare visits and then cross reference with ours to ensure we minimised ‘call fatigue’ to our potentially vulnerable residents. There is no requirement for the County to share all the data of all those on the shielded list as the Council would have no need for this data. The County had already at this point established who was in need of support. Personal data can only be shared if there is a necessity to do

and it is to ensure the safety of the individual. The Council now receives weekly data for those requiring food parcels or welfare visits. A data sharing agreement has been signed with the County, explicitly advising of how this data can be used and that it is not to be shared further.

Business support workstream

Purpose

4.33 This workstream is focussed on supporting local businesses by processing grants as quickly as possible, signposting to other support available and using local expertise. The Council will play a critical role in supporting business in the short term and re-building the economy in the medium to long term.

Decisions made

4.34 Covid-19 has had and will continue to have a significant impact on businesses and on the economy with the nature and scale of the event being unprecedented. Government has released a package of support which has been developed and implemented quickly and the impact of those interventions are not yet known. The Government package includes a range of initiatives including loans, grants, extended business rates reliefs and business support tools. An expanded retail discount scheme has increased the amount of business rate relief to 100% for 2020-21 and broadens the eligibility criteria to include leisure, hospitality, estate and letting agencies and certain gambling establishments. Eligible nurseries will also receive 100% business rate reliefs. In addition, the Government has committed to support the economy by giving support to some businesses affected by the outbreak through Small Business Grants and Retail, Hospitality and Leisure Grants. Those businesses (around 1,500 in Havant) are eligible for grants of either £10,000 or £25,000. In early May the Government also announced an additional small business grant fund to support small businesses outside of the scope of the initial businesses support grant funds scheme.

4.35 Local authorities have been given direct responsibility for delivering the following:

- Business rate relief schemes
- Business support grants
- Discretionary small business grants

- 4.36 A Covid-19 business support taskforce, led by a senior officer and supported by a number of officers from across a range of teams including revenue and benefits, economic development, finance, communications, corporate support and programme management was established. Initial work of this workstream was to assist with business survival during the early weeks of the pandemic and this included the administration of the business rate relief scheme and business grants, signposting businesses to other support packages, query handling and guidance and bespoke support for complex or non standard businesses.
- 4.37 The initial allocation for business support grants for Havant Borough Council was just over £25m which was based on reported hereditaments. Following a review, it was established that around 400 of those hereditaments would not be eligible against the government criteria. There are currently approximately 1,500 eligible businesses, although this number may reduce further. As of 28th May, 1184 business had been paid the grant to a value of £14,225m (84.8% of eligible businesses).
- 4.38 Plans have already been put in place to administer the new small business discretionary fund which was announced in early May. This scheme is further discussed in the finance section of this report.

Challenges faced

- 4.39 We have worked closely with our supplier, Capita, to ensure that they implemented the necessary processes to administer the new business rates reliefs and to check the validity of grant applications prior to processing for payment. This has included ensuring an increase in staff resources within the Capita team, establishing a tracking process to enable the Council to have oversight of the process and holding twice-weekly meetings with Capita to chart progress. A summary of the challenges faced in the early stages of the grant distribution is contained in the table below:

Challenge	Response
Staffing	Initially 3.5 FTE (covering the 5 Councils contract), staffing was increased to 12 from week commencing 14 April and further increased to 25 week commencing 20 April (with staff making outbound calls to encourage take-up)

Software	The system used by Capita, Academy, had no automated form developed to gather information and to process grant payments. While a manual form was issued early on for completion, the large influx of queries resulted in staff time reviewing and handing queries rather than processing.
Take-up	Manual web-form went live on 1 April for completion. Phone calls to customer started week commencing 20 April with letter to customers to encourage take up 27 April
Grand refund process	Initially a manual process in place with first grants paid through Faster Payments. A batch processing system was developed and deployed on 13 April
Queries	Over 300 queries were received which required reviewing and responding. The initial team of 3.5 FTE were not equipped to handle the volume and complexity of some of the queries and as a result Council staff assisted to resolve some of the queries in order that payments could be processed.

4.40 There remain approximately 10% of businesses that could be eligible for grant who have yet come forward to apply. We have taken a number of proactive steps to address this, namely:

- Contacting all businesses directly by email and phone wherever we held those details
- Writing directly to all business premises
- An intensive communications campaign, including website updates, electronic business bulletins and extensive use of social media as well as working with local press bodies to promote via news stories
- Using our extensive network of business contacts and through our partners and local business organisations, such as the Federation of Small Business, Chambers of Commerce and others, to disseminate information and encourage businesses to come forward.

- Writing to local accountancy firms to ask them to encourage their clients to check eligibility and come forward.
- Through regular briefings and newsletters, working with our MPs and all Councillors to help them to encourage local businesses in their constituency to come forward.
- Seeking advice from central Government as to any other channels we could use to access those ‘hard to reach’ businesses as well as discussions with other local authorities.

Staffing workstream

Purpose

4.41 This workstream has focused on making sure our staff are able to work from home safely and well, are supported in adapting to the radically changing working conditions, as well as ensuring that resources are used most effectively by identifying any opportunities for redeployment to those service areas that need it most.

Decisions made

4.42 Covid-19 has changed the way the Council works in a very short space of time. It has achieved a ‘forced shift’ to digital remarkably well. The way staff are working and how they are interacting at all different levels has radically changed. The emergency has driven the digital transformation at pace and has highlighted the way our workforce can adapt quickly to these changes. The workforce has risen to the challenge of Covid-19 and has continued to deliver critical Council services despite the various challenges that ‘forced’ homeworking creates. They have demonstrated agility and flexibility and above all a professionalism and commitment which has ensured that Council services continue even in the face of extreme adversity.

4.43 What this workstream has fully recognised is that this is not ‘normal’ home working at the moment, and for some, homeworking will be a far from positive experience. As such, this workstream has focused on delivering interventions which meet a wide range of staff and organisational needs such as:

- a. Widening the scope of corporate communications to increase inclusivity and collaboration amongst staff e.g. Kneller’s News and Team Talk are now delivered virtually via Skype

- b. Creating and implementing a dedicated weekly wellbeing newsletter to signpost all the relevant types of support that are available to staff
- c. Developing staff and management guides for all types of HR matters related to Covid-19
- d. Ongoing data collection to create a variety of dashboards for staffing and redeployment to ensure staff resources are used in the most effective way
- e. Creating a dedicated redeployment team to oversee all redeployments to ensure H&S and all people related requirements are met
- f. Creating manager support schemes to ensure that best practice on effectively managing virtual teams is shared
- g. Implementing a variety of e-learning tools and courses focused on mental wellbeing and working remotely.

Service delivery

4.44 The Council initially identified our critical priority services to maintain as follows;

Corporate Services

4.45 The initial focus, following the decision by Executive Board on 17 March, was to ensure that as many officers were able to work from home and the Council could continue to deliver its critical functions. Critical Council services were identified based on the Business Continuity Plan and further services were added (such as Economic Development and Community teams) to ensure that the council could provide the necessary support to business and residents in light of the challenges of Covid-19. A list of staff was produced from the critical services to understand who would require additional IT kit and arrangements were made to source and deploy that kit. *Appendix 8 details the IT deployment of kit to date.*

4.46 Finance – the service successfully moved in-house from Capita on 1 April with processes put in place to ensure that business grants could be paid. Finance has continued to operate fully during the pandemic with the financial year-end timetable deadlines remaining in place and a provisional outturn being produced before the end of May 2020. Cashflow modelling, reviewing of budgets and completion of MHCLG returns has been the focus during the initial response phase, in addition to completing year-end accounts.

- 4.47 Human Resources – HR administration and payroll successfully moved in-house from Capita on 1 April and all HR processes have continued during the pandemic. The successful migration of payroll ensured staff were paid as usual on 30 April and the new team are already focussed on process improvements. HR response to Covid has included new FAQs provided to staff and managers to assist with working during the pandemic, preparation of evidence letter for key workers (to use whilst travelling during the lockdown), redeployment process for staff to ensure critical functions are maintained and proactive monitoring of Employee Assistance Programme (EAP) take-up and Mental Health First Aiders work.
- 4.48 Environmental Services – service changes were implemented early on in order to preserve essential elements of waste collection. Bulky waste collections were put on hold, public toilets closed, and green waste and recycling delayed if necessary, to enable household waste collection to continue. New protocols for Norse staff were implemented in order to limit close contact of crews and household waste collections have been maintained through the lockdown.
- 4.49 Corporate Support and Facilities Management – Corporate Support have continued to provide services to the organisation such as scanning, invoice and purchase order raising and dealing with post. This work has allowed for the majority of Council staff to remain homeworking during the lockdown. Facilities Management have worked to ensure the Plaza has remained open for those staff who need access, ensuring additional cleaning is in place and worked on preparing risk assessments for any future reopening taking account of potential social distancing working environments. Staff have also ensured that equipment is delivered to those working from home.
- 4.50 Capita services - (Customer Services, Revenue & Benefits) – Capita service has continued to be provided with focus on ensuring that the remaining contracted services are running and providing for residents. The Revenue and Benefits Capita team have been focussed on the distribution of the business grants.

Regeneration and Place

- 4.51 The initial focus was on the establishment of the community support workstream and the business engagement workstream to ensure that both were appropriately staffed to take the work forward, further information is contained within this report on both these workstreams.

- 4.52 The remaining critical services within Operations & Place Making have been focussed on continued delivery based on the Business Continuity Plans.
- 4.53 Neighbourhood Support – monitoring of business closures as directed by Government and acting on complaints/reports if necessary. Guidance has been issued to residents about not burning waste and restricting noise levels to be considerate to neighbours. Further work has focussed on monitoring of fly-tipping as a result of the Household Waste Recycling Centres being closed during the first phase of the lockdown whilst also monitoring Health and Safety in particular for care homes. A decision was made to keep our car park's open but to keep charging in place in order to discourage attendance at car parks only when necessary, this was based on Government guidance.
- 4.54 Housing – all statutory duties have continued to be complied with, HRA assessments are being carried out in full over phone and advice and referrals to support agencies are proceeding as required. Participation in the Hampshire Homelessness sub-group has continued as has mediation between families and landlords where necessary.

Non-critical services

- 4.55 The Secretary of State (SoS) provided guidance to ensure that Planning and Licensing services continued to be provided during the lockdown due to their importance to the economy. These and many other Council team not listed as critical have worked to change processes to maintain as much as possible 'business as usual' activity during the lockdown. For example, Planning have continued processing planning applications and conducting virtual site visits.

Staff redeployment

- 4.56 Changes in staffing are updated on a weekly basis by every Head of Service. From this information a weekly staffing picture is created by the HR team which highlights to senior management the use of staffing resources. At a glance, the senior team are able to identify whether there are any resources which could be effectively redeployed into other teams where there are resourcing pinch points. Please see *Appendix 9 – Staffing Picture Dashboard and Appendix 10 – Redeployment Dashboard*. This ensures staff resources are used in the very best way possible during this emergency. Highlights each week from the dashboards are shared with all Heads of Service to ensure that trends in resource can be monitored and relevant actions taken where needed.

Staff welfare

4.57 Display Screen Equipment (DSE) assessments have been completed by staff now working from home and services have completed additional risk assessments to reflect new working arrangements. Guidance on welfare and wellbeing when working from home has been circulated to staff through a weekly staff newsletter, updated HR FAQs for managers and via the Health and Safety Champions and Mental Health First Aiders. The Employee Assistance Programme is available for confidential staff support. The team is proactively monitoring take up of the Employee Assistance Programme and use of the in-house Mental Health First Aiders. Union representatives are also involved in this workstream as well as sitting on the Covid-19 Corporate Management Team meetings.

4.58 As of 28 May 2020, numbers of staff still working in the office and numbers reporting as sick is provided below as well as staff accessing support services. To date, no staff members have had Covid-19. In addition, staff have access to the Tipner Covid testing site, if they are showing symptoms and are within the first five days, any member of staff can register and attend for a Covid test.

Daily Office Numbers	18/5	19/5	20/5	21/5	22/5	26/5	27/5
Plaza	31	32	22	31	25	26	27
HBC	19	18	16	20	15	16	12
Capita	7	5	7	6	5	5	7
HCC	5	8	9	5	5	7	8
Officers arriving without prior notification	2	0	0	0	0	2	0
Officers notifying of visit to office	1	1	0	1	2	0	0

Staff Information	HBC
Number of confirmed cases	0
Number of staff self-isolating not WFH	23
Number of staff self-isolating WFH	35
Number of staff sick non Covid related	6
Number of staff returning to work	0
Number of staff attending testing – negative result	1

Challenges faced

- 4.59 The commitment to maintaining service delivery albeit in a different way will put the Council in a strong position to respond to future waves of Covid-19 and to support the recovery phase once lockdown is eased. Officers are committed to learning the lessons from the pandemic to help inform the transformation of its services going forward.

Communications workstream

Purpose

- 4.60 This workstream is focused on keeping the relevant people informed of key information in a rapidly changing situation and ensuring consistent messaging across all platforms.

Decisions made

- 4.61 Throughout the pandemic, regular all-staff emails have been sent to keep staff informed. As the situation has evolved these communications have focused on matters such as working from home, staff welfare and support for managers. In addition, regular corporate communication tools such as Kneller's News and TeamTalk have been conducted through Skype for Business with over 200 staff participating in each of these sessions when held. Councillors have been kept informed through regular Councillor Newsletters and updates together with virtual seminars on key themes.
- 4.62 External communications have been focused on residents' leaflets which provided information on where to access help for those that are vulnerable. It also provided businesses with assistance on how to access available grants. There has been considerable use of social media tools to get messages out to as many residents and businesses as possible. The reach of online messages and communications has extended significantly during the crisis. The channel shift achieved in such a short space of time has been high and the team has maximised the reach as much as possible. Since 27 March 2020, the HBC website has had 58,163 views on its coronavirus pages. Since 21 March 2020, we've posted 145 times on Facebook and gained 578 followers (15 per cent increase). Since 21 March 2020, we've posted 166 times on Twitter and gained 109 followers (three per cent increase). The HBC e-newsletter has seen 712 new subscribers and we have sent 51 bulletins.

- 4.63 In addition to this the development of visually strong graphics ensures that the residents have a clear picture on the ongoing work and commitment of the council to the delivery of services during these unprecedented times.
- 4.64 The team has been working to a communications strategy which targets and supports the four key audiences referenced earlier. See *Appendix 11 – Communications Strategy*
- 4.65 The communications team has also been working with our communications colleagues in the Local Resilience Forum (LRF) to ensure we are working in a coordinated and collaborative fashion. We are also using shared assets with the LRF and central government campaigns (this includes visuals and videos).

Challenges faced

- 4.66 It has been a high pressure intense environment where communications have been critical on a daily basis. The communications team has been instrumental in communicating with businesses to ensure they get the help they need, targeting vulnerable residents so they get support and enabling staff to remain connected and informed whilst working from home. This has been a challenge, but it has enabled a significant shift towards embracing digital.

Finance workstream

Purpose

- 4.67 To ensure the Council distributes government support schemes to businesses and residents within the Borough to assist with the economic response to Covid and to ensure the Council remains financially viable during the pandemic in both the short, medium and long term.

Council Tax and Hardship Support

- 4.68 As part of the Covid-19 financial support package the Government announced within the March Budget that there would be an additional £500m of new grant to support economically vulnerable people and households in their area.

- 4.69 The hardship fund will be used to provide council tax relief, alongside our existing Council Tax Support Scheme (CTSS). The Councils allocation of funding is £1,099,899.
- 4.70 The Government's guidance sets out the expectation that Councils will provide all residents of working age in receipt of CTSS with a further reduction in their annual council tax bill up to a value of £150 during the financial year 2020-21. Where the liability for the year is less than £150 after the application of the CTSS, then their liability would be reduced to nil. Where the taxpayers liability is already nil, no reduction to the council tax bill will be available.
- 4.71 After the allocation of this reduction the Government expects billing authorities to establish their own local approach to using any remaining grant to assist those in most need such as:
- Increasing the initial £150 amount to a higher amount
 - Creating a hardship fund to be allocated on a case by case basis
- 4.72 The recommendation currently being considered by the Portfolio Holder is to maximise the award to recipients of CTSS taking into account potential new cases during the financial year. The benefit of this proposal is that it remains simple and can be administered automatically. It is estimated on current information that the benefit would be in the region of £200 per recipient. This should benefit in the region of 5000 households in Havant.

Discretionary Business Grants

- 4.73 On the 6 May, the Council received notification from the Department of Business, Economy and Industrial Strategy outlining proposals for a Local Authority Discretionary Grant Fund which would support small and micro businesses that had not qualified for financial support through any of the current government financial support schemes.
- 4.74 Further guidance has now been received and confirmation that Havant will receive £860,250 to allocate through the Local Discretionary Grant Fund.
- 4.75 Local authorities will need to prioritise the following types of business:
- Small businesses in shared offices or other flexible workspaces

- Regular market traders (must have permanent structure registered in the area and be trading for 5 days per week)
- Bed and breakfast establishments which pay council tax instead of business rates
- Charity properties in receipt of charitable business rates relief which would otherwise have been eligible for Small Business Rates Relief or Rural Rates Relief.

4.76 Havant have agreed a policy and process and details of this can be found at *Appendix 12 – Discretionary Grant Scheme*.

Housing Benefits

4.77 There have been changes to housing benefit and these are detailed below:

Increased Local Housing Allowance rates

- The Chancellor announced that from April 2020 Local Housing Allowance (LHA) rates will be increased to the 30th percentile (subject to the maximum caps). New legislation will be laid to replace the previous legislation which instructed a Consumer Price Index increase providing a new rent officer determination date of 31 March 2020. The new rates will be effective from 1 April 2020. To enable swift action to be taken, rent officers in England, Scotland and Wales have published the new LHA rates on www.gov.uk
- LHA rates have been uplifted to reflect the amounts

Amendment to the Additional Earnings disregard

- The Additional Earnings disregard in the Housing Benefit Regulations 2006 and the Housing Benefit (persons who have attained the qualifying age for state pension credit) regulations 2006 is being increased from £17.10 to £37.10 per week to ensure that the increase in the maximum rate of the basic element of Working Tax Credit (WTC) of approximately £20 per week is not clawed back where a person claims or is entitled to HB. The change will also apply to persons who are not entitled to WTC but who comply with certain conditions with respect to minimum hours of work as set out in the regulations relating to HB. The change comes into force on 6 April 2020 and ceases to apply at the end of 4 April 2021

Financial impact

- 4.78 The Covid-19 pandemic is likely to have serve financial implications for the 2020-21 Budget and the longer term financial sustainability of the Council. The combination of additional expenditure, lost income and economic uncertainty is a significant challenge and officers are undertaking a programme of work to assess the likely impacts and develop our response.
- 4.79 The pandemic poses a significant financial challenge to the Council and extensive work is being undertaken to track the additional expenditure required by the additional duties imposed on the Council as well as the substantial loss of income from service provision and commercial property during the lockdown.
- 4.80 The Government has already allocated £3.7 billion to local authorities to support their own response as follows:
- In the first allocation HBC received £58,981 and the second allocation HBC received £1,262,535
 - A £500m Hardship Fund distributed in relation to existing Council Tax Support Schemes with an allocation of £1,099,899 for HBC
 - An extra £3.2m nationally for rough sleepers of which HBC's share is approximately £2,000.
- 4.81 The Council is providing information to MHCLG on a monthly basis regarding additional expenditure and lost income and lobbying for additional funding to carry out additional duties and replace lost income.
- 4.82 A Covid-19 cost centre has been established and the s151/Director of Corporate Services will allocate funding in liaison with the Chief Executive in line with priorities identified by the Council.
- 4.83 A far more significant impact to the Council is the loss of revenue through reduced income and from arrears in council tax and business rates.
- 4.84 An initial analysis has been conducted on key income streams for April against budget and prior year actuals to understand the impact. The table below details the percentage shortfall of income against budget for some of our key income streams. In summary for the month of April:

- Regulatory services income (Building Control, Planning, Land Charges) is down between 50%-75%
 - Parking Services income is down between 86%-97%
 - Other significant income streams are down around 50%
- Note: quarterly billing of property income impacts on these monthly figures*

4.85 Income monitoring will continue, to fully understand the financial impacts in particular as circumstances change over the coming months.

Service Area	Cost Centre	Subjective	2020/21 Budget	April Budget 1/12 Full Year	April 2020 actuals	April 2019 actuals (comparison)	Difference between 2020 actuals and budget	% difference between actual and budget
Building Control - Fee	HVBCFE	92200 - Planning - application fees	-£138,000	- 11,495.00	- 5,743.33	- 6,784.10	- 5,751.67	50.04%
Beach Huts	HVBEHU	94100 - Miscellaneous income	-£256,000	- 21,325.00	- 399.00	- 399.00	- 20,926.00	98.13%
Cemeteries	HVCEMS	94100 - Miscellaneous income	-£215,000	- 17,909.00	-	- 684.00	- 17,909.00	100.00%
Planning fees	HVDMFE	92200 - Planning - application fees	-£580,000	- 48,314.00	- 12,487.00	- 64,593.00	- 35,827.00	74.15%
Estates	HVESTS	92899 - Rent income	-£536,733	- 44,710.00	- 28,392.70	- 105,888.87	- 16,317.30	36.50%
Property	HVINVP*	93899 - Investment prop'y rent income	-£1,454,186	- 121,134.00	-280,333.18	- 205,301.50	159,199.18	-131.42%
Local Land Charges	HVLCCH	92400 - Land Charges - search fee	-£121,000	- 10,079.00	- 5,355.03	- 13,819.92	- 4,723.97	46.87%
Off-Street Parking	HVOFPK	92300 - Car Parking - fees	-£1,985,762	- 165,414.00	- 5,454.76	- 87,637.69	- 159,959.24	96.70%
Off-Street Parking	HVOFPK	92302 - Car Parking - season tickets	-£120,000	- 9,996.00	- 629.17	- 23,260.87	- 9,366.83	93.71%
Off-Street Parking	HVOFPK	92703 - Fixed penalty notices	-£144,966	- 12,076.00	- 1,634.50	- 27,695.00	- 10,441.50	86.46%
On Street Parking	HVONPK	92703 - Fixed penalty notices	-£163,483	- 13,618.00	- 392.00	- 1,353.00	- 13,226.00	97.12%
Open Spaces	HVOPEN	92000 - Sales income	-£315,000	- 26,239.00	-	- 19,450.00	- 26,239.00	100.00%
R&B Contract Management	HVRBCM	92702 - Court fees income	-£267,000	- 22,241.00	-	-	- 22,241.00	100.00%
Hackney Carriage/Private Hire	HVTAXI	92512 - Private hire - vehicle licence	-£100,000	- 8,330.00	- 4,536.00	- 7,015.00	- 3,794.00	45.55%
Transport & Implementation	HVTRAN	92000 - Fee - Sales income	-£425,000	- 35,402.00	-	- 494.16	- 35,402.00	100.00%
			-£6,822,130	- 568,282.00	-345,356.67		- 222,925.33	

** note Investment property income is billed quarterly hence favourable looking position*

4.86 The revenue budget relies significantly on income from fees and charges and commercial property. The impact of the current measures has already had a significant impact on the 2020-21 budget and potentially into future years.

4.87 Based on current estimates the impact on Covid-19 could be as follows up until end of June:

HBC						
All figs in £'000						
Funding Support Received to date (share of £3.2bn);						£1,321
Deduct:	March	April	May	June	TOTAL	TOTAL
Estimated Additional spending pressures to end of June;	£4	£26	£30	£30		£90
Estimated Income Losses to end of June;						
1 - Retained Business Rates					£600	
2 - Council Tax					£700	
3 - Sales, fees and charges	£94	£325	£325	£325	£1,069	
4 - Commercial Income	£83	£83	£83	£83	£332	
5 - Other					£0	
						£2,701
Overall Unfunded Gap						-£1,470

4.88 Whilst it has been difficult to predict the potential impact of an extended period of social distancing, initial forecasts have been prepared based on the following scenarios:

- 50% cash reduction for the entire year of 2020/21 covering fees and charges, council tax and NNDR. Models have also been reviewed considering a 75% and 90% cash reduction.
- All models reviewed (50%, 75% and 90%) have demonstrated that the Council can meet its obligations in the short term.
- A reduction in cash of 50% for the entire financial year is currently the model being utilised and this would still allow for enough cashflow in short term to ensure the Council can meet its obligations, in particular through the use of existing cash reserves and reserves that the Council has set aside. However, this approach does present a high risk to the authority as it would potentially result in the depletion of our reserves to an unstable level. See *Appendix 13 – Cashflow summary*

4.89 Executive Board are working with Heads of Service to identify organisational budget savings and will continue to investigate further possible mitigations. Decisions will need to be made within the next couple of months to ensure the ongoing financial sustainability of the Council:

- All recruitment is currently subject to approval from Executive Board. A recruitment freeze for the entire year could generate

approximately £0.526m in vacancy savings based on the vacancies that existed at the point of budget setting

- Discretionary training could be removed from budgets which would generate in the region of £0.031m.
- As a result of changing behaviour from staff working at home and reduced mobility due to lockdown a 50% reduction in travel expenses for the authority could result in savings of £0.070m.
- A further £0.600M of budgetary savings has been identified of which to date £0.385m has been approved by budget holders. These budgetary savings reflect a range of activities that may not be required as a result of the organisational focus on the Covid-19 response.

4.90 In total, the savings identified above could generate in the region of £1.277m budgetary savings for the authority which could be used to mitigate the impact of the lost income and additional Covid expenditure.

4.91 As detailed above the Council has already received £1.3m of financial support from the Treasury and will continue to lobby through all appropriate venues for additional funding to help meet the financial pressures which have arisen directly for the Covid-19 pandemic measures.

4.92 The Council is reviewing its financial position continually as the situation evolves and using a range of forecasts to understand the likely long term impacts. Government funding received to date will not cover all of the Council's additional expenditure and lost income. However, the Government has committed to help local authorities with the outbreak and work continues both formally and informally with Government to confirm any additional funding. Officers will continue to track and monitor additional expenditure and lost income and keep Government informed of actual and estimated costs. The work already conducted on reviewing of the 2020-21 budget will further assist in the ensuring that the Council covers any short term funding pressures and it is likely that a full budget restatement will be required during the financial year.

Supplier relief

4.93 As part of the Government's financial support they issued a Procurement Policy Note 0220 (PPN) – supplier relief (<https://www.gov.uk/government/publications/procurement-policy-note-0220-supplier-relief-due-to-covid-19>)

4.94 The purpose of the PPN is to provide contractual relief to at risk suppliers (and their supply chain) who have been directly impacted by Covid-19.

4.95 In summary all contracting authorities should:

- Urgently review their contract portfolio and inform suppliers who they believe are at risk that they will continue to be paid as normal (even if service delivery is disrupted or temporarily suspended) until at least the end of June
- Put in place the most appropriate payment measures to support supplier cash flow; this might include a range of approaches such as forward ordering, payment in advance/prepayment, interim payments and payment on order (not receipt)
- If the contract involves payment by results then payment should be on the basis of previous invoices, for example the average monthly payment over the previous three months
- To qualify, suppliers should agree to act on an open book basis and make cost data available to the contracting authority during this period. They should continue to pay employees and flow down funding to their subcontractors.
- Ensure invoices submitted by suppliers are paid immediately on receipt (reconciliation can take place in slower time) in order to maintain cash flow in the supply chain and protect jobs

Other contractual relief

4.96 This includes but is not limited to extension of time for contract performance, waiver or delay in ability of the contracting authority to exercise a right and/or remedy i.e. damages, service credits or termination of contract.

Force Majeure

4.97 Force Majeure must not be considered in isolation of other clauses. Governing law must also be considered. Councils are not bound to accept a supplier's claim for Force Majeure and may resist it. Any attempt by a supplier to invoke Force Majeure without a valid cause may mean that the supplier is in breach of contract. Force Majeure

does not automatically entitle either party to relief, some contracts will not allow termination under Force Majeure at all.

Frustration

4.98 Frustration is unlikely to be used by a Supplier if that Supplier is being paid. Frustration is also an unlikely provision in our contracts. The threshold for frustration is extremely high. For example, it is not enough that it may merely be more expensive to perform or that the supplier will need to perform in a different way due to Covid-19.

Dissemination and scope

4.99 This PPN is applicable to all contracting authorities, including central government departments, executive agencies, non-departmental public bodies, local authorities, NHS bodies and the wider public sector (excluding devolved administrations). Together these are referred to in this PPN as 'contracting authorities'. This PPN covers goods, services and works contracts being delivered in the UK.

4.100 Following the PPN being released all Heads of Service were tasked with completing a review of their existing contract portfolio, suppliers and supply chains and to consider how to manage specific contracts going forward. Where a supplier is identified as being a potential risk this should be brought immediately to the attention of the S151 Officer.

4.101 To date supplier relief has been claimed by a business partner and discussions are ongoing and these will be reported back to Cabinet in due course.

4.102 The Council already pays suppliers as soon as their invoices are cleared by budget holders and many are paid in advance of the normal 30 day credit terms.

Approach to commercial properties

4.103 The focus remains on maximising net cashflow and safeguarding the long term value of each asset.

4.104 A suitable policy for rent collection has been approved which:

- Recognises the need to balance sympathetic credit control with a commercial imperative to maintain Council cashflow
- Provides delegated authority to the Property team to agree for rents to be paid monthly rather than quarterly, in situations deemed appropriate. This is on the basis of a temporary concession, which is suitably documented and can be withdrawn at any time
- A panel comprising the s151 Officer, Monitoring Officer and a Property representative have delegated authority to consider and approve any request for deferred rent payments on merit, recognising this is reserved for exceptional circumstances
- The Council monitors and is fully compliant with The Coronavirus Act 2020, including the aspects relevant to property.

4.105 Property related decision will generally have full regard to the intended ownership horizon of each asset. Cashflow is important but weighted alongside an approach consistent with optimising the total returns achievable from each asset over time.

4.106 Suitable steps have been taken to modify other management regimes in the short term, such as scope of services provided to assets, inspections and insurance compliance.

Approach to debt recovery

4.107 The Council has a wide range of income from a number of sources (taxpayers, businesses, developers, commercial property tenants and other sundry debtors). Many of these debtors will be experiencing financial hardship due to the impact of Covid-19 and several debt queries have already been received. Reassurance has been given as far as possible.

4.108 The Council has suspended formal recovery, enforcement and legal action across all new debt arising out of the pandemic and will continue to support those in financial hardship.

4.109 The Council has reviewed its approach to debt recovery. See *Appendix 14 – Debt Recovery process*

5.0 Options considered and reasons for the recommendation

5.1 The Council is keen to ensure our Covid response was effective and timely hence the recommendation to Scrutiny to review our response to date.

6.0 Legal Implications

6.1 The Council is a 1st tier emergency responder in a civil emergency. The emergency response is coordinated through the local resilience forum (LRF). The County, District and Borough Councils have agreements in place which help us to set out the relevant roles and responsibilities of each Council in an emergency. This reflects the different obligations such as social care provision, or housing that fall to each Council. The statutory obligations remain, and they are overlaid with additional obligations such as administering grants and assisting in the coordination of volunteers. All these obligations create potential additional legal implications for the Council.

6.2 On a practical level an emergency scheme of delegation was put in place at an early stage to ensure that prompt action could be taken to respond to the major incident. This provided for a wide range of delegated powers to be used if required and increased resilience through setting out a succession list in the event of illness or self isolation. A list of decisions made under that delegation scheme is contained below:

- HBC Street Name and Numbering Service – 30.03.20
- Approval of Digital Strategy – 15.04.20
- Deferment of Annual Council – 24.04.20
- Discretionary Grants Scheme – 27.05.20

6.3 The legislative changes commenced with The Health Protection (Coronavirus) Regulations 2020 made on 10 February 2020 aimed primarily at control of ports and isolation of infected individuals. This was followed by the Coronavirus Act 2020 which came into force on the 25 March 2020 following a week of amendments in Parliament. This legislation provided for power to use regulation to alter primary legislation for the duration of the pandemic. There have been over 120 statutory instruments made impacting on English law ranging from VAT

changes on protective equipment to criminal offences for public gatherings and the forced closure of shops.

- 6.4 A multitude of the regulations impact on the Council. Some are process based, such as sick pay for self isolation others have significant impact such as obligations to enforce the new trading restrictions.
- 6.5 The some of the major regulatory impacts are articulated below:
- i) enforce of business closures (which is set out in more detail below)
 - ii) elections the Police and Crime Commissioner elections are suspended, and local Councillor elections have been rolled forward to 2021
 - iii) meetings and Annual Council all public meetings are cancelled but the prohibition on remote meetings has been lifted and the Council is now trialling remote meetings. If successful, this will be extended across the whole range of Council functions and ultimately full Council.
- 6.6 Additional legal issue arise from the administration of schemes that have been delegated to us. These schemes include administering government grants and trying to ensure they are received by those entitled. There is residual liability around entitlement and prevention of fraud and any repayment to central Government.
- 6.7 Legal work has also seen an influx relating to the interpretation and implementation of Government instruction on matters such as procurement or supplier mitigation which alters how the Council responds to specific issues. This advisory role is problematic as the speed of implementation has not allowed for the usual legislative policy development and the understanding of consequential impacts are not always clear.
- 6.8 There have been peaks relating to land work for potential pandemic relief measure such as the NHS contingency planning, which are short term high resource items but require significant legal input and review of policy changes such as the short term changes to permitted development.
- 6.9 Environmental Health are responsible for enforcing part of the Health Protection (Coronavirus, Restrictions) (England) Regulations 2020,

specifically the part that relates to business closures. A lot of work has been undertaken with regard to the above, with more than 33 complaints and 55 enquiries at Havant. Investigations have been carried out without face to face interaction, and all have been resolved informally. We have not had the need to take enforcement action to date and we are pleased to confirm the majority of businesses in our area are complying with the regulations. The team have been proactively surveying the area to ensure compliance, although with no face to face interaction at present to protect staff and residents. The team has also been working with businesses who are still allowed to trade but are doing so in a different way for example food businesses providing takeaway food or delivering food. The businesses are being provided with food safety and infection control advice.

- 6.10 The team are assisting businesses with social distancing measures which are required under the health and safety legislation to ensure they can continue their operations safely as well as investigating complaints relating to this matter. This work is rapidly increasing in volume due to the slight easing of the lockdown measures in mid May and is likely to increase further from the beginning of June when further business will be able to resume trading.
- 6.11 Additionally, the pandemic has had an indirect impact on other areas of work, for example nuisance complaints where we have experienced significant increases (24% at HBC) on the same period last year. Investigations in these complaints are being undertaken remotely, however pursuing formal enforcement action is extremely challenging due to the circumstances.
- 7.0 The following link provides the status of all the provisions within the Coronavirus Act 2020
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/888602/coronavirus-act-2-month-report-may-2020.pdf

Other implications - Environmental

- 7.1 The pandemic and the lockdown introduced to control the spread of the virus has had profound impacts on Council operations as well as the way local enterprises function and residents and community groups behave.
- 7.2 The most noticeable of these for the Council and our staff is the use of our office space, reduction in car journeys and shift in energy demand

to home working. Local enterprises have innovated to maintain cashflow or have been forced to cut back and furlough staff. Residents have noticed open green space and cleaner air and community groups have gone online.

- 7.3 As the lockdown is eased, there are opportunities to secure continued beneficial impacts on the climate (reduction of carbon emissions) and our local environment (cleaner air, boasted green infrastructure and wildlife). To simply return to normal operation would have only a small long-term impact on meeting climate and environmental goals.

Council operations

- 7.4 Reassessing the Council's need for office space based on a fresh consideration of social distancing safe working and use of Skype for Business will offer a long term saving on the space required. The potential saving in space and energy required will be proportionate to the reduction in demand for office space, taking into account there may be a short-term requirement to segment the workforce to avoid high occupancy.
- 7.5 Adjusting working arrangements to include staff working at home, accessing the internet for work and potentially higher costs for heating (in cooler seasons) will need evaluating, with adjusted compensation to recruit and retain staff.
- 7.6 Commuting is currently not measured but is likely to represent the lion's share of transport carbon emissions for the council. (Commuting is included in 'direct' emissions calculations.) Reduced commuting by car during the lockdown has also given us cleaner air, healthier lifestyles and better appreciation of our natural environment.
- 7.7 All council vehicles, and those of our strategic partners, should be transitioned to be 100% electric (or other low-carbon technology) as soon as possible to reduce carbon emissions and secure the other benefits listed.
- 7.8 On-line meetings should become the new default for internal meetings, and potentially for Council meetings and committees. Added side-benefits to moving meetings on-line include reducing use of printed papers, and open-access for the public to observe meetings from a virtual 'public gallery'.

Partners and contractors

- 7.9 Existing strategic partners' contracts have large carbon footprints, but along with all other businesses will be altering daily functions as a result of Covid-19 (NorseSE). We need to share the burden of identifying ways to safely lift the lockdown, and we must use the opportunity of this review to consider the climate and environment in restarting or increasing operations.

Other Implications – Information Governance

- 7.10 Rapid changes in the way staff work (i.e. majority now working from home as directed by central Government) has increased the risk of a cybersecurity or data protection breach, however this has been mitigated by the actions specified in the Covid risk register.
- 7.11 The Data Protection Officer is involved in all changes to information processing as part of the response and will continue to advise on best practice alongside our existing cybersecurity and data protection training package for staff

8.0 Risks

- 8.1 The Council is maintaining a dedicated risk register for Covid-19 which is updated on a regular basis and which details risk and mitigations taken in managing the emerging risks. This is in addition to the normal risk management procedures in place. The Covid Risk Register can be found at *Appendix 15 – Covid Risk Register*.

9.0 Consultation

- 9.1 Whilst the response to the Covid-19 major incident has necessitated prompt and decisive action, the Council is committed to resume consultations with residents and communities as we move into the recovery phase.
- 9.2 An Equality Impact Assessment on the Council response to Covid-19 is at *Appendix 16 – Equality Impact Assessment*.
- 9.3 Information on the early impact of Covid-19 on the borough is now being gathered and *Appendix 17 - Early Impact* provides a summary of evidence so far, highlighting impact on unemployment, claimant count and economic output within the borough.

10.0 Appendices:

1. SCG Structure
2. Business Continuity Plan
3. Welfare decision timeline
4. Call centre statistics
5. MHCLG correspondence re rough sleepers
6. Horizon Community Hospital Action Plan
7. Communication from Hampshire County Council re welfare response
8. IT dashboard
9. Staffing dashboard
10. Staffing redeployment dashboard
11. Communication Strategy
12. Discretionary Grants Scheme
13. Cashflow summary
14. Debt Recovery approach
15. Covid Risk Register
16. Equality Impact Assessment
17. Early Impact of Covid-19

Background Papers:

None

Agreed and signed off by:

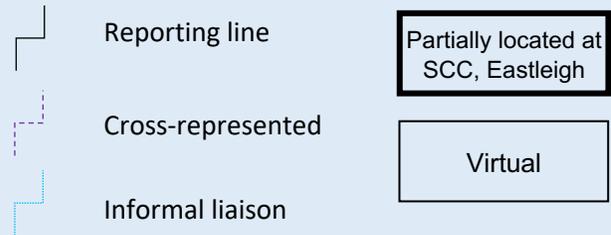
Monitoring Officer: 12.06.20

S151 Officer: 12.06.20

Director: 12.06.20

Contact Officer: Gill Kneller
Job Title: Chief Executive
Telephone: 01730 234004
E-Mail: gill.kneller@easthants.gov.uk

HOW COVID-19 Response Structure



Government

Strategic Coordinating Group (SCG)

Chair –
5 x Supporting Strategic Leads (1 per Strategic Objective)

Protect the most vulnerable	Public Confidence and Order	Prevent Spread of Infection	Maintain Critical Services	Restore and Recover
-----------------------------	-----------------------------	-----------------------------	----------------------------	---------------------

Multi-Agency Information Cell (MAIC)

Modelling Cell (MOC)

Recovery Coordinating Group (RCG)

Media Cell

Hampshire Tactical Coordinating Group (HTCG)
George White, Hampshire Police

Isle of Wight Tactical Coordinating Group (ITCG)

Port Health (PorH)

Logistics Cell (LOG)

Excess Deaths Advisory Group (EDAG)

Welfare Group (WG)C

Voluntary Sector Group (VOL)

Health & Social Care (HSC)

Education & Children's Services (ECS)

Business Continuity Cell (BC)

IOW Affected Residents Cell (ARC)

IOW Logistics Cell (ILOG)

IOW Excess Deaths Advisory Group (IEDAG)

Page 13



Havant
BOROUGH COUNCIL

BUSINESS CONTINUITY PLAN 2019

Version	Date	Description	Name
V1.0	16 th March 2017	Rewritten	S Pinkney
V1.1	21 st march 2017	Reviewed	N Payne
V1.2	14 th June 2017	Reviewed	S Pinkney
V1.3	1 st September 2018	Reviewed	E Chisholm
V2.0	31 st May 2019	Reviewed	E Chisholm

**IN THE CASE OF AN INCIDENT GO DIRECTLY TO:
INCIDENT RESPONSE - PAGE 5
BUSINESS CONTINUITY RESPONSE – PAGE 18**

Changes to Havant Borough Councils operations are highlighted in blue the Corporate Business Continuity Plan will have to be reviewed in 3 months to include any specific changes that have been put in place.

There is a need to work with partners and contractors to ensure all BC Plan are linked and key staff are identified during the change over.

Contents

1.	INTRODUCTION	4
1.1	How to use the BC plan	4
1.2	Who should use this plan?	5
1.3	Plans and timescales	5
1.4	Safety and security.....	5
2.0	INCIDENT RESPONSE PROCESS.....	5
2.1	HBC response structure.....	5
2.2	Incident management team scope.....	6
2.3	Incident definition	7
2.4	Activation procedure	7
2.4.1	Notification	7
2.4.2	Invocation.....	7
2.5	Incident Management Team	8
2.5.1	Objectives	8
2.5.2	Members of Incident Management Team.....	8
2.5.3	Roles and responsibilities	9
2.5.4	Incident Control Centre	11
2.5.5	Battle Box information	11
3.	CRITICAL ACTIVITIES.....	11
3.1	Activities with variable criticality	12
3.2	Recovery of critical activities.....	12
4.	PERSONNEL CONSIDERATIONS.....	13
4.1	Expected reactions.....	13
4.2	Information to staff.....	13
4.3	Counselling arrangements	13
5.	INSURANCE & FINANCE ISSUES.....	13
5.1	Insurance / Salvage	13
5.2	Corporate finance.....	13
6.	SITE MANAGEMENT	14
6.1	Salvage.....	14
6.1.1	Record keeping.....	14
6.2	Security.....	14
6.3	Document retrieval	14
6.4	Actions to be taken in specific circumstances	15
6.4.1	Fire	15
6.4.2	Flood	15
7.0	COMMUNICATIONS STRATEGY	15
7.1	Initial holding statements.....	15
7.2	Communication with staff	15
7.2.1	In office hours	16

7.2.2	Out of normal office hours	16
7.3	Communication with the media.....	16
7.3.1	Media representation	16
7.3.2	Media liaison points	17
7.3.3	Media visits	17
7.3.4	HBC websites.....	17
7.4	Communication with key contractors	17
7.5	Communication with councillors.....	17
7.6	Other building users	18
8.	RECOVERY	18
8.1	Suggested Task List.....	16

There is a need to work with partners and contractors to ensure all BC Plan are linked and key staff are identified.

1. INTRODUCTION

The Civil Contingencies Act 2004 requires councils to maintain plans to ensure that the organisation can continue to perform its functions in the event of a Business Continuity (BC) incident. This duty extends to all services.

A situation that might be, or could lead to, business disruption, loss of services, incident or crisis involving either Havant Borough Council or East Hampshire District Council.

The aim of this Business Continuity plan is to ensure that disruption to the public and service users are kept to a minimum in the loss of the Plaza building.

The BC plan strives to:-

- Minimise the effect of an incident
- Maintain the ability to carry out the councils statutory duties and functions
- Achieve a planned and controlled response to an incident
- Reduce the risk, to staff, public and property

The Council's plans are based on the fact that most of our services are provided from the Public Service Plaza. Due to increased partnership working with East Hampshire District Council (EHDC), Norse SE (NSE), Capita, Vinci, Arcadis, Hampshire County Council (HCC) and others means that council services are more resilient and flexible. The Plaza BC plans for the possibility that the Public Service Plaza, staff or critical information and services may become unavailable.

1.1 How to use the Plaza BC plan

The following document is the Plaza BC plans for Havant Borough Council and partners who maybe involved in BCP incident. It describes the requirements of the guidelines for recovering from an incident. It is designed to be conceptual rather than prescriptive; specific activities of recovery will be the responsibility of the Incident Management Team (IMT), Business Continuity Management Team (BCMT) and other staff as required.

The IMT considers different issues to the BCMT and it is important to understand the differences, so no unnecessary duplication takes place. The IMT will be responsible primarily for the Plaza, which means they will be required to manage the site and services during the incident.

The responsibility of the BCMT is to consider the use of alternative sites and recovery of critical services and to manage all business operations following the incident.

Table 1 below summarises the areas of responsibility.

Table 1 Incident Management Team roles

Incident Management Team (IMT) (GOLD)	Business Continuity Management Team (BCMT)(Silver)
Strategic consideration	Invocation
Communication to staff, Councillors, public, media, website	Crisis response (on site)
Human resource (HR) issues	Recovery of critical Information and lost documentation
Insurance / Finance	Small scale incidents (as above re Capita)
Working with other building users and partners (in relocating)	Contractors and other building users in recovery of systems i.e. IT
Planning for recovery	Recovery of council services
Site recovery	Specific site contractors

The plan provides a framework for responding to a range of disruptions within the Plaza. It identifies strategies, decisions, possible outcomes and information needed in order to make decisions. The plan is a flexible tool and may be adapted to fit the circumstances.

1.2 Who should use this plan?

The plan identifies teams who may be required to work with IMT on business continuity and recovery in the event of an incident. The individuals in each team should use this plan to assist them in their operation.

Individual team members contact details are available on Kahootz and in the Emergency Contact Directory.

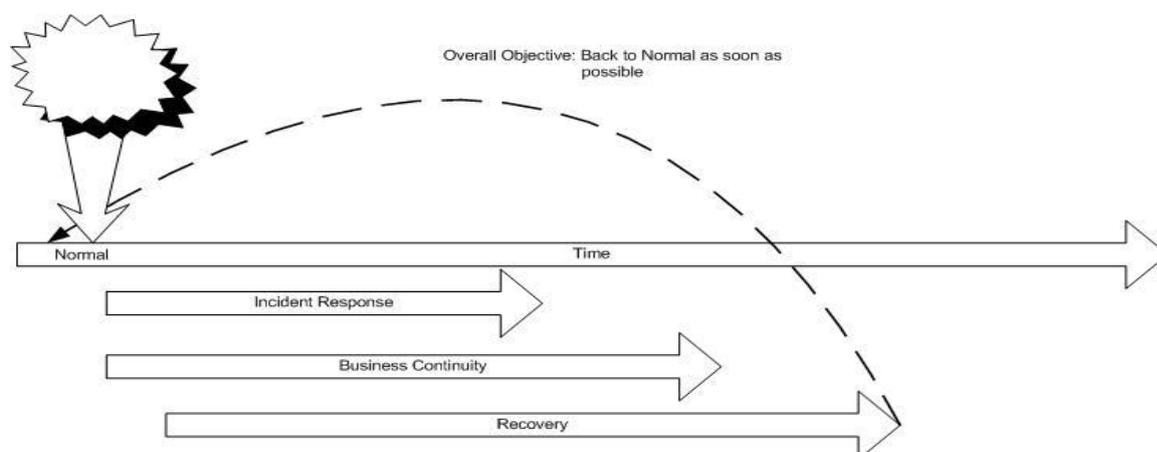
1.3 Plans and timescales

The Plaza BC Plan is for use during and after an emergency. There are also a number of individual service BC plans in place that may be used in conjunction with the Plaza BC Plan.

Each section of the Plaza BC plan covers a phase of the incident and a timeline is below. It is important to remember however, that each phase is likely to overlap.

The incident response phase is split into three sub categories which are not shown in the diagram but are described in the checklists for the IMT, Initial Actions, Establishing Control, and Incident Recovery.

Figure 1 Recovery Timeline



1.4 Safety and security

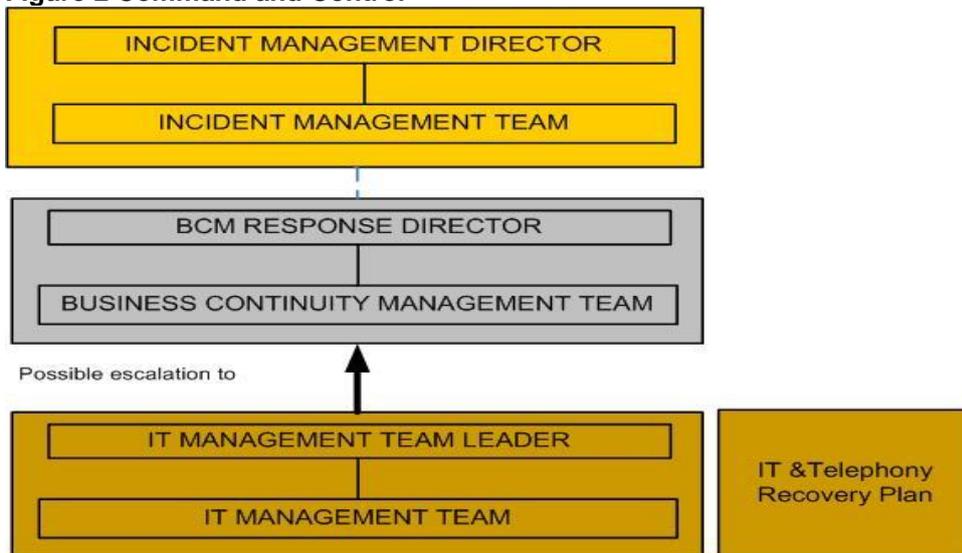
The Plaza BC plan is designed as an all purpose plan and does not replace any existing safety and security procedures, e.g. fire evacuation all of which must be considered as part of BC Planning.

2.0 BUSINESS CONTINUITY RESPONSE PROCESS

2.1 The councils response structure

Guidelines must be set out prior to an incident to avoid confusion if something goes wrong. Figure 3 shows the command and control structures that have been set up within the Council to manage an incident.

Figure 2 Command and Control



Both the IMT and BCMT may not be activated during an incident. It will depend on the size and nature of the incident. The Plaza BC plans gives a detailed remit of the teams and indicates the circumstances they should be established. The teams may be invoked or stood down at any point.

2.2 Business Continuity Management Team scope (BCMT)

The BCMT covers different topics to the IMT and it is important to understand the differences to ensure no unnecessary duplication. The BCMT will be responsible primarily for off site activities and any on site incident where IMT action is not required.

2.3 Objectives

The objectives of the BCMT are as follows:

- To initiate, control and co-ordinate the recovery operations
- To ensure business continuity
- To prioritise recovery of service functions so as to minimise the impact to the community
- To assemble and verify information for the IMT, who will control its release to the media via the Communication Team

2.4 Incident management team scope

IMT will be responsible for managing the Plaza / site during the incident. The BCMT will manage all operations during and following the incident. BCMT will be required to consider use of the alternative sites and how to get critical services recovered.

Table 2 Call out list for IMT

Role	Primary	Secondary
Incident Management Team Director	Chief Executive (1)	Executive Director (2)
Communications	Head of Head of Communications and Community	Or Nominated Officer
Finance	Head of Finance	Or Nominated Officer

The BCMT is likely to become the Recovery Team (RT) and they may need to change their priorities and identify additional resources and to manage the return to normality.

2.5 Incident definition

“A situation that might or could lead to business disruption, loss of services, incident or crisis involving “the Council”

2.6 Activation procedure

2.6.1 Notification

If there is a potential threat of damage to life, destruction of or major damage to property then the alarm should be sounded and the emergency services notified immediately.

If the BC Plan is invoked the BCMT Director must notify the IMT Director of the incident and its nature. Should the primary IMT Director not be available the BCMT Director should try the team in order. Once the BCMT Director has made contact with one member of the team this notification is complete.

The IMT member should establish whether the IMT Director has been contacted. If not, it is for them to lead initially until a senior officer one can be nominated.

The BCMT could be notified of an incident from a variety of sources including: Emergency Services, Plaza staff, Facilities Team, IT provider or a Utilities company.

When the first BCMT member has been contacted they are responsible for calling out the other team members and establishing whether a BCMT lead has been appointed.

An incident log must be started as soon as you receive notification of an incident

The contact details for all team members can be found on the service specific BC plans, the Borough Emergency Plan Contact Directory or the Director Duty rota.

2.6.2 Invocation

There are a number of options to be considered when notification of a business continuity incident is received. The Plaza BC Plan must be invoked immediately based on the criteria below.

- An incident should be declared when it is likely to cause a significant loss of service.
- That there is a greater than 50% probability that a service or function is likely to be incapacitated for 24 hours or more.
- That there is a greater than 50% probability that the capability of Plaza will be incapacitated for 12 hours or more.

If there is a real or potential threat of losing access to the site or building, losing a critical services, loss of a significant number of staff, computing equipment, power or loss of communications you should suitable actions i.e.

- Put staff on alert - pending further information or where it is likely that any of the above conditions will be confirmed as soon as possible

The Council’s IMT and BCMT should be invoked by the IMT Director as appropriate. In their absence, however, the following people can use their professional judgement and discretion to activate the Plaza BC plans:

- Any member of Management Team (MT)
- BCMT team member
- Effective Working Manager (Facilities) (Vinci from 1/10/ 2017)

- Head of Programmes, Redesign and Quality (IT Manager).
- Head of Finance
- Safety and Emergency Planning Officer

If the Chief Executive is not available to become the IMT Director he/she should be notified of the Plaza BC plan activation at the earliest opportunity.

2.6.3 Escalation

Once the BC plan has been invoked it must be reported to the Chief Executive, who will retain all responsibility for ensuring that a senior manager and the IMT, if invoked, are kept up to date at all times.

2.7 Incident Management Team (IMT)

2.7.1 Objectives

The objectives of the IMT are as follows:

- To manage the perceptions of the incident – this includes all communications to staff, members, partners and the public
- To assemble and verify information to be released to the media
- To deal with issues surrounding insurance and salvage
- To supervise and co-ordinate all works pertaining to the Plaza
- To address all HR related problems – this includes staff welfare, next of kin notifications, counselling etc.
- To authorise and deal with any finance requested by the BCMT or the IMT itself
- To ensure Council services operate and be maintained during an incident

2.7.2 Members of Incident Management Team

The following roles are required for the IMT:

Table 3 IMT members

Role Title	First Choice	Successor
IMT Director	Chief Executive	Director
Human Resources	Head of Services Organisational Development (Human Resources)	HR Officer
Communications	Head of Communications and Community	Communications Manager
Finance	Head of Finance	Accountant (Capita from 1/10/2017)
Legal	Head of Legal	Principal Solicitor
Site Recovery Manager	Building Surveyor	Estates Team Leader (Arcadis from 1/10/2017)
IT	Head of Programmes, Redesign and Quality	IT Partnership Manager
Business Continuity Adviser	Safety and Emergency Planning Officer	Health and Safety Advisor
Building Contractors Capita, HCC(IT)	Contractors Managers	Deputy Managers
Other Building Managers and users	As required	
Depending on Specific issues	Additional Officers as Required	

Support to IMT (as required)

Administrative/ Record Keeping / Loggist

2.7.3 Business Continuity Management Team (BCMT):

Suggest team members for the BCMT

Role Title	First Choice	Deputy
BCMT Director	Executive Director	Executive Director
Facilities Recovery	Effective Working Manager (Facilities)	Facilities Team Manager
Site Recovery Manager	To be identified	
IT Recovery	IT Partnership Manager	IT Services Manager (Client for 5C's)
Business Continuity Adviser	Safety Emergency Planning Officer	Health and Safety Advisor
Support to BCMT (as required)		
Administrative/ Record Keeping – Corporate Support team		
Further staff to be identified dependant on the incident		

2.7.4 Roles and responsibilities

This section provides an overview of the roles and responsibilities for individuals and teams involved in incident response.

Business Continuity Management Team (BCMT):

- Identify the members of staff available to fulfil the role and contact them
- Appoint deputies as necessary
- Notify the IMT Director of the problem and request the IMT be established (if necessary)
- Convene the BCMT and brief appointees on the incident
- Decide whether an incident should be declared
- Set the BCMT objectives
- Review and modify the BCMT Action Plan to reflect the chosen strategy
- Provide recovery status updates to senior management
- Review progress of the operation
- Ensure that at the beginning of the incident a frequency of reports to the BCMT and Directors is decided upon and then adhered to

Incident Management Director:

- Identify the members of staff available to fulfil the roles and contact them
- Appoint deputies as necessary
- Convene the IMT and brief appointees on the incident
- Review and adopt the IMT objectives
- Review and modify the IMT Action Plan to reflect the chosen strategy
- Provide status updates to senior management and Councillors
- Ensure that at the beginning of the incident a frequency of reports to the BCMT is decided upon and then adhered to.
- Work with the council partners and contractors to ensure safety of critical information and services can be continued
- Planning for recovery should take place as soon as possible during any event

Human Resources:

- Update staff on incident in association with communications
- Supply advice and information to staff

- Ensure staff welfare
- Liaise with the Council's counselling service provider regarding counselling facilities
- Contact next of kin as appropriate
- Ensure that any staff affected are in regularly contact
- Deal with staff communications relating to the incident
- Maintain appropriate staff records

Communication:

- Issue press releases to media
- Work with other partners and emergency service to ensure a single message is supplied to the public and press
- Co-ordinate media visits as appropriate
- Monitor the news and other media outlets as to what messages are being issued
- Liaise with HR on staff communications where required

Finance:

- Liaise with Insurance Provider
- Authorise spending as appropriate
- Keep expenditure log
- Consider the possibility of a Belwin claim (the Government financial claim process)

Legal:

- Advise on specific legal issues such as loss of documentation
- Assist with the development of new contracts to cover emergency works

Site Recovery Manager (SRM):

- Isolate main supplies – gas, water and electricity if relevant
- Contact and liaise with all relevant parties including loss adjustors, specialist cleaners, contractors, builders, site security, police and other agencies
- Record all activities on site, including equipment / documentation being removed and returned
- Retrieve critical information
- Identify and protect any evidence of deliberate damage, take photographs
- Protect areas that are not damaged or contaminated
- Ensure building security with external contractors
- Work with the council partners and contractors to ensure safety of critical information and services can be continued

Business Continuity Adviser (SEPO)

- Act as liaison between the BCMT and IMT
- Advise on specific issues of business continuity

Administrative/ Record Keeper:

- Ensure that all decisions are recorded and finance expenditure logged
- Ensure that minutes of the meetings are made available to the BCMT and Service Recovery Groups
- Receive and log information as it enters the IMT
- Prioritise requests for assistance and forward to the correct member of the team

Information Technology (IT):

- Ensure that sufficient hardware and software is available for critical services
- Ensure that all critical applications are available to meet recovery time objectives
- Specific activities as included in the IT Disaster Recovery Plan this will change with the introduction of HBC IT Partners
- Staff can work off site either at home or other locations with the same IT access
- There are limited laptops available to WFH.

2.7.5 Incident Control Centre

If the incident has not affected the structural integrity of the building the IMT / BCMT will meet in the Management Team or B120 area in the Plaza.

If access to the Plaza is not possible the IMT / BCMT may meet at Penns Place, dependant on the nature of the incident.

The BCMT Director will select the location and inform the other team members.

2.7.6 Critical information

The critical information is now held in Kahootz and on the “J” drive and not stored in physical battle boxes in the depot.

Site plans including utility shut off points, access points, critical data locations and records, forms and copies of contact lists and relevant recording pads are stored in Kahootz.

Utility contacts and Contacts for key FM suppliers are located in Annex two and additional information is stored in Kahootz and can be found at:

<https://havantandeasthants.kahootz.com/connect.ti/BusinessContinuityPlanning/view?objectId=3764400>

J:\HBC\Other\Shared\Shared\BCP plans

Copies of documentation to manage an incident are stored on Kahootz

Contacts for employees, including next of kin details are held by HR. Information is held on SAP which is an independent web site accessible by HR colleagues either on-site or remotely.

For the whole of 2.7.6 key staff may not have access to Kahootz once transferred to Capita, Vinci or Arcadis

3. CRITICAL ACTIVITIES

The Business Impact Analysis assessment for the authority showed that the following functions are considered top priority in the event of an incident. The importance of these functions may and will change depending on the type of incident. We also need to consider the involvement of other organisations and services in any event.

The list below identifies critical activities that are managed by staff at within the Plaza. Other shared business users and other building user also need to be considered.

Table 4 HBC BCP Critical Activities

Function	Recovery Time Objective	Owners
Environmental Health – Disease outbreak / Animal Welfare / Pollution	Within 1 day	HBC / EHDC / Joint
Building Control – Dangerous Structures	Within 1 day	HBC/ EHDC / Joint
Housing	Within 1 day	HBC / EHDC / Joint
Media	Within 1 day	HBC / EHDC / Joint
Human Resources	Within 1 day	HBC / EHDC / Capita
Business Improvement – IT Transition July to November	Within 1 days	HBC / EHDC / HCC / Capita / Joint
Revenues & Benefits	Within 2 days	Capita
Customer Service Centre Transition July to November	Within 1 day	EHDC / HBC, Capita
Finance/Procurement	Within 2 days	Capita
Facilities Management	Within 1 day	HBC / Vinci / Arcadis
Vehicle Workshops	Within 2 days	NSE
Waste & Resources	Within 1 day	NSE
Cemetery Service	Within 1 day	NSE
Emergency Planning / BC Planning	Within 1 day	HBC / EHDC / HCC

The above functions have all been identified as needing to be up and running within either 24 hours or 48 hours of an incident. Specific details of the arrangements for recovering these functions and the resources required can be found in their relevant service / contractor BC Plans.

In addition to the key functions further assistance may be needed by some of the support services to deliver the minimum levels of service required. These are outlined in table 5 below.

Table 5 Support Services for Critical Activities

Support Functions
Facilities Management
IT
Human Resources

3.1 Activities with variable criticality

A number of activities have been highlighted as being critical during certain peak periods however outside these periods their criticality is vastly reduced. There may be other variable critical items that have not been identified which may become critical on occasion.

Table 6 Variable Critical Service

Dependant on time of year and other services may be come critical		
Elections		Within 2 days
Financial Reporting		Within 2 days

3.2 Recovery of critical activities

The recovery of all critical functions for the Council is the responsibility of the BCMT and falls outside this section.

4. PERSONNEL CONSIDERATIONS

4.1 Expected reactions

People are the core of our operations, knowledge and functions, which mean that the core services of the Council can be impacted and potentially destabilised by critical incidents.

Frequently after a major incident victims tend to distance themselves from the scene to some extent, either mentally, physically or both. Often there is a subconscious need to move, either to a new type or new place of work.

Although trauma and stress counselling can be very helpful for some individuals, it is the response of colleagues and managers, coupled with support from friends and family, that proves to be of most assistance. Perceived lack of support or thoughtless responses is remembered for a long time.

HR will arrange support to assist staff with the feelings of loss of control and with trauma response. Giving people some control over planning their recovery can make a real difference.

The HR representative on the IMT is expected to help manage the following issues.

- Record details of staff involved
- Arrange transportation
- Assist with financial support
- Actively publish the details of the counselling service
- Assist managers to manage and risk assess vulnerable individuals
- Have information available for family support and information
- Create a supportive 'recovery environment'
- If appropriate set up a staff support group to talk about the incident
- Ensure that staff can enter their property
- Liaise with family members, if appropriate
- Promote flexible working arrangements

4.2 Information to staff

See "Communication with Staff", section 7.2

4.3 Counselling arrangements

Emotional support and counselling is available, free of charge to all staff. The telephone helpline is staffed by specially trained advisors, who can be contacted 24 hours a day, 365 days a year. Callers to the helpline are given unlimited support, advice and information to deal with their difficulties.

5. INSURANCE & FINANCE ISSUES

5.1 Insurance / Salvage

The majority of assets owned by the Council are insured but are not covered for the full replacement value. Where possible, salvage should always be considered an option.

Our Insurance provider should be informed of any incident which results in a potential claim as quickly as possible, so a loss adjustor can be appointed. The Insurer should be contacted through the Insurance & Treasury Officer.

5.2 Corporate finance

See annex 2 for a list of council staff who have access to corporate credit cards

Staff must record all incident expenditure

6. SITE MANAGEMENT

6.1 Salvage

A Site Recovery Manager (SRM) will be appointed by the IMT to control all reclamation operations at the Plaza if required.

Initial responsibilities will include:

- Liaison with emergency services
- Ensuring that all utilities have been shut off to ensure site safety
- Identifying critical information and equipment that should be protected
- Liaison with suppliers
- Reporting to IMT Director

Further responsibilities will include:

- Surveying site to establish damage including taking photographs
- Working with relevant contractors to undertake works
- Liaison with finance representative regarding insurance/ loss adjuster/ salvage operators
- Ensuring site security
- Arranging for temporary storage of damaged and undamaged records
- Ensure site Health & Safety
- Work with other council contractors and partners

No contractors have been pre-selected due to tender restrictions, however in an emergency this service can be accessed through our insurance company.

6.1.1 Record keeping

Recording of any work undertaken is critical. There must be full detailed records of the equipment, data and documents removed from site by salvage specialists.

Nominate temporary storage locations for damaged and undamaged equipment and records i.e. Southmoor Depot file store should be available for some additional limited storage and at an additional cost (NSE).

6.2 Security

Ensuring the security of the site and the contents inside is the responsibility of the Site Recovery Manager. The details of our security contractors are outlined below.

HBC Facilities Team	
In hours	02392 446222
Out of Hours	
EHDC Facilities Team	
ADP Security, Petersfield	01730 261510
In hours	01730 234075
Out of hours	07850 358156

6.3 Document retrieval

Loose documents can be restored but recovery can be a slow and expensive process. Items earmarked for recovery should not be moved by staff members unless they are at threat from further damage.

6.4 Actions to be taken in specific circumstances

****Do not let anyone enter the site until we have clear objectives and they are clearly understood****

The following general precautions should always be taken:

- Only authorised personnel are allowed in to affected areas
- All personnel visiting an affected area must wear the correct PPE
- All personnel must work in teams (minimum number of two)
- All staff must be logged in and out
- All affected areas must be risk assessed to ensure safety of personnel .e.g. from loose materials, dusts, (seek professional advice if required).
- Record details of any items removed and where they are sent to.

6.4.1 Fire

- Ventilate building as soon as possible to remove smoke and other airborne contaminants
- In rooms containing computer equipment remove surface dust / debris / soot with a brush or vacuum cleaner

6.4.2 Flood

- Ensure that all power to the building is off, including UPS and battery back ups
- Consult a salvage engineer from the start – take phone advice if necessary
- Gently tilt equipment so that water runs off rather than sitting on circuit boards
- Cover equipment with plastic sheeting to protect from falling water
- Protect dehumidifiers
- Do Not under any circumstances switch on the equipment to see whether it works

7.0 COMMUNICATIONS STRATEGY

Public relations and ‘the media’ can be difficult to handle. Mistakes in releasing information about an incident can very quickly damage the Council’s reputation. A well managed incident will provide a fast, accurate and regular flow of co-ordinated information. All of this section is the responsibility of Communications Team, unless otherwise stated. All messages should be approved by the IMT before being issued.

The council press officer must work with the emergency services and agree any statement relating to any incident with the emergency services.

7.1 Initial holding statements

A holding statement should be available as soon as possible for those fielding the first calls. This will be prepared and authorised by the IMT. It is crucial that as much of the following information is included in a factual summary of the incident; exact location, time, emergency phone numbers, level of emergency response and the site of any media liaison point.

7.2 Communication with staff

All staff should be kept informed of the incident by the Council rather than through the media, and therefore a proactive approach to information dissemination should be via the council’s web sites.

Decisions regarding the invocation of alternative working locations and methods will be made by the BCMT based on individual teams BC plans. Staff should be provided with details of the incident but should not be asked to go home or to the alternative site until confirmation has been provided by the BCMT Director.

The HR team should liaise with Communications Team on the handling of staff messages (this will be Capita from October 2017).

The Council has a subscription to two websites www.hbcemergency.co.uk & www.ehdcemergency.co.uk. These can be used to give information to staff as the incident progresses. The communication team can then use information gathered on these websites to inform the wider public or Councillors.

7.2.1 During office hours

If email is still operational then all employees will be notified of any incident by an all staff email. Skoop front page should also be updated to provide current information (partners may not be able to access Skoop unless they have HBC email address moving forward).

Should the computer systems or email be unavailable it will be the responsibility of team leaders to communicate any changes in circumstance to their staff. Heads of Service will be briefed by the IMT and they will then activate their communication cascades as set out in their service BC plans.

7.2.2 Out of normal office hours

Should an incident occur outside normal working hours Heads of Service will be notified by the IMT Director or the SEPO / Business Continuity Adviser? They will then inform all staff, using contact details in their service specific BC plans. When further information becomes available employees will be informed. Staff should be reminded that any enquiries about the incident from the media must be referred to the Communication Team.

At any time during an incident, information and instructions for staff will be available on the website www.hbcemergency.co.uk or www.ehdcemergency.co.uk. The Communication Team will be responsible for ensuring the accuracy and regularity of information.

7.3 Communication with the media

All media statements will be cleared by the IMT before being issued to the press. The Communications Team have responsibility for handling all communications; any other requests for information should be referred to the IMT. Employees must not give interviews to the press on the incident unless with prior agreement from IMT.

Monitoring of the outgoing message from the media will be carried out by the Communications Team. The Communication Manager or nominated representative will be responsible for making recommendations to the IMT. In cases where there is a multi-agency response the Communications Team will also ensure that the media message being delivered is the same from all parties.

7.3.1 Media representation

It is very important that the right person is chosen to represent the Council in front of the media and appear to be controlling the situation. They will need to adhere to the prepared statement and impart a positive message to what may be a difficult

audience. The media spokesperson will be selected by the IMT and is likely to be a Councillor or a Senior Manager / Director within the Council.

In all media representations the following are recommended:

- Do indicate that you are concerned
- Be positive about what has been achieved and is being done
- Staff and public welfare is **always** your priority
- Mention that you have well tested plans for such a situation and have invoked them
- Don't get distracted
- Don't allow speculation
- Keep to, and repeat if necessary, the prepared statement

No Council officer is to provide information regarding numbers of casualties, injuries or deaths following an incident.

The council must agree with the emergency services press officers as to what information can be provided relating to any casualties and we must ensure that the families of those affected have been contacted prior to the release of any information.

7.3.2 Media liaison points

If a large incident occurs affecting the whole site it is recommended that all media be briefed away from the incident site to ensure safety at all times. It is the responsibility of the Communications Team to nominate an appropriate building and co-ordinate the press activities.

7.3.3 Media visits

The Communication Team Manager will make arrangements for members of the press to visit the incident site if the IMT deem it appropriate. This should be done in consultation with the Site Recovery Manager and Health & Safety representatives.

7.3.4 HBC websites

The HBC and EHDC websites are hosted externally and they would continue to operate if the council's buildings or IT systems were damaged.

7.4 Communication with key contractors

Responsibility for informing key contractors of business continuity issues lies with the Heads of Service. Contact details for all key suppliers are detailed in the BC Plan of each service and it is the responsibility of each Heads of Service to keep these up to date.

7.5 Communication with Councillors

It is the responsibility of the IMT to ensure that Democratic Services Team are provided with a statement to be given to all councillors. This should be sent electronically if systems are available or by telephone if not.

Councillors should be advised that if they are contacted by the media they should only give information included in the incident statement. If further details or interviews are required media representatives should be referred to the IMT via the Communications Team / Democratic Services Team.

7.6 Other building users

It is the responsibility of the IMT to ensure that all other building users are informed and are provided with relevant information about an incident. This should be sent electronically if systems are available or by telephone if not.

8. RECOVERY

The BCMT must start planning for recovery at the earliest stage of an incident. There may be a requirement to set up a Recovery Team as soon as possible after the incident. The IMT must review the situation regularly and assess the likelihood of being able to re-occupy the site. If it looks like this will not be possible it should be passed to the Management Team for a decision on the recovery strategy.

Suggestions for strategies are:

Use of Penns Place Offices, limited use of Southmoor Offices, short term lease of a local building, hire of Port a Cabin type office and some staff working at other location i.e. work from home. All requests for equipment or temporary accommodation must be passed through to our Insurance provider for approval.

A plan should be devised to outline the strategy, with actions and timescales allocated to individuals.

SUGGESTED ACTION LIST

Please note: this is not a definitive list of actions that should be undertaken during incidents.

IMT Action	Sign Off
<ul style="list-style-type: none"> • Raise the alarm • Convene IMT • Identify strategic decisions • Select Incident Control Centre • Decide whether it is necessary to establish physical site management control or whether the incident can be controlled by conference calls • Allocate roles and ensure there is adequate staff and support to manage the incident • Open log to record all activities/ decisions • Liaise with Councillors • Invoke recovery • Prepare media holding statement • Initial brief to staff • Work with Council partners and contractors • Brief BCMT Director • Declare a major incident, if appropriate • Use off site web sites to assist with co-ordination • Consider the long term implication to council services and operation 	
BCMT Actions	Sign Off
<ul style="list-style-type: none"> • Raise the alarm • Liaison with Emergency Services • Initiate damage assessment • Analyse damage assessment • Plan action and develop detailed action plans • Maintain incident log • Start to record expenditure 	

<ul style="list-style-type: none"> • Supply information to IMT and Service Heads • Liaise with Council contractors and other building users • Organise transportation of personnel if relevant • Incident details 	
HR Issues – see section 4	Sign Off
<ul style="list-style-type: none"> • Counselling for staff • Plan hospital visits if relevant • Flexible working arrangements 	
Finance	Sign Off
<ul style="list-style-type: none"> • Work with Partners and other to ensure recovery can take place as soon as possible • Compensation or assistance • Record financial dealings 	
Media	Sign Off
<ul style="list-style-type: none"> • Establish message to go out to staff • Instruct all staff not to speak to media • Ensure www.hbcemergency.co.uk or www.ehdemergency.co.uk incident details are kept up to date • Arrange for full statement • Nominate media liaison point • Arrange site visits as appropriate • IMT Director to give interviews if required 	
Legal issues	Sign Off
<ul style="list-style-type: none"> • Consider legal issues • Loss of records • Contract arrangements • Consider data protection 	

Establishing control

Liaison with Emergency Services	
Evaluate nature of incident	
Review contents of the plan to ensure correct actions have been covered	
Liaise with the Leader and other members	
Liaise with Council partners and contractors if relevant	
Liaison with critical suppliers if relevant	
Plan Media response	
Ensure minutes of IMT meetings available to BCMT	
Brief BCMT Director frequently	
Contact insurance company if relevant	
Ensure staff kept up to date	
Ensure that HBC website and social media is kept updated with information for public	

Incident Recovery

<ul style="list-style-type: none"> • Consider the long term implication to council services and operation • Plan recovery • Record action • Record expenditure • Monitor and review plans and actions 	
--	--

Decision Timeline – Identifying potentially vulnerable residents

Discussion/Action identified	Action taken	Notes	Progress/Completed
GK/SJ/TW initial brainstorm to establish how we could identify those most vulnerable in communities – agreed TW to speak to PS	TW liaised with PS and established we could target older persons if required 23/3/20, ongoing discussions with GK SJ LFM - is this too limiting? Agreed we should send newsletter to all residents - see discussions on 30/3	Email exchanges with PS	PS identified addresses know to us as for older people
<p>Ensure all rough sleepers are accommodated and supported</p> <p>Hampshire Welfare meeting 25/03/20 – made clear that LAs must not act outside partnership – HCC the lead and we must wait for HCC Helpline no on going delays from County</p>	<p>Letter from MHCLG Homelessness and Rough Sleeping 26/3</p> <p>email attached from HCC CEO advising that the County would be taking the lead on this - Director of Adults'Health and care received 26/3. HCC helpline finally up and running 01 April 2020 and we were able to publish number</p>	<p>Blocked booked B&B to ensure we had vacancies.Both Councils worked with Two Saints to ensure contact with all know R/S to ensure they had accommodation</p> <p>Residents newsletter could not be finalised until we had the Helpline no</p>	<p>completed and ongoing</p> <p>Communications ready to go – social media etc 1st and 2nd April 2020</p> <p>Newsletter sent to print</p> <p>Newsletter sent 14 -20th April 2020</p>

<p>25/03/20 Setting up LRC – it became clear that although Community First had indicated it would run all LRCs for their LAs, it would be best if they concentrated on Volunteers and Support groups and EH and HBC would run one LRC for both councils with CF being the back up resource for the L:RC</p>	<p>LRC to be resourced and managed – ready to receive calls from 01 April 2020</p>	<p>Operational 9-5 7 days a week</p>	<p>Lianne Richards appointed as LRC supported by Pete S and Nicky Thompson 30 March 2020 Continuous requirement to ensure we have sufficient staff to manage call centre MOU signed 5/4/20</p>
<p>Discussions began about Local Food Hubs to be set up and Resourced 25/03/20 Foodbanks' requirements??</p>	<p>Identify a manager/officers Establish regular contact with foodbanks</p>		<p>Food delivered from HCC 31/03/20 – delivered next day to food banks at both councils Roles and responsibilities worked up with HR Risk assessments Role deployment</p>

Identify a supermarket to work with

Negotiate with supermarkets –
Asda/Sainsburys/Tescos

LPCC set up as Food Hub
KF appointed as Manager
CEOs risk assessed and
ready as emergency
responders

All foodbanks are
contacted regularly to
establish support if any
required – focus definitely
in HBC

Tescos in Havant –
supplier since week
beginning 30/03/20

Regular deliveries

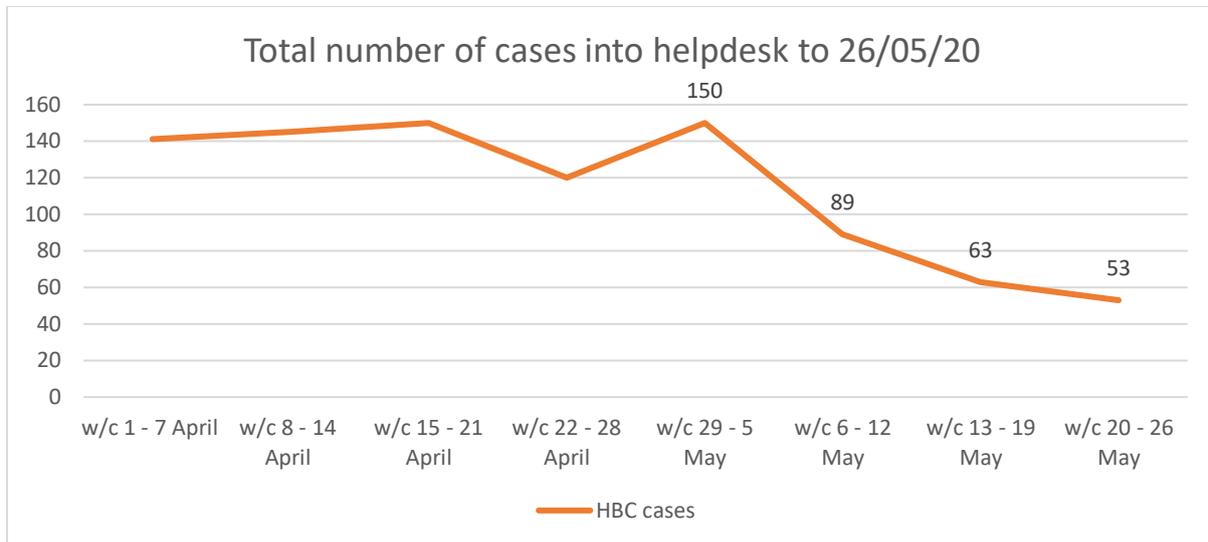
<p>Discussions continued 30/03/20 around identifying the most vulnerable and it was agreed that rather than focus on certain groups all residents would receive a letter</p>	<p>TW discussed with Communication teams SF was to source costs and timeframe for this for both councils</p>	<p>Delivery costs agreed/Newsletter to include other relevant information from the Leader and CEO</p>	<p>Delivery began 10 April 2020 and completed April 2020 Further communications through FB and Council websites</p>
<p>Discussion at EB 14/04/20 on contacting those who maybe falling through the net</p>	<p>TW emailed CM/BW for access to data held by LAs on revs/bens/assisted bins and electoral register</p>	<p>21/04/20 TW emailed BW requesting data on assisted bins and Revs and Bens Emailed Capita 23/4/20 Data protection and GDPR emails between DB and CL and TW – given go ahead Data received 28th and 29th – needed to then be cross referenced</p>	<p>Those on DFG list all called at both councils 22/04/20 Ongoing discussions on data collection/GDPR etc – Electoral roll – over 70s established out of the 13500 residents only 45 gave tel nos at HBC HBC decided to be the priority – EHDC has over 120 groups and they are confident they know where their vulnerable are – JE will raise at CCOG meeting 29/4 Data all cross referenced and ready to use 30/04/20</p>

EHDC identifying those who may have fallend through the net	JE to work with MF and DH		
MHCLG guidance on other potential groups	Brief GK on key issues Recommended calling/identifying other potential vulnerable groups		Push back on extended opening times of LRC G&T – NM leading on this TW set up a sub group comprising SI HS and TP 16/4/20
Redeployment of staff to make outbound calls once data received. Appoint a manager Advised CF CF to email all support groups	TW worked with DH and MW. All scripts/guidance and safeguarding documents complete by Capturing data – process to do this agreed Team Talk item		95 staff members identified DH appointed as Manager 27/4/20 TW emailed CF 28/04/20 CF emailed local groups 3/5/20 Skype training session 30/04/20
Letter from CEO HCC to MPs copied to LAs around not sharing data 29/04/20	Response drafted but as data now being shared is this required		NC advised 06/05/20 that County will now share the data for those receiving food parcels on shielded list
Outbound calls began 30/04/20	To get to this point DH and TW liaised throughout the days preceding		By 3pm Friday 1 st May 20 over 1000 calls made By COP Thursday 21/05/20 5248 calls made

<p>Looking towards Phase 2 – texting/recalling those we have been unable to contact</p>	<p>TW to meet with DH in coming week 26/05</p>		
<p>Email exchange with Tricia Hughes 06/05/20 CEO Hart – shared presentation – TH confirmed that Hart DC and no other LAs in Hampshire are making outbound calls on same scale we are if at all. EBC only calling assisted bins list</p>			<p>Shared HBC presentation with PH</p>
<p>Advised on County Welfare stream call 06/05/20 that the County needed all LAs to carry out welfare visits to those on shielded list where there had been no contact – aim to be completed by end of week</p>	<p>TW – sourced a team of officers Risk Assessment to be completed by RM Secure email provided to receive data Data protection and GDPR – ran past CL – agreed PPE delivered 06/05/20</p>		<p>Data received late afternoon – 1 HBC and 17 EHDC 06/05/20 TP on standby in morning once RA completed Script and guidance shared with TP this will be an ongoing task subject to requests from HCC</p>

Covid 19 helpdesk weekly report ending 26/05/20

Number of cases per week



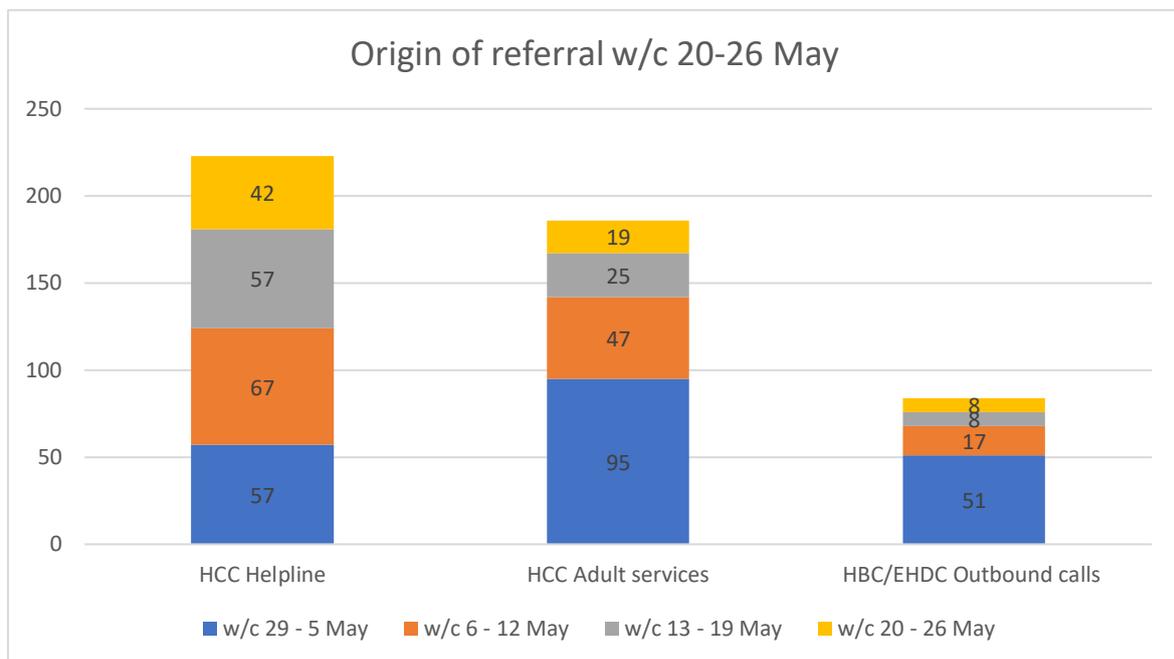
The number of cases has fallen for a third consecutive week by every measure. This suggests that a large section of the residents who need support are sourcing this from somewhere, and that those still in need are reducing in number. Again, the number of reopened cases remains low, indicating that once a resident is entered into the system, they usually receive ongoing support where needed.

Date	HBC cases
w/c 1 - 7 April	141
w/c 8 - 14 April	145
w/c 15 - 21 April	150
w/c 22 - 28 April	120
w/c 29 - 5 May	150
w/c 6 - 12 May	89
w/c 13 - 19 May	63
w/c 20 - 26 May	53

We have had 7 cases that we have re-opened this week (i.e. cases that we resolved and closed but then residents needed our help again).

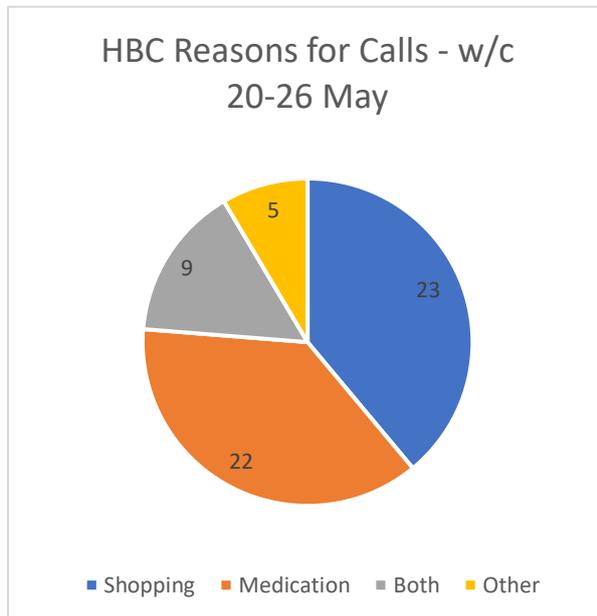
TOTAL number of cases up to close of play on 26/05/20 is 911

Origin of referrals



Continuing the trend shown in the previous two weeks, there have been minimal cases raised via outbound calls (8 calls in total), compared to adult services (19) and the HCC helpline number (42). The HCC helpline continues to be the way that most of our referrals are made.

Reasons for calls

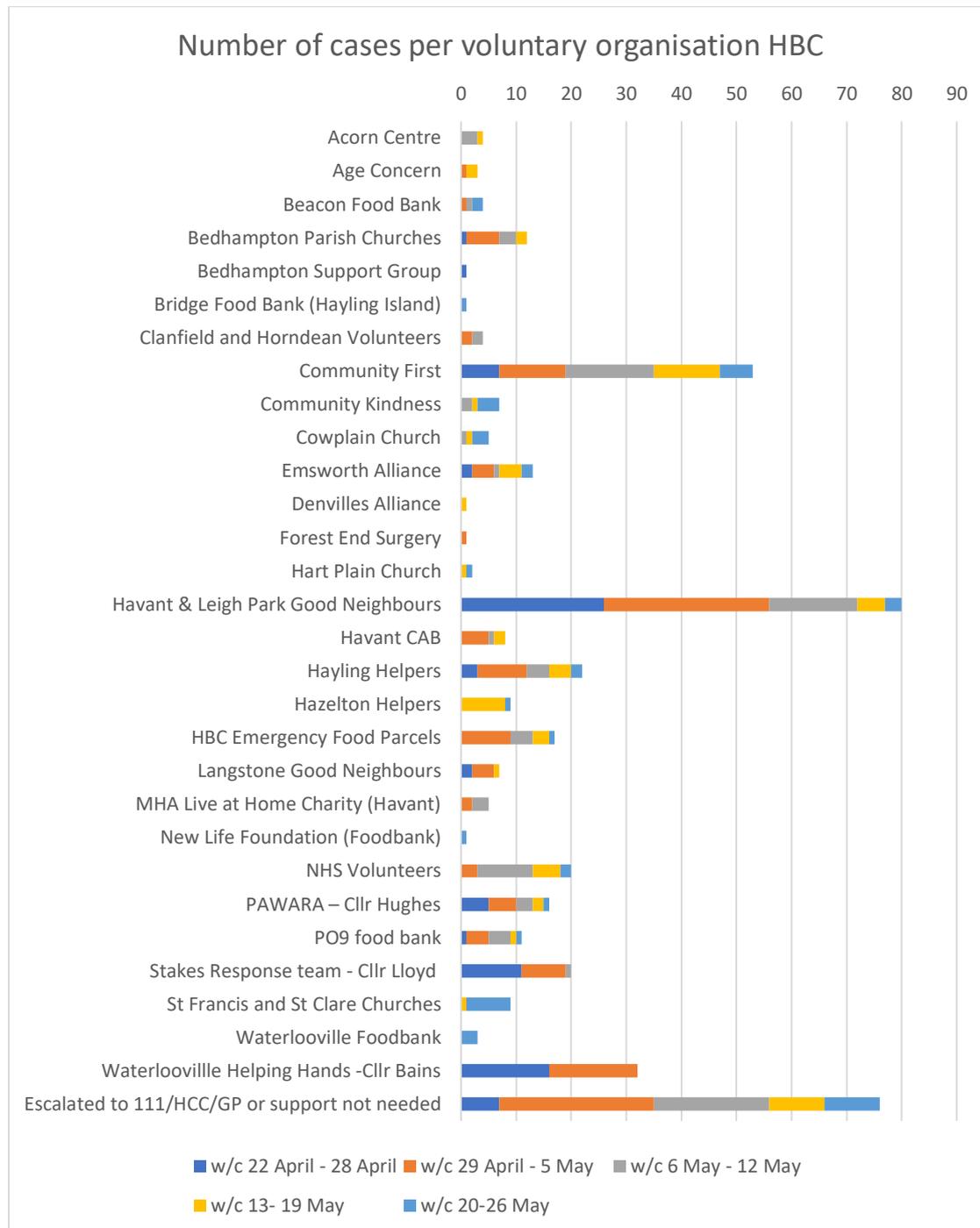


The split between the reasons for referrals have remained largely unchanged from previous weeks – the key areas where support is needed is shopping and medication, with only small numbers of referrals requiring support in other areas.

Map of weeks cases in HBC



Breakdown of number of cases per voluntary organisation week ending 26/05/20





Ministry of Housing,
Communities &
Local Government

Luke Hall MP

*Minister for Local Government and
Homelessness*

**Ministry of Housing, Communities
& Local Government**

4th Floor
Fry Building
2 Marsham Street
London
SW1P 4DF

www.gov.uk/mhclg

26 March 2020

Dear Chief Executives,

Thank you for your continuing work in response to the COVID-19 crisis. This scale of the challenge we all face is unprecedented. I know this is a particularly challenging time and that you and your staff are going above and beyond to help support your communities at this time.

Last week, the Government asked Dame Louise Casey to lead the Government's response to COVID-19 and rough sleeping to help make sure that we bring everyone in. It is our joint responsibility to safeguard as many homeless people as we can from COVID-19. Our strategy must be to bring in those on the streets to protect their health and stop wider transmission, particularly in hot spot areas, and those in assessment centres and shelters that are unable to comply with social distancing advice.

This approach aims to reduce the impact of COVID-19 on people facing homelessness and ultimately on preventing deaths during this public health emergency. Given the nature of the emergency, the priority is to ensure that the NHS and medical services are able to cope and we have built this strategy based on NHS medical guidance and support.

The basic principles are to:

- focus on people who are, or are at risk of, sleeping rough, and those who are in accommodation where it is difficult to self-isolate, such as shelters and assessment centres
- make sure that these people have access to the facilities that enable them to adhere to public health guidance on hygiene or isolation, ideally single room facilities
- utilise alternative powers and funding to assist those with no recourse to public funds who require shelter and other forms of support due to the COVID-19 pandemic
- mitigate their own risk of infection, and transmission to others, by ensuring they are able to self-isolate as appropriate in line with public health guidance

This should be done by taking the following programme of actions:

1. Convening a local coordination cell to plan and manage your response to COVID and rough sleeping involving the local authority (housing, social care and public health) and local NHS partners together. This would then report in to wider local COVID structures.

2. Seeking to stop homeless people from congregating in facilities such as day centres and street encampments where there is a higher risk of transmission
3. Urgently procuring accommodation for people on the streets if you have not already done so – MHCLG will support you to do so if you are struggling to procure sufficient units
4. Triaging people where possible into three cohorts driven by medical advice:
 - those with symptoms of COVID19;
 - those with pre-existing conditions but without symptoms; and
 - those without any of the above.

Attached to this letter is additional guidance on the approach that agencies should be taking to triaging agreed with NHS England and Public Health England.

5. Getting the social care basics such as food, and clinician care to people who need it in the self-contained accommodation. It is likely that you will need to utilise your commissioned homeless services to provide support to people in this accommodation and we urge you to work with the commissioned and non-commissioned sector to make sure there are adequate levels of support provided.
6. If possible, separating people who have significant drug and alcohol needs from those who do not.

In the longer term it will of course be necessary to identifying step-down arrangements for the future, including the re-opening of shelter-type accommodation.

Given the Prime Minister's announcement on Monday night that the public should be staying in their homes wherever possible, it is now imperative that rough sleepers and other vulnerable homeless are supported into appropriate accommodation by the end of the week. Dame Louise is spearheading all of our efforts to get everyone in. As she has said 'it won't be perfect but all of us together will do our best'.

We know that this requires funding. Last week, the Government announced £1.6bn for local authorities to respond to other COVID-19 pressures including for services helping the most vulnerable, including homeless people. This grant will cover all costs incurred in the first phase of the response, but we will keep future funding need under review. To support our understanding of what authorities or additional funding is likely to be required we will be working with local authorities to develop an ongoing assessment of costs.

Thank you very much for everything you are doing to save lives and provide care for some of the most vulnerable in our society.



Luke Hall MP



HM Government

COVID-19 homeless response checklist

This checklist provides important information to people and groups helping those sleeping on the streets, in night shelters and hostels to access accommodation and to keep them and others safe. It can also be used to assist this same group needing to leave hospital or being released from prison.

1. A simple approach to triaging, assessing and accommodating people is essential. There are three groups to consider:
 1. **The symptomatic** group would include people anyone (i.e. regardless of risk group) with a new persistent dry cough and fever/temperature over 37.8°C. This group should be placed in **COVID-CARE** sites.
 2. **The asymptomatic high clinical risk group** would include people who are eligible for the flu vaccination, and those who are extremely vulnerable. This group should be placed in **COVID-PROTECT** sites.
 3. **The asymptomatic and low risk** group would include people not included in either of the groups above. This group should continue to use current service provisions or be placed in accommodation to meet current guidance on self-isolation.

Existing risk management protocols for accommodation for specific client groups (for example people with substance dependency, mental ill health, a history of violent behaviour, and women) should be applied. More guidance on this will be available in due course.

This protocol should be implemented by local staff (e.g. outreach workers, hostel staff) following guidance and, where needed to identify clinical risk, instruction from NHS professionals either in-person or remotely (i.e. over the phone).

2. All partners need to be involved in a coordinated and planned way including:
 - **Local Authority** – for leading on securing and funding accommodation, Local Authority public health including commissioned drug and alcohol treatment services, social care and support
 - **NHS** –for commissioning and provision of primary care, community services, urgent and emergency care, hospital discharge and mental health
 - **Voluntary Sector** – providing shelters, hostels, outreach support and food banks.
3. The multi-agency response should be organised and coordinated through local emergency response arrangements, specifically with:
 - Local Resilience Forums to support those in our communities who are at the highest risk of severe illness

- **NHS** priority - leadership for people in COVID-Care (symptomatic) and COVID-Protect (asymptomatic, high clinical risk) using the COVID-19 emergency response structures
 - **Local Government** priority - leadership for people in the asymptomatic and low risk group.
4. If accommodation is provided it must be suitable for successful self-isolation, and should include:
- **Single ensuite rooms with catering** facilities, or alternative food provision
 - **Accessible** accommodation for people with disabilities
 - **Protocols** to respond appropriately to **on site alcohol** and **potential drug use**. Further guidance will follow but protocols will need to balance the risk of ongoing transmission of COVID-19.
5. Working together with local drug and alcohol treatment providers, local protocols should be agreed for prescribing, needle exchange and the provision of naloxone. Further substance misuse guidance will be provided.
6. Local COVID response teams need to agree a coordinated plan for effective distribution of appropriate Personal Protective Equipment (PPE). This will include identifying where staff should collect PPE, and staff training in the use of PPE. The following is proposed:
1. **Hospital-based** pathways teams to pick up from their **Trust**
 2. **GPs** and **primary care** staff to pick up from their **practice**
 3. Sites taking symptomatic people (COVID-Care) and clinically vulnerable (COVID-Protect) to pick up appropriate PPE from the nearest **Trust**.
- Outreach staff do not routinely need PPE **unless** they are in close contact with symptomatic or confirmed cases of Covid-19 disease, in which case surgical masks, gloves and aprons and goggles/visors are recommended ([PHE guidance](#)).
7. Outreach and support staff should practise social distancing whenever possible as well as good hand and respiratory hygiene, such as regular handwashing for more than 20 seconds (<https://www.gov.uk/government/news/public-information-campaign-focuses-on-handwashing>).

Additional advice, guidance and protocols will be shared as the situation develops.

Horizon Leisure Centre's Conversion to a Field Hospital

Late in March Havant Borough Council (HBC) was asked to assist with the NHS's contingency planning for their consideration to use the Horizon Leisure Centre as a community field hospital.

The Council was involved from the week beginning the 16 March 2020 with initial property enquires. HBC coordinated their resources and supported the NHS/Clinical Commissioning Group (CCG) with their contingency planning until 23 April 2020, when, modelling was indicating to the CCG that a community hospital at the Horizon Leisure Centre was not likely to be needed. However, work on the Licence to Occupy continued between the legal departments of both to enable the legalities to be quickly progressed in the future, should they become necessary.

The workstreams provided by HBC to support the project's development are described in brief below, supported by two Appendices:

Project Management Support	<p>Representing the council and its interests at the Daily Progress Meetings with the NHS and CCG.</p> <p>Tracking our actions, following up on those actions and reporting progress back to the management teams within both HBC and the NHS.</p> <p>Managing our documentation and the flow of information between organisations.</p> <p>Standing by for any coordinated comms in-line with the NHS managed messages.</p> <p>Outlining and clarifying the relationships between the different parties, and the most appropriate lines of communication if the proposals were to be implemented.</p>
Legal Services and Estates	<p>Preparing the necessary documentation to suspend the lease agreement with Horizon Leisure Trust and putting them on Notice of the Council's intention to do so.</p> <p>Drafting the new Licence to Occupy for the CCG, and liaison the CCG's legal representatives for mutual agreement to the licence.</p> <p>Advising the Council and the NHS trusts on the implication for the council of the emergency regulations as they were enacted during the time of change for emergency response and planning permitting.</p> <p>Informing our Insurers of the intended change of use to the premises to instigate the continuation of the insurance cover required.</p>
Property Services	<p>Advice and information provided to the NHS on the building itself, including building plans.</p> <p>Undertake a Pre-Occupation Survey of the building to record any material concerns prior to occupation by the NHS as a field hospital.</p> <p>Investigate the feasibility for internal alterations on the structural stability of the building.</p>
Geomatics Team	<p>Providing layout drawings for the external areas of the site.</p> <p>Carry out a drawing check survey against the current as built drawings to validate their accuracy focusing on door widths, access to the building and threshold levels for bed movements.</p> <p>Image capture for Pre-Occupation survey.</p>
Building Regulations	<p>Supporting the proposed change of use and seeking the preliminary advice from Hampshire Fire and Recue to the architect's plans.</p>



Action Number	Task	Actions/Issues	Priority	Lead	Critical Support	Target Deadline	Progress	Comments
1.0 Inception								
1.1	Building is also emergency Rest Centre - confirm any actions to ensure a rest centre is still able to be provided.	Move red box to Plaza until we have agreed another rest centre location (RM 02/04/20 11:04)	Medium	Rebecca Mundy		30-Apr-20	Y	assume move in is 10/04/20 - Rebecca discussing alternative buildings for rest centre
1.2	HCC Coroner approval of plans		High	Rebecca Mundy			Hold	
1.3	Pete Gammage to have access to HBC IT systems	Pete is working from won laptop. On the list for deployment of ITC equipment. Urgent Call to ICT raised by Lyall.	High	Pete Gammage			G	Proposed ASAP, Copy information to Pete until systems are available.
1.4	Investigate use of other buildings as rest centre to compensate for loss of Leisure centre	HCC EP will be involved	High	Rebecca Mundy		30-Apr-20	Y	Rebecca discussing alternative buildings for rest centre HCC in the Emergency Planning team, are exploring alternative locations in close proximity, but until we have a definite they would like the red box left at HLC. Just in case we need to use the location at any point in time for evacuation of residents, before a another location can be found.
1.5	Extent of building occupation	Required so that it is understood what other sections of the building might not need to be used and / or might be available for other uses	Medium	Pete Gammage		07-Apr-20	G	Internal and external plans received
Page 148	Legal	To formalise any legal arrangements/requirements: •Paper drafted to Chief Exec for approval under delegated powers for use of the building •Have now Served notice on CE of HLT to say we will be exercising to suspend lease and allow NHS occupation •Awaiting 'go ahead' – then will serve notice of the when •Draft 'license to occupy' sent to NHS (Bernadette) – awaiting response	High	Martyn Fenwick		10-Apr-20	Y	•HBC served notice on HLT last week forewarning that the lease will be suspended at short notice if NHS proceed with need for the building. •The next step is for NHS to confirm required date of occupation •The CEO will then send follow up notice – the tenancy with HLT is suspended having regard to clause 4.1 of the lease. •The NHS can then take occupation IMMEDIATELY under the proposed licence to occupy vested between HBC and NHS Trust
	1.7	HBC Project Managers to be added to the daily call on TEAMS	Kirsty Klepacz, James Spragg, Pete Gammage and Steve Mountain	High	Andy Greenhalgh		03-Feb-20	G
1.8	Update contact list for HBC	Contact list to be shared and updated.	Medium	HBC		06-Apr-20	G	
1.9	Print Large Plots of Base maps and Layouts to use in the Conference Centre room.	Drawing of the site to be in the room of the HLC to facilitate the meetings	Low	Steve Mountain		03-Apr-20	G	Plans taken to Leisure Centre on 03/04/2020
1.10	Confirm free parking for NHS Staff using the Car Parks	Check that parking team Aare willing to provide parking facilities to the staff at the site once operational	Low	James Spragg		08-Apr-20	G	Car Parking Enforcement are satisfied they can enable this easily. Registration Numbers will be required later down the line. They also have resources to help.
1.11	Possible Laser Scan the building to generate visuals	Advise that processing and drafting of visuals are unlikely to be ready before the building is occupied.	Low	CLOSED			G	Not Taken Forward
1.12	Consider where the External Caterers will need external refrigeration.	Check for most suitable location proposed and impacts on the kitchen area. Links to Planning Support.	Medium	Steve Mountain			G	this will be taken up by Planning and Building Control
1.13	Ensure insurance is in place for change of use	•Insurance notified of confidential proposed occupation – response awaited. (will address key building risks such as building burning down etc.) •Assistance from NHS will be needed on the details of changes for insurance purposes	Medium	Martyn Fenwick		10-Apr-20	Hold	Details of questions from insurers sent to Andy Greenhalgh and Lisa Medway 8/04/2020.
1.14	Prepare a Risk Register for Havant and Horizon Leisure	Risk to consider in the completion of the project. Liaison with Legal and Insurance is necessary	Medium	Kirsty Klepacz			G	
1.15	Set up system for recording of time and costs HBC carrying out the actions to support the priority project	Ensure everyone is aware of need to register hours. Set up a system to enable time to be recorded against this project for all HBC Staff	Medium	James Spragg		08-Apr-20	G	Christine has created a timesheet and a "slimline" green sheet for the project
1.16	Responsibilities and impacts timeline chart showing all parties. To be put to Estates and shared with HLT.	Set up a timeline diagram to visualise the contract timescale and relationships. Try and draw details in Martyn's email into a Gantt chart timeline showing key point of change with the impact on the parties	High	Kirsty Klepacz	Lyall	09-Apr-20	G	
1.17	Conversation about HLT having sight of the Licencing Agreement to be held between Martyn Fenwick (HBC) and Howard Board (HLT)	Email request to Martyn for sight of the licence to occupy. Verbal request at daily meeting of the 8/04/2020	High	Martyn Fenwick		09-Apr-20	G	Martyn has held conversations and email correspondence with HLT CEO

2.0. Design and Planning

2.1	Photographic record and schedule of condition	Martyn to speak to Howard HLT to facilitate, Pete to undertake	High	Pete Gammage		07-Apr-20	G	Scheduled for 07/04/2020
2.2	Impact on car park	EHDC parking service will need to be advised of any changes to use of car parks and likely duration	Low	Sean McKay		09-Apr-20	Hold	
2.3	ESCP support property with Video, Photographic Services during the survey	Support with a member of staff to join Steve Richardson when he carries out his survey.	Medium	James Spragg	Simon Stapleton	07-Apr-20	G	Jon to support Steve Robertson
2.4	Conduct Check Survey of Leisure centre drawings	Check that the drawing and details are current for the layout. Specific focus on the Door widths for bed access, plinths, steps limitations on movements or placing of equipment/stations. Andy to supply areas to focus on.	High	Andy Pearce	Dan Barnes	07-Apr-20	G	Andy Pearce has instructed his team to arrange for this survey on Monday as Rough and Ready, Tuesday with more detail if needed
2.5	Supply External Survey of the site to Andy Greenhalgh	Supply survey of the external site, DWG file if possible	Medium	Steve Mountain		03-Apr-20	G	
2.6	Check layout and operation plans with Environmental Health Team	Feed through to Catherine.Rayner@easthants.gov.uk and Sam.Ings@easthants.gov.uk	High	David Fitzgerald			Hold	David Fitzgerald now considering the plans.
2.7	Check External Layout with Planning Team	Check the external plan with planning, may be able to advise on good choices to avoid later conflicts with the neighbours and locational impact. Liaise with Steve Weaver.	Medium	Steve Mountain			Hold	Steve Weave providing comments 07/04/2020
2.8	Connect up Chris James (NHS) with Pete Gammage for infrastructure delivery	Chris is managing the infrastructure plan, Generators, utilities, etc. To be linked up with Pete Gammage to offer support as necessary. Care over whether feasible for a breaker / non return valve not to contaminate water supply.	Medium	Pete Gammage		06-Apr-20	G	
2.9	Building Control to be consulted on the Fire evacuation and Fire Risk Assessments. Ensure that final internal and external layout are compliant with the Assessment Requirements. Fire Service to have involvement through Building control.	Specialised knowledge of fire regulations for temporary changes, and emergency works required from Building Control Team. Responsibility for Fire Assessment is unlikely to rest with Horizon following occupation by the NHS.	High	Colin Adams			Hold	Fire Service will want to conduct a site visit. Initial consideration have been provided by the Fire Service and passed to the NHS' Architect.
2.10	Check that where stud walls have been installed these are OK to be removed –	i.e. where an old double has been trimmed down to a single, OK to redouble it to get beds through. This is the wall between the current Dance Studio and the office. It will provide access to Palliative care.	High	Pete Gammage			G	Steve Robinson has provided this information.
2.11	Identify and clarify any need for building Regulations Approvals	This is where there is now an Office but used to be part of a larger area where the old gym was located... Howard (HLT) has the more recent local plan for this change which should help demonstrate it's a simple studwork wall and not structural, Facilitate removal to enable access without the need for us to instruct a structural engineer to assess if possible.	High	Colin Adams			Hold	
2.12	Request that the Architects flag any critical area for the survey's either the pre-occupation survey, or the dimension check survey.	Pete to check / advise if appropriate changes to the building fabric or recommend more suitable alternatives. Need to understand any impacts on the building and run past Pete. Any impacts / changes on Services and supplies e.g. water / electrical need to be understood and discussed with Pete. Care over whether feasible for a breaker / non return valve not to contaminate water supply.	Medium	Pete Gammage		05-Apr-20	G	
2.13	Understand what ICT the NHS is providing and the interface with HBC buildings.	Support from ICT PM in the NHS which will join the Daily Calls.	Medium	Steve Mountain	Pete Gammage		Hold	Jane to be a bridge between ITC and NHS. More about impact of networks on building and any alterations.
2.14	Provide Cost Estimates to NHS ahead of their business case	Provide the NHS with costs, categorise the costs against the Key Phases that are set out in the receptibilities timeline and distribute to the NHS	High	James Spragg		15-Apr-20	Y	Prepared and ready to send after review

Page 149

3. Mobilisation, Implementation and construction

3.1	Comms - Connect HBC Comms Lydia Forbes-Manson with NHS Comms.	Assumed NHS will lead but HBC councillors will need to be informed, We believe the NHS Comms could be Sara Tiller or Lisa Medway	Medium	Assume NHS		07-Apr-20	Hold	Lidia in now in touch with NHS Comms and happy to co-operate
3.2	Support the NHS to determine their Insurance need	Prompt the NHS to consider the Insurance provision for building, their use and operation and public indemnity.	Medium	Martyn Fenwick			Hold	
3.3	Consider the need for a Pre-occupation Survey	Given the further timescale due to the requirements modelling prompt legal for them to consider a need for further work necessary to arrive at a adequate pre schedule of condition before NHS Occupations. Outputs to consider is a report and photo survey.	Medium	Steve Mountain			Hold	
3.4								

4. Operating

4.1								
-----	--	--	--	--	--	--	--	--

5. Closure

5.1	Project Closure: Cost Schedule for HBC incurred cost and time to the project	Provide summary of incurred cost and time for the project	Medium	James Spragg	Lucy Taylor		A	Waiting on Solicitor's time to be provided to complete the records.
-----	--	---	--------	--------------	-------------	--	---	---



From: On Behalf Of Coughlan, John
Sent: 24 March 2020 09:34
To:
Subject: SUPPORTING AND SHIELDING VULNERABLE RESIDENTS

Dear Colleagues

Supporting and Shielding Vulnerable Residents

In response to the unprecedented actions we are all being required to take, I wanted to communicate about the response currently being implemented around supporting and shielding our most vulnerable residents. As you will be aware, letters are going out to some 1.5m people across the UK from the NHS identifying them as being at high clinical risk and of the need to shield themselves for an extended period. We await the data confirming these residents to HCC's Adults' Health and Care as the contact point from NHSE, DHSC and MHCLG.

Graham Allen, Director of Adults' Health and Care is leading this work across Hampshire County and has also been asked to lead it strategically for the HIOW LRF under Objective 1; 'protect our most vulnerable residents'. He will work closely with his equivalent colleagues in the unitary social care authorities. There is a national consensus that this new strand of work must be tied closely to adult social care departments for a range of reasons, especially the likely overlaps between this group and the client base and systems for the existing services.

We also need to ensure we have a network and infrastructure of both countywide and local support, through Hubs which in Hampshire are likely to be district based, to provide practical assistance as well as information and advice to those people who do not have other support available to them.

The workstreams that Graham is establishing include a full range of actions around supply chain and logistics as well as communications and volunteer recruitment and tasking. It is intended to have the necessary elements stood up in the next few days in order to pick up requests, including those from the NHS clinically high risk cohort of people (alongside immediate requests which will be met by national resources through this week). Additionally, the workstream will require leadership at a district/borough level with NHS and other partners around rough sleepers and others. This will be confirmed as soon as possible.

We are well aware that our district colleagues are understandably keen to press on with this work. We think it is vitally important, both to avoid wasted efforts but especially to avoid potentially dangerous confusion, that colleagues await Graham's lead.

Work has been established across the county with district and borough lead representation from Patricia Hughes and Karen Edwards – they will ensure that you are kept informed of the work that is being developed with VCS, HCC, NHS and other partners under Graham's leadership. I will also ensure, through Graham, that

the various workstreams and the leadership of them are confirmed to you in the next 24 hours.

Regards

John Coughlan
Chief Executive
Hampshire County Council
The Castle
Winchester SO23 8UJ

Covid19 Response – IT Requests Dashboard 21/05/20

APPENDIX 8

 **297** Requests for IT equipment & Mobile Phones received

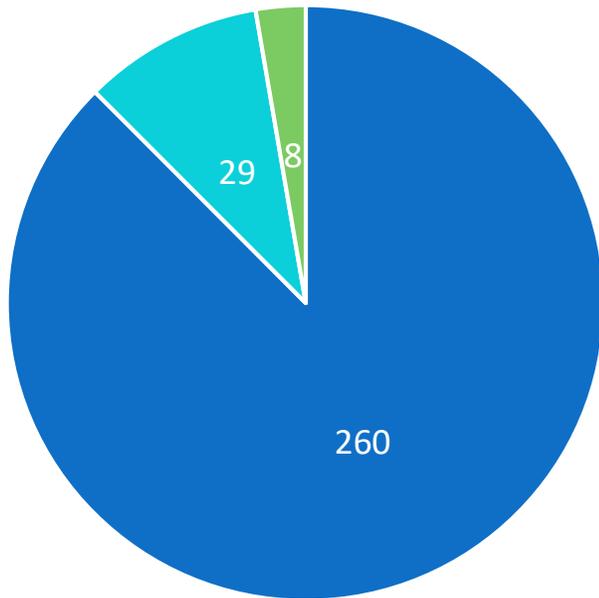
258 Items issued

222 P1 staff & **70** P2 staff have been identified as 'Critical' by Heads of Service

50
Laptops issued

All Requests by 'Requestor Type'

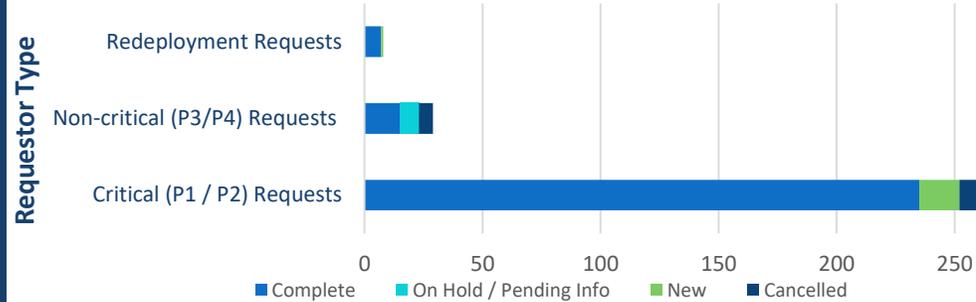
Page 153



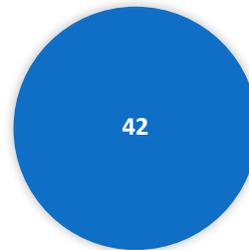
■ Critical (P1 / P2) Requests ■ Non-critical (P3/P4) Requests
■ Redeployment Requests

'Status' of All Requests by 'Requestor Type'

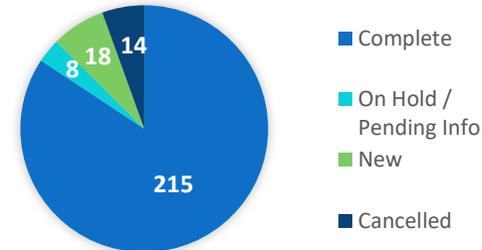
(Includes: Laptops, Desktop PCs, Wi-Fi dongles, Mobile phones, monitors, keyboards, mice & cables. Some staff have requested multiple items – these have been processed as one request)



MOBILE PHONE REQUESTS BY STATUS



IT EQUIPMENT REQUESTS BY STATUS



Next Steps:

- Work ongoing to support teams to further reduce numbers of staff in buildings
- Nearing limit of existing on-site kit
- Direction required on any triggering COVID-19 Secure office presence to inform IT sourcing strategy
- A key dependency is the CVW to CMW project- ensuring any IT kit is flexible for the future

168
Desktop PCs issued

Desktop PCs issued

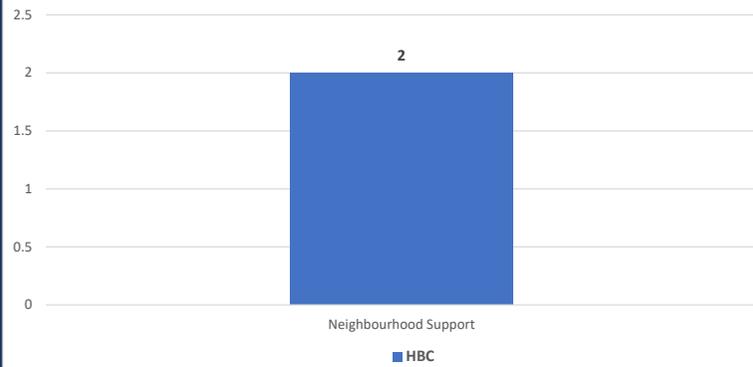
40
Mobile Phones issued

Mobile Phones issued

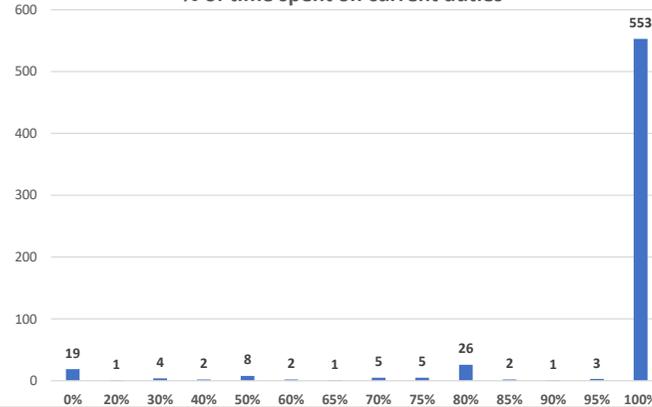
Plus Monitors, Keyboards, Cables, Mice & Wifi Dongles have also been issued

Covid19 - Staffing Data

Can be redeployed by service



% of time spent on current duties



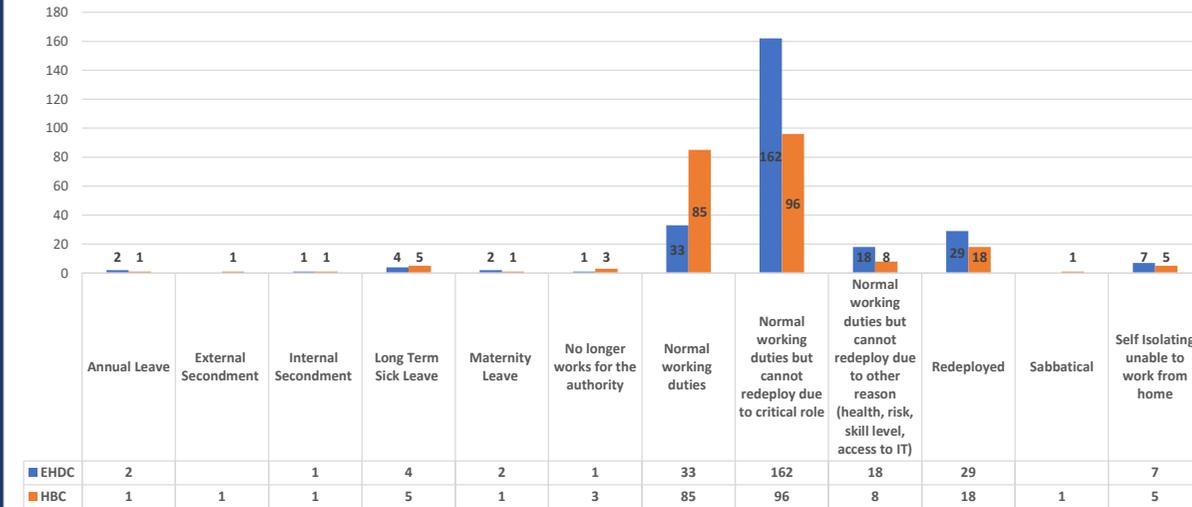
Headlines

Increase in those working 100% on normal duties.

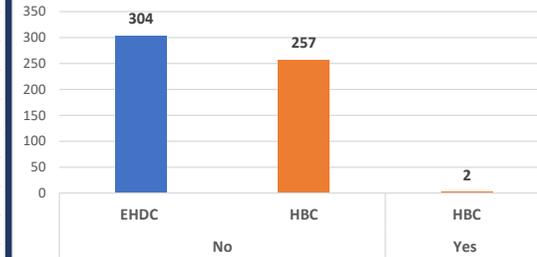
Majority of those working 0% normal duties are self isolating or caring for a relative.

Work will continue on staffing picture to ensure HOS weekly updates are captured and reflected in staffing data dashboards.

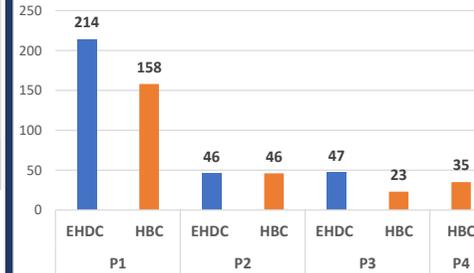
Staffing current working situation



Can be redeployed by Council



Critical roles by Council

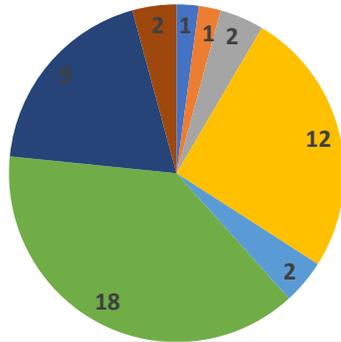


Covid19 - Redeployment Planning

Total volunteers	Total internal redeployments	Total external redeployments	Total redeployed staff
0	47	0	47

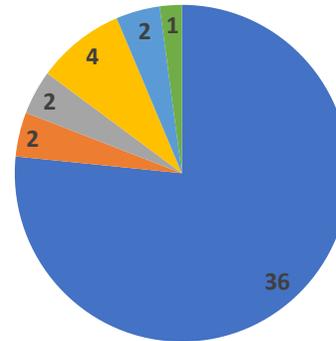
Redeployed from Service

- Building Control
- Client Relationship & Strategic Commissioning
- Commercial Development
- Customer Services
- Legal & Democratic
- Neighbourhood Support
- Planning
- PR&Q



Redeployed to Service

- Housing & Community
- Legal & Democratic
- Neighbourhood Support
- Organisational Development
- PR&Q
- Regeneration & Economy



Headlines

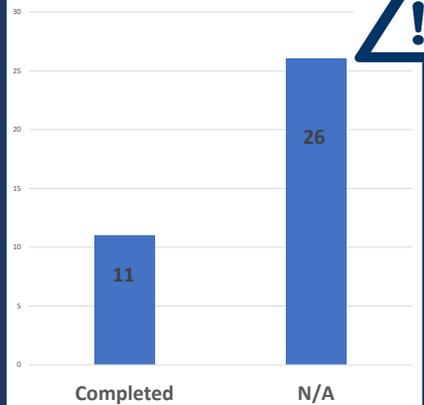
All resources who can be redeployed have now been redeployed into temporary roles.

All risk assessments and PPE assessments are up to date for all redeployed staff members

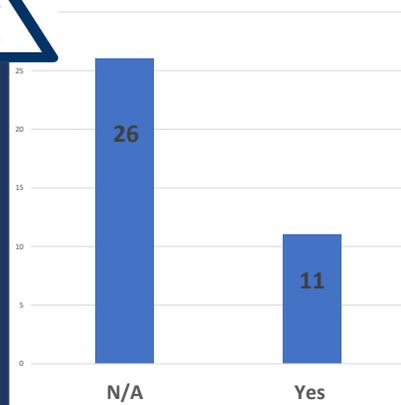
Of the 53 members of staff redeployed, 26% are working on the food deliveries and hub project.

Data cleanse exercise taking place to ensure no gaps exist in data and all redeployments across all services are captured and recorded. Work will continue to ensure all redeployment arrangements are captured.

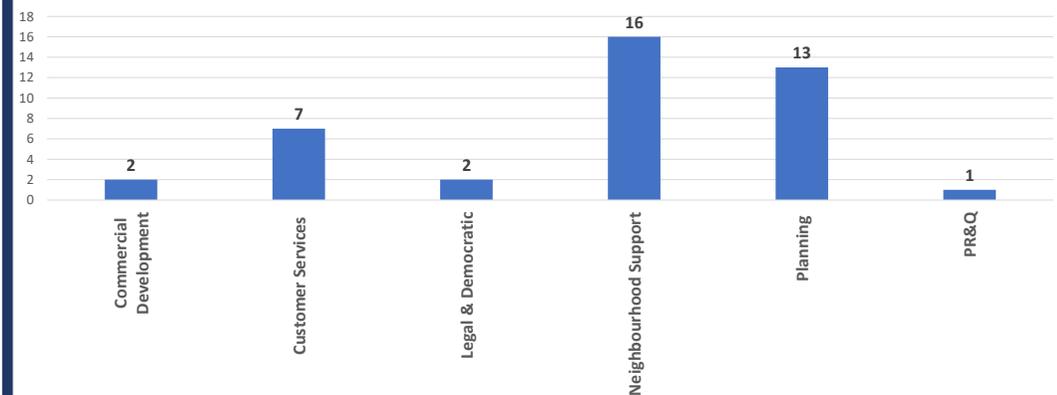
PPE Equipment Provided



Risk Assessments Complete



Volunteers by Service



Coronavirus communications strategy: April 2020

Context:

The communications team's primary focus for the coming weeks will be to ensure that four target groups are adequately informed and updated about council services and support available to them during the coronavirus crisis.

The communications team is in daily contact with directors to monitor and respond to this rapidly changing situation so that messages can be delivered effectively and efficiently to target audiences.

Business as usual work will be delivered where possible.

Overall objectives:

This table sets out the four target audiences we are trying to reach with our communications, what we are trying to achieve, how we will do it and how we will evaluate it.

Target audience	Objectives	Channels	Monitoring and evaluation
1. Residents	a) Inform residents about changes/impacts to services	Website Social media Printed flyer distributed to all homes in HBC and EHDC	No of website hits Engagement on social media Informal feedback
	b) Update residents about actions they need to take and promote central government messages e.g. social distancing	HBC: Serving Us online EHDC residents' updates Press releases	Numbers receiving e-newsletters Numbers signing up to receive updates Coverage in media
	c) Promote volunteer scheme to vulnerable residents who may need it and try to attract volunteers	Social media Website Leaflets	Engagement via social media Website hits Take-up of scheme

		Press releases	Coverage in media
	d) Promote council decisions taken during coronavirus which need publicising	HBC: Serving Us online EHDC residents' updates Press releases	Engagement via social media/webiste Coverage in media
2. Businesses	a) Inform businesses about the support available to them with clear signposting	Websites Business e-newsletters Business East Hants LinkedIn	No of website hits Numbers receiving e-newsletters Numbers signing up to receive updates Engagement rate of updates Numbers filling out forms online to receive grants
3. Staff (majority working from home)	a) Keep staff informed, engaged and motivated during the coronavirus crisis	Kneller's News – weekly Or – Kneller's News Live	Numbers logging into Kneller's News Live sentiment and tone from the briefing (e.g. comments) Engagement rate of Kneller's News
	b) Weekly email (shared for EHDC and HBC)	Develop shared weekly email which goes to all EHDC and HBC staff	Engagement rate of weekly emails
	c) General staff communications e.g. HR-focused/working from home advice/ideas/	General staff communications Develop and take the lead for updating content on mini intranet	Engagement rate of staff updates Numbers/engagements on mini intranet
	d) Mental health and wellbeing	Focus on health and wellbeing and the support available through	Engagement rate of staff updates

		general staff communications and dedicated channels	Numbers/engagements
4. Councillors (and parish councillors and MPs)	a) Keep councillors informed about council services during coronavirus crisis	Councillors' newsletters (weekly to start with)	Engagement rate of councillors' newsletters
	b) Enable councillors to feel empowered to help spread messages and to be community leaders	Leader briefing with councillors via Skype	Numbers logging into Leader briefings/sentiment and tone from the briefing (e.g. comments)
	c) Keep parish councillors informed about council service updates	Councillors' newsletters are being shared with town and parish councillors	Engagement rate of councillors' newsletters
	d) MPs – briefings on key changes/updates (brief MPs on key local issues)	MP briefings with Chief Exec and directors	Informal feedback from MPs

The wider context and collaboration:

We are also working with our communications colleagues in the Local Resilience Forum (LRF) to ensure we are working in a co-ordinated and collaborative fashion.

ends

NON EXEMPT**HAVANT BOROUGH COUNCIL**

Decision by Leader**LOCAL AUTHORITY DISCRETIONARY GRANT SCHEME****Report by: Director of Corporate Services****Key Decision: Yes**

1.0 Purpose of Report

This report is submitted to the Leader for policy decision in relation to the administration of the new Local Authority Discretionary Grants Fund

2.0 Decision

To approve the process and criteria as set out within the attached appendices for the administration and granting of funds through the Local Authority Discretionary Grant Scheme in line with Central Government Guidance issued by the Department for Business, Energy & Industrial Strategy (BEIS).

To agree that a panel of three members, as appointed by the Leader, be delegated the authority by Cabinet to agree the grants to businesses in line with the guidance for businesses at Appendix 1.

3.0 Issue

In response to the Coronavirus, Covid-19, Central Government has announced several funding schemes to support businesses. On the 1st May 2020 the Minister for BEIS announced a Local Authority Discretionary Grant Scheme aimed at supporting those small and micro businesses which had not been eligible for the financial assistance offered through the various grants and loan schemes launched to date.

The costs of the local scheme will be met in one of two ways:

- Where a local authority have or are expected to spend all of the grants allocated through the Small Business Grants Fund and Retail, Hospitality and Leisure Grants Fund, they will receive an additional payment of 5% of their original funding allocation (under a s31 of the Local Government Act 2003).
- Where the local authority has taken all reasonable steps to provide grants to eligible business for the Small Business Grants Fund and Retail, Hospitality and Leisure Grants Fund, still have unspent initial grant funds

they will be able to use up to 5% of their original funding allocation but cannot allocate grants above this 5 % threshold.

The funding allocation has been confirmed in writing to each authority, for Havant this is £860,250.

It has been confirmed that there will be no additional grant awarded to local authorities once the 5% top up has been allocated and therefore this sum is capped at £860,250.

It is expected that the current scheme will be significantly over-subscribed.

The BEIS guidance to local authorities provides several criteria that must be met for businesses to be eligible for the new discretionary grant and these have been summarised in the attached Havant Borough Council guidance for local businesses at Appendix 1.

If funding is available to support those businesses within the Borough that are outside of the central government pool, these will be allocated on an agreed scoring matrix and evaluation criteria that has been agreed by Cabinet Members and by the s151 officer.

The Leader will appoint 2 Members of Cabinet and the Chair of Governance, Audit and Finance to agree the evaluation criteria and the grant applications.

An application form for businesses is also attached at Appendix 2.

The authority will be subject to mandatory reporting through the Delta data collection process on a weekly basis.

BEIS are expecting that authorities will be in a position to begin the payment of discretionary grants early in June.

Havant Borough Council will be opening the grant application process for a fixed two-week period. The aim is to be able to pay grants in week commencing the 22nd June and no later than the 30th June.

All applicants will be informed of the outcome of their application by the 30th June.

Local authorities have also been provided with access to the government's digital assurance tool through the Grants Management Function and Anti-Fraud Function to help with pre-payment and post-payment assurance.

4.0 Implications

4.1 Resources:

There is no direct financial implication to the authority as the funding will be found from underspends within the original allocation or through additional s31 grant.

The resources to deliver the new grants will be managed by the Director of Corporate Resources.

4.2 Legal:

Section 1 of the Localism Act 2011 provides all local authorities with the vires to make these payments.

4.3 Strategy

At the HIOW Chief Executives meeting of the 15th May 2020, it was agreed that it would be prudent to seek to adopt where possible a Hampshire wide process that would align eligibility criteria and process to provide a consistent application to business across the area and minimise the risk of challenge where business may have a presence in a number of local areas.

The CFO's were tasked with agreeing a clear and unambiguous application process in consultation with other internal relevant services such as Economic Development and Revenue Services.

4.4 Risks:

The processing of the discretionary grants will be managed internally by the Director of Corporate Resources and will not be processed through the Capital Revenue Service. There is a risk that the scheme will be oversubscribed and therefore it will be important to have a clear communications strategy which manages local businesses and stakeholders' expectations.

The prioritisation of allocation of grants outside of the central government pool will be made through an agreed scoring matrix and evaluation criteria which will be agreed in advance of any panel convening.

5.0 Local Government (Access to Information) Act 1985 – 'confidential' or Exempt' Information Indicator: (please complete as appropriate)

5.1 This delegated decision contains neither confidential nor exempt information

6.0 Is this an Urgent Decision?

Yes – BEIS is expecting all local authorities to have an agreed scheme and application process in place which will enable funding to begin to be distributed to business as early as possible in June, to be able to meet this expectation the authority needs to launch the application process as soon as is practicable.

Agreed
Leader, Cllr Wilson


27/5/2020

Agreed
Chair of Governance, Audit and Finance, Cllr Briggs

Date

The decision is subject to the usual 'call-in' process and, if not called in by the Scrutiny Board, will be effective five clear working days after the date of publication, ie 27th May 2010. If an urgent decision, this date will be the same as the date that this decision record was published.

The Chair of GAF has been consulted and has agreed to waive call in for this decision.

Appendices:

Appendix 1 – Guidance for Businesses on Local Government Discretionary Fund
Appendix 2 – Application for Local Government Discretionary Grant

Agreed and signed off by:

Director of Corporate Services: 26.05.2020

Legal Services:

Contact Officer: Lydia Morrison
Job Title: Director of Corporate Services
Telephone: 02392446624
E-Mail: Lydia.Morrison@havant.gov.uk

Local Government Discretionary Grant Fund – Guidance for Businesses

In response to the Coronavirus, COVID-19, the government announced there would be support for small businesses, and businesses in the retail, hospitality and leisure sectors, delivered through the Small Business Grant Fund and the Retail, Leisure and Hospitality Grant Fund. This additional fund is aimed at small businesses who were not eligible for the Small Business Grant Fund or the Retail, Leisure and Hospitality Fund.

This additional fund is aimed at small businesses with ongoing fixed property-related costs. HBC has received £860,250 of funding to support businesses from Central Government. The funding is capped and will be allocated on the priority order 1 - 5 below.

Section 1 of the Localism Act 2011 provides all local authorities with the vires to make these payments. It is not anticipated that further grants will be awarded once the funding has been used. These grants will be given on a sliding scale in line with the monthly fixed overheads of the business as follows:

Grants to be awarded under this scheme will be on a scale depending on the monthly fixed overheads*. The allocation of the grant will be as follows:

Fixed Monthly Overheads	Grant
£750 or below	£1,500
£751 to 1,500	£3,000
£1,501 to £2,500	£5,000
£2,501 to £5,000	£7,500
£5,001 or above	£10,000

*Fixed monthly overheads for the purpose of this grant only includes rent, electricity, gas, water and business insurance, business rates and council tax for Bed and Breakfast businesses that do not pay business rates.

Additional information can be included within the application form by businesses who wish these to be consider as fixed overheads. This consideration is at the full discretion of the evaluating panel.

Businesses must complete an application form to apply for the grant available on the council's website for 2 weeks from 27th May 2020 to 11th June 2020 at 6.00pm.

The completion of an application does not guarantee a payment.

All payments will be made via BACS (as soon as practicable) and the business must provide bank details for payment, including a bank statement. An application must be completed, with information required to access the grant fund.

Business must adhere to the following criteria to be applicable for the grant:

- Have less than 50 employees
- Be trading on 11 March 2020
- Be a small or micro business**
- Not in administration, insolvent or a striking-off notice has been made
- Occupy property, or part of a property, with a rateable value or annual rent or annual mortgage payments below £51,000.
- Able to evidence of loss of income due to covid-19 impact (this would be for the financial years 2018/2019, 2019/2020 and 2020/21)
- Able to evidence total monthly fixed property overheads
- Have a business premises which will not include their home unless this is a Bed and Breakfast.
- Not go over state aid limits (see state aid limit below)
- Only one grant per business regardless of properties within the Borough
- Are not a precepting body.
- ***Not be in receipt of or eligible for support from any central government COVID-related scheme such grant schemes include but are not limited to:
 - Small Business Grant Fund
 - Retail, Hospitality and Leisure Grant
 - The Fisheries Response Fund
 - Domestic Seafood Supply Scheme (DSSS).
 - The Zoos Support Fund
 - The Dairy Hardship Fund

***The above does not apply to the Job Retention Scheme Fund or the Self-Employment Income Support Scheme.

***To be a small business, under the Companies Act 2006, a business must satisfy two or more of the following requirements in a year—*

- *Turnover: Not more than £10.2 million*
- *Balance sheet total: Not more than 5.1 million*
- *Number of employees: a headcount of staff of less than 50*

***To be a micro business, under the Companies Act 2006, a business must satisfy two or more of the following requirements—*

- *Turnover: Not more than £632,000*
- *Balance sheet total: Not more than £316,000*
- *Number of employees: a headcount of staff of not more than 10*

Applications will be assessed by the Council as follows:

Applications from the following businesses will be given priority over all other applications:

1. Small businesses in shared offices or other flexible workspaces. Examples could include units in industrial parks, science parks and incubators which do not have their own business rates assessment
2. Regular market traders (must have a permanent structure be registered in the borough and be trading 5 days per week)
3. Small charity properties that would meet the criteria for Small Business Rates Relief or Rural Rate Relief (who have a ratable value of £1 to £14,999 and no other property)
4. Bed and breakfasts that pay council tax rather than business rates (only one grant per business)

Once the businesses in the above category have been assessed for the grant any other applications will be prioritised as follows:

5. Businesses trading within the Borough that meet the criteria as set out above but fall outside of priorities 1 – 4.

All applications will be reviewed on fixed property overheads and checked against information provided. Awards will then be given based on the priority order noted above. All applicants will be contacted to be informed if grant has been awarded or declined with an explanation.

The fund is limited therefore once the fund has been used there will be no additional grants paid. A further round of applications will be offered if, following the first round of applications, the funding has not been fully utilised by application as above on a first come basis, until the funding limit is reached.

Tax

Grant income received by a business is taxable therefore funding paid under the Local Authority Discretionary Grants Fund will be subject to tax. Only businesses which make an overall profit once grant income is included will be subject to tax.

State Aid

The United Kingdom left the EU on 31 January 2020, nonetheless under the Withdrawal Agreement the State aid rules continue to apply during a transition period, subject to regulation by the EU Commission. Havant Borough Council must be satisfied that all State aid requirements have been fully met and complied with when making grant payments, including, where required, compliance with all relevant conditions of the EU State aid De-Minimis Regulation, the EU Commission Temporary Framework for State aid measures to support the economy in the current COVID-19 outbreak, the approved COVID-19 Temporary Framework for UK Authorities, and any relevant reporting requirements to the EU Commission. Havant Borough Council have a discretion to make payments to eligible recipients under either the De Minimis rules or the COVID-19 Temporary Framework for UK Authorities (provided all the relevant conditions are met).

Payments of up to and including £10,000 can be provided under the De Minimis rules, meaning applicants can receive up to €200,000 of aid within a three-year period.

Fraud

The council will not accept deliberate manipulation and fraud - and any business caught falsifying their records to gain additional grant money will face prosecution and any funding issued will be subject to claw back, as may any grants paid in error

All applicants' information will be shared with the Government Grants Management team to enable any fraud to be identified. All businesses will confirm this by ticking the box on the application.

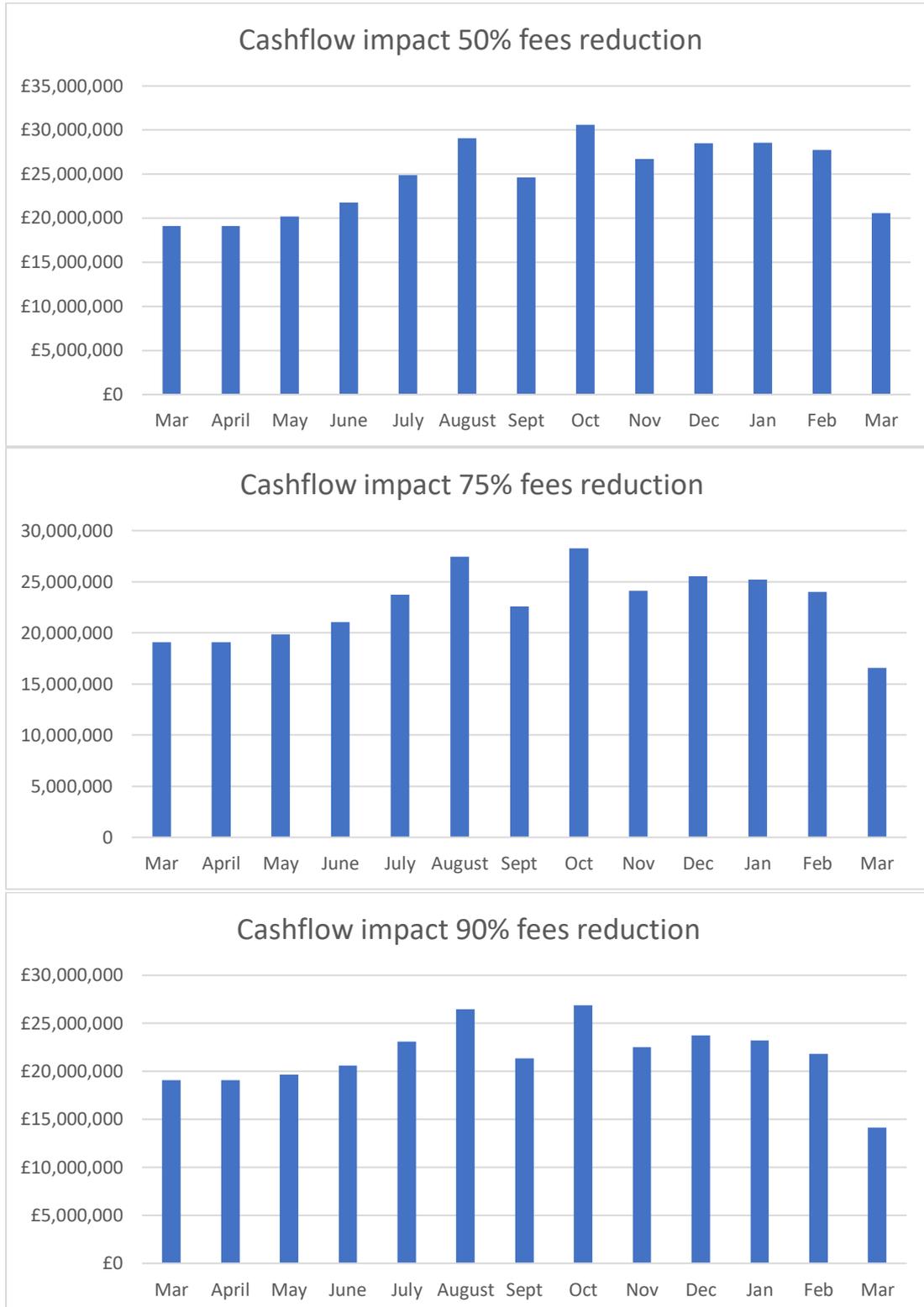
Appeals

There are no further appeals rights for the grant, the Council's decision is final.

Support

If you require support or advice in relation to the Local Authority Discretionary Fund please email: economic_development@havant.gov.uk

The below table illustrates potential impact of 50%, 75% and 90% cash reduction in fees for 2020-21 as modelled at the beginning of the pandemic.



Approach to debt recovery

Debt type	Approach being taken
Council Tax	<ul style="list-style-type: none"> • Normal payments are 10 or 12 monthly interest free instalments • Recovery will commence shortly (it has been suspended up until now), however recovery will only be through letters including offers of support for those struggling through referencing to Universal Credit and Council Tax Support Scheme • No Enforcement action will commence
Business Rates	<ul style="list-style-type: none"> • Recovery will commence shortly (it has been suspended up until now), however recovery will only be through letters • No Enforcement action will commence
Commercial rents	<ul style="list-style-type: none"> • Currently billed quarterly in advance. First Quarter billing completed 25 March 2020 and collection being monitored and chased • Agreed to move to monthly payments for some tenants as opposed to quarterly payments
CIL/section 106 from developers	<ul style="list-style-type: none"> • Payment due at particular stages of development
Penalty Charge Notices	<ul style="list-style-type: none"> • All automated reminders, enforcement and legal obligations have been suspended
Sundry debtors	<ul style="list-style-type: none"> • New debts being raised as usual • No Enforcement action will commence

Fees and Charges were increased as part of the budget setting process. Parking fees have remained in place to encourage social distancing although active enforcement of parking sites is not currently taking place.

Risk ID	Risk Title	Type	Category	Identification of areas where there are significant risks	Date Added	Risk Owner	Original Assessment			Planned Mitigation Actions (include reference as to whether to transfer, tolerate, terminate or treat the risk)	Mitigation Success Factor	Control Assessment		
							5	4	3			5	4	3
C001	Severe impact on local economy/businesses	Financial	Economic	Local businesses cannot operate due to restrictions placed on them/impacts of Covid	24/03/2020	Clare Chester	5	4	20	Dedicated workstream/taskforce has been set up for business support (signposting to government aid available). Rebilling of Business Rates for eligible businesses. Distribution of Government grants scheme	Grants successfully deployed to enable businesses to stay operational. Timely distribution of grants from central government.	4	3	12
C002	Residents unaware of assistance available	Service	Reputation	Isolated/shielded residents not aware of resources available to assist them during Covid period	25/03/2020	Caroline Tickner	4	5	20	Communications workstream established with frequent social media/website updates to ensure residents are kept informed. Leaflet/brochure sent out to all residents.	Those residents that need it are aware of help available.	4	3	12
C003	Loss of income from services not being allowed/able to operate	Financial	Economic	All non-essential businesses have been ordered to close by government. Services also may not be able to operate effectively due to staffing or supply chain issues caused by Covid-19. The associated loss of income could significantly affect our cashflow.	24/03/2020	Lydia Morrison	5	4	20	Estimates of lost income from service provision are being tracked on a dedicated spreadsheet (Covid-19 expenditure log). Cashflow scenarios being modelled for impacts. Ensuring timely government returns and using information to lobby central government for funding if necessary. Identifying discretionary spending which could be used to offset lost income if necessary. Considering furloughing staff (EH Commercial Services staff now furloughed).	Income losses don't have detrimental effect on services/Council	4	4	16
C004	Loss of income from commercial investment property	Financial	Economic	Tenants may no longer be able to pay rent due to restrictions on non-essential business operations. This could significantly impact our cashflow in particular.	24/03/2020	Lydia Morrison	4	5	20	Daily review/monitoring of tenant payments. Agreed to monthly rent payments (as opposed to quarterly) in order for some tenants to manage cash better Likely impact on MTFS	Income losses don't have detrimental effect on services/Council	4	3	12
C005	Critical/statutory services not able to function properly due to IT provision or supply chain issues	Service	Technological	Services may not be able to operate effectively due to inadequate IT provision or supply chain issues caused by Covid-19. IT provision is a key issue with many frontline staff being unable to work from home and therefore at further risk of infection.	24/03/2020	Gill Kneller	5	5	25	Priority services identified with key staff required to run these services - IT prioritised for P1 staff. P3 and P4 impact assessment - define service areas in consultation with HoS. Information collected on staff (and skillsets) for potential redeployment purposes. Also considering succession planning. Websites updated regularly to inform residents/businesses which services are currently operating (managing expectations).	Priority services/critical services continue to be provided	4	3	12
C006	Finances and resources not managed appropriately during response	Governance	Organisational	In a major incident, decision making and spending may not be carried out according to the usual processes and may not be signed off or recorded properly. Political issues could arise if democratic process is not followed.	24/03/2020	David Brown / Lydia Morrison	3	4	12	Governance structure set up for Covid-19 response with four dedicated workstreams (staffing, communications, vulnerable people and business support). Regular calls with HoS to ensure that correct procedures are being followed. Documentation put in place to monitor response: risk register, actions log, expenditure log, list of IT equipment deployed. Information collected on staff (and skillsets) for potential redeployment purposes. Also considering succession planning (need to avoid single points of failure). Separate Covid-19 cost centre set up to monitor spending. Delegated decision making powers agreed with Leaders and recorded. EB has an important role in making sure this is followed. Democratic Services liaising with councillors and identifying options for holding meetings digitally.	Council continues to operate during Covid operations	3	3	9
C007	Vulnerable residents at increased risk of ill health and isolation	Service	Social	Residents may suffer either as a direct result of Covid-19 infection or as a secondary result due to reduced ability to access food and medical supplies and social/community activities. Isolation is a particular concern, as is the ability of the homeless to self-isolate if needed. Potential for serious reputational damage if vulnerable residents are not protected.	24/03/2020	Tracey Wood	5	5	25	Dedicated workstream/taskforce has been set up for protecting vulnerable people. Hubs have been established to distribute food and medicines and call centre established for vulnerable in liaison with HCC. community groups (HBC) to co-ordinate volunteers. Websites regularly updated with relevant information. Housing team working with hotels/B&Bs to identify space to house rough sleepers to ensure all rough sleepers accommodated Monitoring impact of noise and smoke nuisance on residents staying at home. Recovery group governance structure being set up as a priority.	Vulnerable people are cared for	3	3	9
C008	Widespread illness among staff due to Covid-19	Service	Organisational	Spread of Covid-19 symptoms may result in a high percentage of staff having to self-isolate during which time they may not be able to work, leading to pressures on services. Potential for death in service to increase.	24/03/2020	Caroline Tickner	4	4	16	Majority of staff working from home to minimise spread of virus in the offices and buildings now closed to public. Hand sanitiser provided in communal spaces and 2m distancing required for staff still working in offices. Considering impact of full closure of buildings. Signing in system to be implemented to manage numbers of people in the buildings. Dedicated workstream for staff welfare and redeployment set up. Daily log kept of confirmed cases of Covid-19 and numbers of staff self-isolating. Staff sent daily briefings with information on keeping safe and working from home. Deployment of devices and digital working (e.g. Skype meetings) to allow staff to be able to work from home if needing to self-isolate. Information collected on staff (and skillsets) for potential redeployment purposes. Also considering succession planning (need to avoid single points of failure). Proactive engagement with Unison (involved in HoS calls and staff welfare workstream).	Illness levels remain low, minimising impact on service provision.	3	3	9
C009	Widespread secondary illness among staff - e.g. stress, anxiety, H&S issues with working from home	Service	Organisational	Pandemics are likely to cause an increase in common mental health problems due to isolation, caring responsibilities, job insecurity, family health issues etc, all of which may affect staff. Increase in staff working from home means potentially more DSE/ergonomics-related issues if self-assessments not carried out properly.	24/03/2020	Caroline Tickner	5	4	20	Dedicated workstream for staff welfare and redeployment set up. Daily log kept of confirmed cases of Covid-19 and numbers of staff self-isolating. Staff sent regular briefings with information on keeping safe, working from home and support available (EAP etc). Signposting to community/charity resources e.g. Mind. Line managers reminded of need to check in with employees regularly and use 1:1s as an opportunity to discuss additional pressures and mental health/wellbeing. DSE self-assessments circulated to all staff for working from home. Information collected on staff (and skillsets) for potential redeployment purposes. Also considering succession planning (need to avoid single points of failure). Proactive monitoring of EAP takeup and use of Mental Health First Aiders. Proactive engagement with Unison (involved in HoS calls and staff welfare workstream).	Illness levels remain low	3	4	12

Risk ID	Risk Title	Type	Category	Identification of areas where there are significant risks	Date Added	Risk Owner	Original Assessment			Planned Mitigation Actions (include reference as to whether to transfer, tolerate, terminate or treat the risk)	Mitigation Success Factor	Control Assessment		
							1	2	3			1	2	3
C010	Increased death rate putting pressure on cemeteries and crematoria	Service	Customer	If the death rate increases due to Covid-19 the cemetery and crematorium facilities in the area may be unable to cope. Number/cost of public health funerals could also increase.	24/03/2020	Natalie Meagher	4	3	12	Identification of alternative/temporary mortuary facilities (liaising with HCC). Review of daily figures to identify any potential peaks in death rates	High death rate managed	4	3	12
C011	Environmental health concerns	Service	Environmental	Potential increase in work relating to Covid-19, e.g. other disease outbreaks, hazardous waste in fly tips, pest infestations, hazardous housing conditions putting more pressure on Environmental Health teams.	24/03/2020	Natalie Meagher	3	3	9	Prioritisation of critical services (e.g. rodents only for Pest Control) - list circulated to staff. Websites regularly updated with service operation status to manage customer expectations. Monitoring noise and smoke nuisance calls from residents. Monitoring County decision on whether to reopen tips to reduce incidents of flytipping.	Environmental health concerns appropriately managed	2	3	6
C012	Further changes in emergency legislation imposing new statutory duties on local authorities	Governance	Legislative	An emergency Coronavirus Bill has come into effect. Further changes may result in new duties needing to be carried out which we may not be appropriately resourced for.	24/03/2020	David Brown	3	3	9	Monitoring new legislation emerging. Information collected on staff (and skillsets) for potential redeployment purposes.	New legislation effectively communicated to services and enacted	2	2	4
C013	Impact on major corporate projects	Financial	Organisational	Major corporate projects may be adversely affected by the pandemic e.g. leisure centre construction, preparation of Local Plan, leading to financial loss and potential reputational risk.	24/03/2020	Sue Parker	5	3	15	Priority projects identified: transformation, Capita contract management. (Staff working on other projects available to be deployed - careful monitoring of BSU resource plan.) Review of strategic project list taking place by Strategic Project Board - information gathered from project managers to understand likely impacts on corporate projects. EHDC: Leisure centre construction being monitored - to be restarted after 6 week hiatus during which new safety measures were put in place. Liaising closely with contractors. Covid-19 response plan maintained (short-term Business Plan) to capture additional work and performance during response.	Focus on priority projects continues	3	3	9
C014	Waste collection service compromised	Service	Environmental	Staffing issues may result in household waste collections being reduced, delayed or unable to be carried out.	24/03/2020	Claire Hughes	3	5	15	Domestic waste collection prioritised. Public conveniences closed to allow staff to be redeployed; no new garden waste customers allowed and bulky waste collections suspended until further notice. Communications to residents through all available channels to inform them of any changes to services. Daily updates received from Norse. Maintaining communications with frontline staff to ensure that relations are not compromised.	Waste collections continue as normal	3	4	12
C015	IT security associated with working from home	Governance	Technological	Rapid changes in working environments (85% of staff now working from home) make cyberattack or data breach more likely. Non-universal access to J drive means many staff may be forced to use OneDrive (single factor authentication).	04/01/2020	Sue Parker	4	4	16	Information circulated to staff about cybersecurity (reminders about Dojo training, using VPN etc). Where possible, staff to use Capita/Council owned encrypted devices rather than own devices. Capita to devise plan to remotely install encryption software. Exit plan being put in place e.g. enforced shredding - documents to be removed from devices once access to J drive returned.	Controls in place to minimise data breaches	4	3	12
C016	Data protection relating to volunteers and vulnerable people	Governance	Legislative	As part of our response to Covid-19 there may be issues around data protection when handling personal information (e.g. using contact details from electoral register to contact the vulnerable).	04/01/2020	Sue Parker	3	4	12	Monitoring ICO guidelines for data protection during major incident response (e.g. https://ico.org.uk/about-the-ico/news-and-events/news-and-blogs/2020/03/data-protection-and-coronavirus/). DPO to be involved with all data processing activities. Privacy notice on websites for Covid-19 activities.	Best practice followed in line with ICO guidelines	3	4	12
C017	Insurance requirements/risk assessments for volunteers	Financial	Legislative	Rapid intake of volunteers/redeployed staff may not be covered by existing insurance policies.	04/01/2020	David Brown	3	4	12	Confirmed that volunteers will be covered under carrying out Council business.	Insurance cover is adequate	1	1	1
C018	Recovery post-Covid	Service	Social	Residents and businesses struggle once restrictions are lifted	04/02/2020	Gill Kneller	4	4	16	New governance structures established to assist residents/local businesses once restrictions start to be lifted, following lead of LRF recovery group. Recovery being considered at an early stage to ensure that it can be facilitated with maximum impact while still using our resources in a sustainable manner. Representatives from Council are involved in different subgroups of LRF recovery structure. EHDC: £43,000 identified from Councillor Community Grants Scheme to support community groups in response and recovery.	No lasting socioeconomic damage to area	3	3	9
C019	Emerging fraud and scam risks	Financial		The need for quick action in a rapidly evolving crisis situation (particularly in activities like distribution of business grants) may result in an increased risk of fraud and staff/residents being more likely to fall victim to scams.	24/4/20	tbc	3	5	15	Defined processes with appropriate checks in place for administering business grants. Staff made aware of potential scams - e.g. text messages purporting to be from government offering financial support. Social media awareness campaign to warn residents and businesses of risks.	Fraud and scams are kept to a minimum	2	4	8
C019	Ability to respond to a non-Covid-19 major incident	Governance	Organisational	While the organisations focus on the Covid-19 response, there is limited resource available should another (non-Covid-related) major incident arise in the area (e.g. fire, flooding, major road accident)	24/4/20	tbc	3	5	15	Monitoring LRF guidance - currently evolving. Will be an important part of recovery phase - building resilience to cope with future incidents.	Ability to respond to another major incident is not compromised	3	3	9

Havant Borough Council's Response to Covid19: Equality Report May 26th 2020

1. Introduction

Using the best available information, both positive and negative impacts have been identified for customers (residents) and staff. This report should be read in conjunction with the Cabinet Report and all of its appendices.

This report is split into five sections:

1. Introduction
2. Impacts on residents
3. Impacts on staff
4. Actions
5. Further equality reports.

Under the Equality Act 2010 there are nine protected characteristics. Of those, four were identified as being potentially most impacted upon as a result of the Council's response to Covid19. These were: Age, Disability, Sex and Race. Another group identified (Although not protected under the Equality Act) was Socio-Economic.

There has been no formal consultation with staff or the wider public about changes made to Council services due to Covid19, as they were forced upon the Council by the Government (Social Distancing and Lockdown).

The Strategic Coordinating Group for COVID19 has five aims. One of which is *to protect the most vulnerable*. HBC Business Continuity Plan states that *staff and public welfare is ALWAYS our priority*.

The local Covid-19 response is currently being co-ordinated by five workstreams. This report focuses on two of the workstreams, firstly the welfare of residents workstream (section 2) and secondly the welfare of staff workstream (section 3).

2. Impacts on Customers: Positive Impacts Identified

Age and Disability: Working age, but especially older (over 70year olds) people with certain underlying health issues and those vulnerable due to other disabilities have so far been positively impacted on. HBC wrote to all residents to inform them of the Hampshire County Council Helpline and presented a continuing online communications campaign regarding it. Not all Borough/District Councils in Hampshire sent newsletters. The County Council compiled a list of customers who were on the "Shielded List" (clinically extremely vulnerable as identified by the NHS) and started contacting them by automated phone calls. Older age groups in particular benefit from phone calls as they are statistically less digitally active.

Any customers in the Borough that could not be contacted were referred to HBC for follow up.

HBC took any early innovative decision to start mapping and tracing all potentially vulnerable residents that were not on the "Shielded List" namely those over 70 years

and disabled people. This was achieved using a variety of in-house data, including “Assisted Bins”, Electoral Role, Revenue and Benefits and Housing. HBC contacted thousands of residents by phone to check in on them, offering assistance where required and letting them know about their options. Staff were redeployed from other Services to conduct these calls. A total of 95 staff have been calling vulnerable residents and as of 21st May, over 5,500 calls from a list of 7,166 with over 50 referrals made to the virtual call centre for assistance. The purpose of the centre is to assist with any support needs such as the delivery of food parcels or medicine to those who have requested them.

Sex: Through Lockdown, there is a higher probability of domestic abuse for women and men. HBC recognised this very early on and ensured this topic was incorporated into the Communications Strategy. Domestic abuse helplines and websites have been continuously communicated to residents.

Race: Gypsies and Irish Travellers are being more positively impacted upon than ever before. HBC recognised the Lockdown coincided with the start of the travelling season. Although the Wickham Horse Fair was cancelled this year in Consultation with the Travelling community, unauthorised encampments were starting to appear across Hampshire and West Sussex during April and May. Temporary stopping places have been identified and more are currently being considered. Usually, such encampments are offered rubbish collections and Welfare checks if they are on Council land. Since Lockdown the Council has been aware that there may be some people within these groups who maybe self-isolating or maybe at risk. Welfare investigations are now being undertaken on all such encampments, regardless of the landowners. Because Leisure Centres are currently closed (the general way these groups use for sanitation purposes) HBC has taken the additional measures of providing water butts and “portaloo” facilities on sites.

Socio-Economic: Housing and the Revenues and Benefits Teams were identified as critical services. Their services have remained open, albeit Housing have been by telephone calls only. (Revenue and Benefits using telephone and email). This has mitigated potential lack of access and ensured help and support is available for those in financial hardship. The Government has provided HBC with funding for those in receipt of the Council’s Council Tax Support Scheme, suggesting an extra £150 off their Council Tax. HBC will be allocating £200 for those in receipt. All Homeless people/households have been contacted and accommodation secured (for those who did not decline to make their own arrangements).

No formal complaints have been received through the Capita Customer Service Centre regarding the closure of the Plaza.

Negative Impacts Identified on Customers

Age and Disability: Whilst most residents welcomed the Call Centres, there has to date been some negative impacts identified with the Hampshire County Council call centre. Some older and disabled residents (Dementia) became worried by receiving automated calls, assuming they were from scammers and some became quite upset by this (source: HCC Facebook Page).

People with hearing impairments will no doubt have been negatively impacted upon as there is no online presence for those digitally active (Call centres only). Lack of face to face due to the Plaza being closed to customers. The Housing Service has only been viable through telephone calls (no Minicom or other such assistance provided for this group).

3. Impacts Identified on Staff:

This section does not separate between positive and negative impacts because at the time of writing this report, relevant information was not available.

Disability, Sex and Working Age: HBC identified early on, that forced home working may not be a positive experience for everyone. Children at home can seriously impact the work that one may carry out. Some concerns have been raised to HR regarding work balance with lack of childcare but no formal complaints as such.

Data from the Employee Assistance Scheme was only available until the end of February 2020, but on speaking with the Client running the Scheme we were informed that no Covid19 related calls had been taken since then.

Data from the usage of the internal Mental Health First Aiders (MHFA) please note however, numbers are combined with EHDC staff. Staff using the MHFA's on a monthly basis have risen dramatically (by 525%, total number 25) in the first month of Lockdown. More women than men are accessing this service. The reasons for more women than men could be either due to men tend not to identify with reaching out, and/or women are being more negatively impacted upon due to working from home and childcare issues. These numbers halved in the second month of Lockdown.

An internal staff survey was being carried out (at the time of writing) and will close June 1st 2020. This survey aims to gauge a "pulse check" on staff welfare in the current crisis.

It was also recognised that some staff could potentially be more vulnerable to domestic abuse as a result of forced homeworking. To help mitigate this domestic abuse helplines and websites are regularly promoted to staff.

Staff suffering mental health issues may find it either easier or harder to work from home depending on the individual.

4. Actions – to be taken forward by the resident's welfare workstream and the staff welfare workstream

Services and Call Centres should consider access for those hard of hearing or deaf.

Continue to monitor complaints both external and internal.

Data from the Employee Assistance Scheme though the period of Lockdown needs to be sought and considered (when available).

Results of the staff survey need to be sought and considered when the survey closes and results have been analysed.

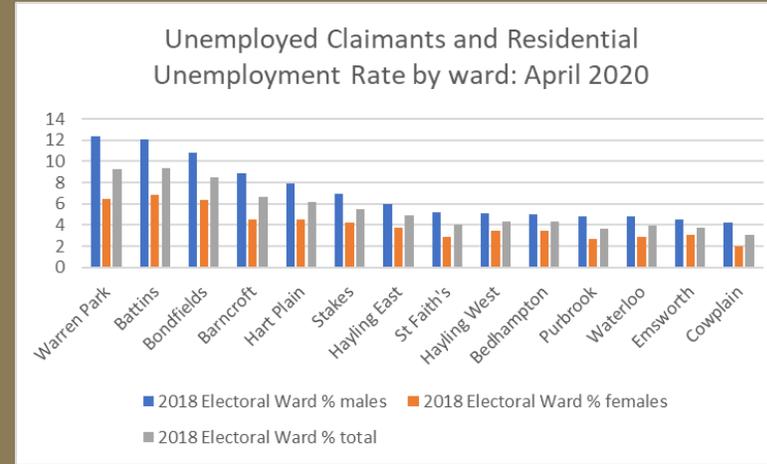
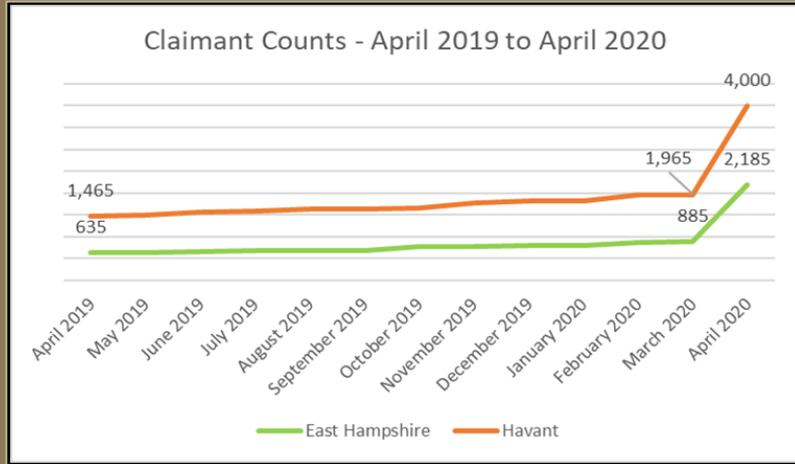
Customer Inclusion Adviser can assist in any of the above actions.

5. Further Equality Reports – more information

A full Equality Report has been carried out for the digitalisation of virtual Committee meetings. Committee and Council meetings must resume in physical presence as soon as is safe to do so (alongside digitalisation).

Author: Customer Inclusion Adviser careen.ransom@havant.gov.uk

EARLY INDICATORS OF COVID-19 IMPACT ON HAVANT



On 17 March Government advises against non-essential contact & travel

Already seeing large rise in April's claimants figures

Leigh Park figures rising to similar levels last seen 2009/10 crash
male claimant rate in Warren Park at 12.4%



Predicted drop in GVA output is 42%

HBC is ranked 44th worst effected LA out of 382
(lower numbers being worst)

* Estimate calculated as an average of the likely impact on different sectors, weighted according to the size of each sector in the national economy. This methodology is then applied to every local authority district in the UK, weighting the average sectoral hit by the distribution of the area's gross value added (GVA) by sector

This page is intentionally left blank

NON-EXEMPT

HAVANT BOROUGH COUNCIL

CABINET

1 July 2020

Covid-19 Recovery and Transformation

Gill Kneller – Chief Executive

FOR DECISION

Report No: HBC/012/2020

Key Decision: No

1.0 Purpose of Report

1.1. This report is submitted to Cabinet for policy decision.

2.0 Recommendation

2.1. Cabinet is recommended to:

- a) agree to the preparation of a Covid -19 Recovery and Transformation Strategy and Plan
- b) create a Recovery and Transformation Liaison Panel, with the terms of reference set out in Appendix B.

3.0 Executive Summary

3.1 This report outlines the proposed governance structure and arrangements to facilitate the recovery of the of Councils to ensure that they are financially and environmentally sustainable for the long term and to be in a position to support the community and local economy during and following the Covid-19 Pandemic.

3.2 The governance structure and arrangements reflect the existing Scheme of Delegation for each Council whilst seeking to complement the established governance structure of the multi- agency recovery led by the HIOW LRF. The HIOW LRF Recovery Plan provides a recovery framework and guidance to help the community. The proposed Council structure is set to exercise overall coordination at the local authority level.

4.0 Additional Budgetary Implications

- 4.1. The Covid-19 pandemic is likely to have severe implications for the Council's short-term budget and the longer-term financial stability of the Council. The combination of additional expenditure, increased demand for certain services, the need to continue to meet statutory obligations and a decrease in income is a significant challenge and officers are working to assess, monitor and report on the impacts and implications throughout the recovery and transformation phase. [see financial sections for more details].

5.0 Background and relationship to the Corporate Strategy and Directorate Business Plan/s

Background

- 5.1 The current coronavirus outbreak has presented a significant challenge internationally ever since the new strain was first identified in Wuhan City, China in December 2019. On 30 January 2020, the World Health Organisation (WHO) declared the outbreak of coronavirus a "Public Health Emergency of International Concern". On 31 January the first confirmed cases of COVID-19 were recorded in the UK.
- 5.2 On 10 February, the Secretary of State for Health and Social Care, announced the introduction of a set of strengthened legal powers to increase protections against the coronavirus outbreak in England. The Health Protection (Coronavirus) Regulation 2020 have been introduced to keep individuals considered by public health professionals to be a reasonable risk of spreading the virus, in isolation.
- 5.3 On 2 March 2020, the Prime Minister chaired a meeting of the government emergency COBR committee on the coronavirus outbreak. Following this meeting, the government published the Coronavirus Action Plan on 3 March 2020, containing countermeasures taken by the health and care system across the UK to respond to the coronavirus outbreak. The precise response to coronavirus is being tailored to the nature, scale, and location of the threat in the UK, as the scientific understanding of this develops.
- 5.4 The Chief Medical Officer announced the first death of a patient in the UK with coronavirus on 5 March 2020.
- 5.5 On 9 March 2020, the Secretary of State for Housing, Communities and Local Government announced a new taskforce which will bring together senior experts from across relevant sectors such as resilience, local government, public health and adult social care and will assess LRF plans and readiness, and provide support and advice to ensure they are robust.

- 5.6 On 11 March 2020, as part of The Budget, the Chancellor set out a package to provide support for public services, individuals and businesses affected by the coronavirus.
- 5.7 The virus that causes COVID 19 disease is present and spreading in the community. Hampshire and Isle of Wight have enacted the measures from Government to delay the spread of infection, including school closures and cessation of non-critical services.
- 5.8 A wider lockdown of society was put in place in March 2020.
- 5.9 At a national level lead responsibility for providing overall multi-agency command, control, and co-ordination throughout the different phases of the pandemic lies with Department of Health and Social Care (DHSC) supported by Public Health England (PHE).
- 5.10 At a local level, the HIOW LRF is responsible for coordinating the county response and recovery to the pandemic. The HIOW LRF has prepared a draft recovery plan and a multi-agency structure to facilitate the recovery of the community during and following the Covid-19 Pandemic. The LRF Recovery Structure is shown at Appendix F.
- 5.11 The HIOW LRF is not a legal entity, nor does it have powers to direct its members. The LRF is organised as a collaborative mechanism for delivery equipped to achieve the mutual aims and outcomes agreed by its member organisations. The LRF works alongside other elements of the multi-agency planning framework, particularly the resilience planning framework. However, the resilience framework is not a hierarchy and, under the principle of subsidiarity, direction, information, and support should flow in both directions. The LRF therefore support the recovery at the local level including the production of local recovery plans and other documents.

Understanding recovery

- 5.12 The Principles of recovering from emergencies include:
- Recovery is an **enabling and supportive process**, which allows individuals, families, and communities to attain a proper level of functioning through the provision of information, specialist services and resources.
 - Effective recovery requires the establishment of **planning and management** arrangements.
 - Recovery management arrangements are most effective when they recognise the **complex, dynamic and protracted** nature of recovery processes and the changing needs of affected individuals, families, and groups within the community over time.
 - The management of recovery is best approached from a **community development** perspective. It is most effective when conducted at the local level with the active participation of the affected community and a strong reliance on local capacities and

expertise. Recovery is not just a matter for the statutory agencies - the private sector, the voluntary sector and the wider community will play a crucial role.

- Recovery is best achieved where the recovery process begins from the **moment the emergency begins**.
- Recovery planning and management arrangements are most effective where they are supported by **training programmes**.

5.13 The recovery process comprises the following overlapping activities:

- **Consequence management** – Taking steps to prevent the escalation of the impacts of an emergency (e.g. restoring essential services following a disruption or securing evacuated premises).
- **Restoring** the well-being of individuals, communities and the infrastructure which supports them – Emergencies can have enduring impacts and timely action will be needed to identify those impacts coupled with longer term engagement to ensure that they are adequately addressed.
- **Exploiting** opportunities afforded by emergencies – Establishing what happened, identifying where improvements could be made, and applying lessons learned. Taking steps to adapt systems, services and infrastructure affected by emergencies to meet future needs for example working from home arrangements, reducing the Council's carbon footprint, improved support networks for local communities.

The Council's proposed recovery and transformation structure and governance arrangements

- 5.14 The Councils' arrangements include the establishment of Cabinet Liaison Panel (CLP) which will provide guidance and advice to the Portfolio Holder (EHDC) and Cabinet Lead (HBC) for Recovery and Transformation, who will then act under the existing Scheme of Delegation for each Council. The Liaison Panel will be supported by working groups covering the key themes as shown in the governance structure at Appendix A. Feeding into each of the workstreams will be a supporting workstream which includes input from the legal, communications and Insight teams.
- 5.15 More detailed information about the role of these groups is included within the draft Terms of References in Appendix B. It is the intention that each lead officer will finalise their terms of reference in consultation with the Portfolio Holder (EHDC)/Cabinet Lead (HBC).
- 5.16 To help establish this proposed structure is guidance for the Chairs of the working groups (Appendix C), a draft agenda for the initial meeting (Appendix D) and a template for an action log (Appendix E).
- 5.17 The key themes have been identified as Organisation, Community and Economy. The organisational theme being critical to ensure the

Council recovers to 100 per cent operational within a new business and is financially and environmentally sustainable. The Council will then be in a strong position to support the community and local economy.

- 5.18 **The organisation workstream** comprises everything in relation to how the Council recovers from the pandemic for example financial sustainability, staff health and well-being and restoring business as usual operations.
- 5.19 The Council is facing a stronger customer demand for certain services; cost pressures and it must continue to fulfil its statutory obligations. Covid-19 has seen customer expectations rise and the need for additional support which will continue throughout the recovery phase.
- 5.20 To deliver the Council strategy, obligations, and the support the local community and economy, the Council must be financially and environmentally sustainable. The key focus for recovery is therefore the organisation so that the Council can operate effectively.
- 5.21 Transformation is at the heart of the Council's recovery as it is the vehicle that will shape how the Council operates in the future. The recovery of the Council is reliant on moving at pace to implement a new operating model to ensure the Council is financially and environmentally sustainable for the long term.
- 5.22 An organisational recovery and transformation timeline is attached at Appendix G.
- 5.23 The new operating model will need to be resilient, flexible, and agile and supported by a new working culture where people have the required skills and behaviours to fulfil their roles.
- 5.24 The **Community (external) workstream** comprises physical impacts for example, individual health, housing, and financial needs. It also covers the environment and infrastructure including disruption to daily life and essential services for example welfare services, food distribution, natural resources and habitats, and waste.
- 5.25 **The Economy (external) workstream** comprises everything associated with the recovery of the local economy for example regeneration, business, the housing market, retail, and tourism.

Next steps

- 5.26 Each of the three workstreams commenced in June 2020 starting with undertaking initial impact assessments. These assess internal impacts on each service to feed into the Transformation workstream as well as assessments covering the key external themes of

community and economy. These will continue to be developed and kept as live documents which will be updated as we move through the recovery phase and as new evidence emerges.

Relationship to the Corporate Strategy and Directorate Business Plan/s

- 5.27 The approach to dealing with COVID-19 to date has been aimed towards mitigating any impact of the pandemic on delivery of the councils' services and ambitions, with a significant focus being on health and wellbeing in the short term, whilst also considering the economic and social impacts.
- 5.28 The Recovery and Transformation Plan will inform the Councils' priorities, and these can be reflected in future Council and Service Plans.

Climate Emergency

- 5.29 There are opportunities for climate issues to be woven into plans to support a green a resilient recovery.

6.0 Options considered and reasons for the recommendation

- 6.1 Option A - A single Recovery and Transformation Strategy and Plan for both Council's with a shared governance structure is the recommended option having regard to the resource implications across the two Council's.
- 6.2 Option B – An individual governance structure, and a Recovery and Transformation Strategy and Plan for each Council has been considered but there would be duplication in efforts leading to inefficiencies in human resource and additional cost implications.
- 6.3 Option C – A shared governance structure with a separate Recovery and Transformation Strategy and Plan for each Council but again there would be an element of duplication, particularly around the organisation workstream, incurring additional costs.

7.0 Resource Implications

Financial Implications

- 7.1 The pandemic poses a significant financial challenge to the Council and extensive work is being undertaken to track the additional expenditure required by the additional duties imposed on the Council as well as the substantial loss of income from service provision and commercial property during the lockdown and throughout the recovery phase.

- 7.2 The Council is providing information to MHCLG monthly regarding additional expenditure and lost income and lobbying for additional funding to carry out additional duties and replace lost income.
- 7.3 A Covid-19 cost centre has been established and the s151/Director of Corporate Services will allocate funding in line with priorities identified.
- 7.4 A far more significant impact to the Council is the loss of revenue through reduced income and from arears in council tax and business rates.
- 7.5 These financial pressures are set to continue throughout the response and recovery and transformation phases, with a higher customer demand for critical services and the need to continue to fulfil statutory obligations
- 7.6 The organisation workstream will consider the finance implications for the Council and the community and economy working groups will assess the implications for East Hampshire district and Havant borough, such as potential sources of funding

Human Resources Implications

- 7.7 There will be human resource implications following from the pandemic and to resource the Recovery and Transformation Strategy and Plan. There will be demand on officers and members time which will add pressures to existing resource and have implications on the delivery of the current corporate strategies. The “demand” for certain services will become exhausted in the “Response Phase”. Due consideration needs to be given therefore to sustaining this throughout recovery because actions may be operating alongside existing response plans.
- 7.8 The transformation workstream will influence a new way of working with redefined services, and roles and responsibilities for staff.

Legal Implications

- 7.9 The transformation workstream will be supported by legal to ensure that the new operating model fulfils our duties and responsibilities in line with regulations and ensure that the Council has a robust and fit for purpose constitutional framework.
- 7.10 The supporting legal working group will review and undertake work to understand the legal implications for the council throughout the recovery and transformation phase and feedback to the CLP.

8.0 Risks

- 8.1 The Council is maintaining a risk register for Covid-19 which is kept updated on a regular basis and this will continue throughout the recovery phase. This details the risks and mitigations taken in managing the emerging risks. This is in addition to the normal risk management procedures.
- 8.2 Risks for recovery are identified by the HIOW LRF.
- 8.3 Risks will also be identified by the working groups and regularly reported to the CLP.

9.0 Consultation

- 9.1 There will be significant engagement within the Council throughout the organisation's recovery and the transformation workstream.
- 9.2 The Council is committed to engage with residents, communities, and key stakeholders as we move into and through the recovery phase.

10.0 Communication

- 10.1. The Recovery and Transformation Plan will be supported by a communications strategy. A communications officer will sit on each of the working groups and feedback to the CLP to ensure communications are coordinated and effective.

11.0 Appendices:

Appendix A – Proposed Covid-19 Governance Structure
Appendix B – Draft Terms of References
Appendix C – Guidance for the Chairs of each working group
Appendix D – Draft agenda for initial meeting of working groups
Appendix E – Template for Action Log
Appendix F – HIOW LRF Recovery Governance Structure
Appendix G – Recovery and transformation timeline

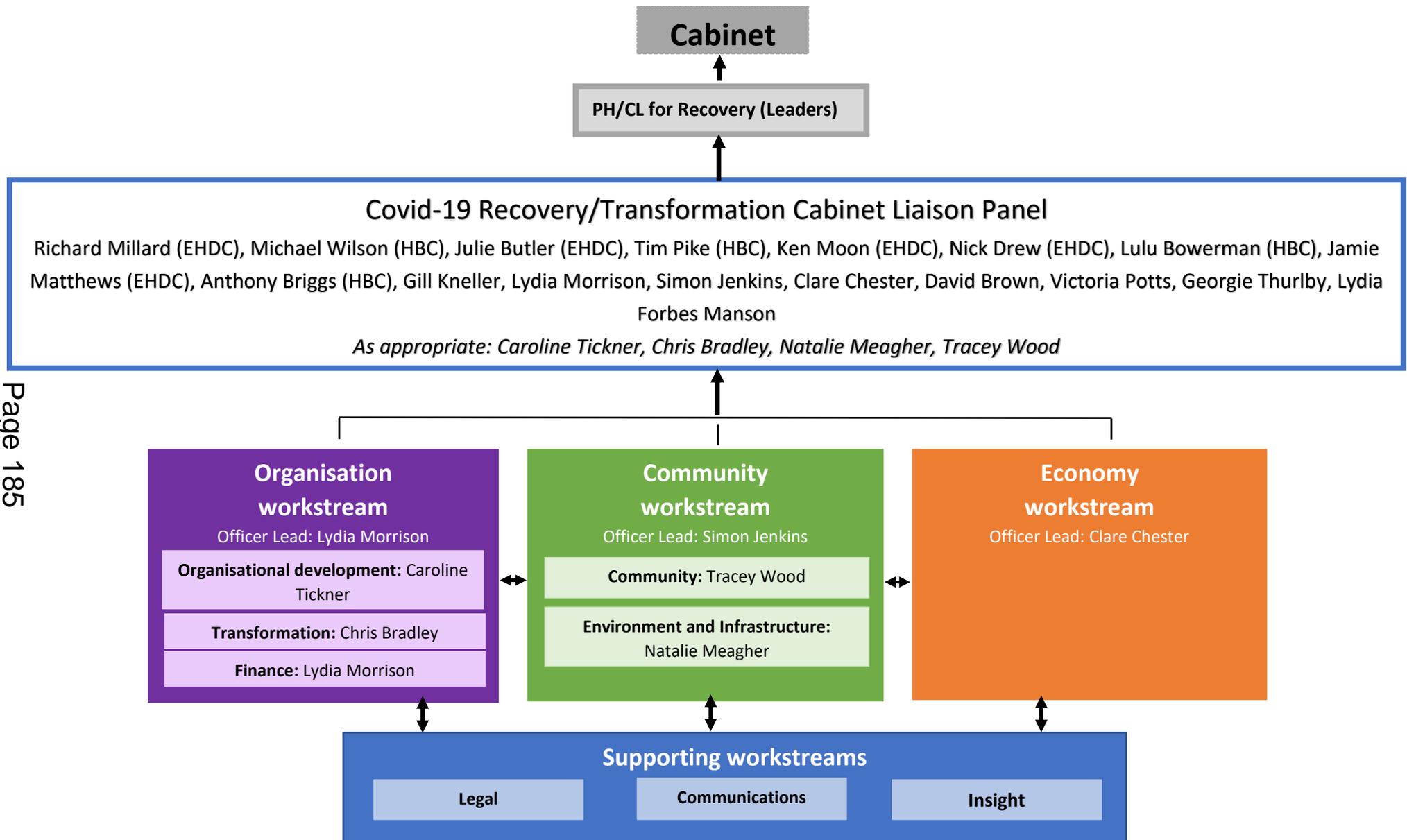
12.0 Background Papers:

- 12.1 HIOW LRF Covid-19 Recovery Plan

Agreed and signed off by:
Monitoring Officer: 17.06.20
S151 Officer: 17.06.20
Director: 17.06.20

Contact Officer: Gill Kneller
Job Title: Chief Executive
Telephone: 01730 234004
E-Mail: gill.kneller@easthants.gov.uk

Appendix A - Covid-19 Recovery and Transformation Governance Structure



This page is intentionally left blank

Appendix B – Terms of Reference

Joint Cabinet Liaison Panel for Covid-19 Recovery and Transformation

Terms of Reference

Chair and Secretariat

Chair: Leaders of the Council (alternate)

Secretariat: Georgie Thurlby

Purpose

To support and advise the Leader on the priorities and actions necessary to ensure recovery from the Covid-19 pandemic for both Councils and the local area

Role

- To provide guidance and advice on the transformation of the organisations to the Leader and Cabinet
- To provide guidance and advice on the recovery of the local economy and community from the Covid-19 pandemic to the Leader and Cabinet
- To coordinate the advice and actions from the working groups and assist the Leader and Cabinet in monitoring and reporting progress
- To provide guidance and advice on a communications strategy to the Leader and Cabinet
- To design and advise the Leader and Cabinet on the implementation of a programme of work to restore the social, economic and political wellbeing of the communities of both districts, in accordance with guidance from the HIOW Local Resilience Forum's Recovery Co-ordinating Group.

Membership

Richard Millard Leader of East Hampshire District Council and Portfolio Holder for Recovery and Transformation

Michael Wilson Leader of Havant Borough Council and Cabinet Lead for Recovery and Transformation

Julie Butler Deputy Leader of East Hampshire District Council and Portfolio Holder for Welfare and Community Integration

Tim Pike Deputy Leader of Havant Borough Council and Cabinet Lead of Planning, Regeneration and Communities

Nick Drew Portfolio Holder for Governance and Legal (EHDC)

Lulu Bowerman Cabinet Lead for People and Communications (HBC)

Ken Moon Portfolio Holder for Economic Development and Rural Affairs (EHDC)

Jamie Matthews Chairman of Overview and Scrutiny Committee (EHDC)

Anthony Briggs Chairman of Governance, Audit and Finance Board (HBC)

Gill Kneller Chief Executive

Lydia Morrison Director for Corporate Services and Chief Finance Officer (S151 Officer)

Simon Jenkins Director for Regeneration & Place

Clare Chester Head of Regeneration & Economy and Economy workstream lead

Victoria Potts Planning Policy Manager and Recovery officer lead

Georgie Thurlby Project Officer (Governance)

Principles of operation

- The panel will meet on a regular basis for the duration of the Covid-19 recovery phase (the length of which will be decided by consensus).
- Portfolio Holders/Cabinet Leads within the workstreams will be invited to join as required.
- Officers within the workstreams will be invited to join as required.
- No substitute members
- The panel will act in a transparent and pragmatic manner to manage the risks of any emerging conflicts of interest and to ensure the best outcomes for both districts as well as both authorities

Covid-19 recovery – Community workstream

Note: to include the Community, and, Environment and Infrastructure working groups

Terms of Reference

Chair and Secretariat

Chair: tbc

Secretariat: tbc

Purpose

TBC

Coordinate the provision of full range of practical humanitarian assistance and support those directly or indirectly affected by the emergency.

Enable the community easy access to the required assistance.

Coordinate the clean-up, repair or replacement of the physical infrastructure and clean-up of the natural environment to an agreed state.

Review the integrity of assets and prepare a strategy for reinstatement where required.

Role

Take steps to prevent the escalation of the impacts from Covid19 by coordinating the provision of practical humanitarian assistance and support to those at risk of and directly or indirectly affected by the emergency.

Identify the impacts of Covid19 on the well-being of individuals, communities, infrastructure and the environment and take action to ensure they are adequately addressed.

Set a vision for the future of our local communities with regards to health, welfare, infrastructure and the environment, identifying where improvements could be made, and applying lessons learned.

Take steps to adapt systems, services and infrastructure affected to meet future needs.

Bring together the relevant expertise from private sector, public sector and voluntary organisations

Provide advice to the Recovery and Reinvention Board

Membership

Lead Group Membership

- Simon Jenkins
- Tracey Wood
- Natalie Meagher
- Vicki Potts?
- Sam Ings?
- #5?Project Management eg Mark Barr?
- Communications?? Will?

Sub Group Membership

- Health/Physical activity lead (community)
- Community Support and Community Engagement (community)
- Housing lead (housing / env health)
- Financial lead (revs & bens)
- Public Health lead (env health)
- Infrastructure lead (SH / CELT)
- Natural Resources lead (SDNP? / Coastal?)
- Waste lead (Norse? / Contracts?)
- Leigh Park (Clare/Tracey)

Other areas to consider

- Neighbourhoods Lead
- Planning Policy Lead

Links with:

- Comms team
- Insight team
- Other workstreams

Principles of operation

[To be set by the workstream/working group lead. Insert principles here – e.g. The group will meet on a regular basis and will be kept small and focused in order to be effective.]

Summary of issues identified

[to be identified by the working groups]

[Reference to the HIOW LRF impact assessments]

{Reference to any Council assessments/evidence}

Covid-19 recovery – Economy workstream

Note: to include the Regeneration, Housing Market and Business working groups

Terms of Reference

Chair and Secretariat

Chair: Clare Chester

Secretariat: Simon Beach

Purpose

To support the economic recovery of both East Hampshire District and Havant Borough during and following the Covid-19 pandemic

Role

- Identify the impacts of Covid-19 on the local economy and take action to support its recovery through evidence and insight.
- Take steps to mitigate the escalation of the economic impacts from Covid-19 by coordinating the provision of practical assistance and support to those at risk of and directly or indirectly affected by the emergency.
- Propose a vision for the future of our local economy.
- Drive economic recovery plans
- Provide overview and scrutiny for interventions
- Produce Action Plan and implement
- Implementation of Recovery Plan based on robust evidence
- Revise current BAU processes to ascertain appropriateness and take steps to adapt systems, services and infrastructure affected to meet future needs.
- Bring together the relevant expertise from private sector, public sector and voluntary organisations.
- Provide advice and guidance to the Cabinet Liaison Panel

Scope of Services within Economy Recovery Workstream

- Regeneration
- Planning Policy
- Planning (Development Management)
- Economic Development
- Working across other teams and services as required

- Community Services (Access to open space and community infrastructure)
- Climate Emergency workstream
- Housing (Standards and Living)

Membership

Workstream lead Clare Chester, Head of Regeneration & Economy

Working group lead Clare Chester

Economy and Business working group lead Dan Grindey

Communications lead Richard Wells

Project Manager Simon Beach

Regeneration & Place-Making Manager (EHDC) Danielle Friedman Brown

Planning Policy Manager, HBC David Hayward

Planning DM and BC Manager EHDC Julia Mansi

Planning Policy Manager, EHDC Vicki Potts

Regeneration Programme Manager Paul Ramshaw

Insight Manager Nicola Thompson

Reporting and Project Management

Reporting will consist of a dashboard and briefing based system which will reflect the progress, risk and narrative underpinning the project.

A separate risk register will provide information relating to the near, present and forecast risk and the associated mitigations.

Financial and legal monitoring and reporting will also be undertaken as a core element of the project against baseline objectives.

Meetings

Meetings of the core delivery team will occur every 2 weeks

Partners and key stakeholders

Needs developing – to create a map of all relevant linked groups

Local Enterprise Partnership

Relationship Management

HIOW

Covid-19 recovery – Organisation workstream

Note: to include the Finance, Transformational and Organisational Development working groups

Terms of Reference

Chair and Secretariat

Chair: tbc

Secretariat: tbc

Purpose

To ensure the Councils recover to 100% operational within a new business as usual

To assess the financial and legal implications for the Councils

Role

Take steps to prevent the escalation of the impacts from Covid19 on the Councils

Set a vision for the future of our Councils in terms of operating framework

Take steps to adapt systems, services and infrastructure affected to meet future needs.

Explore different streams for financial aid.

Monitor all recovery work expenditure

Consider how income streams will be adjusted after the pandemic

Consider and review the Councils' Constitutional Framework

Review response activities and identify lessons learned for possible subsequent waves / other wide-scale emergencies

Backup / restore core information if necessary including, staff records, accounting / payroll records

Identify premises/areas that require deep clean or decontamination

Take stock of local resources including personal protective equipment, IT equipment, office equipment and other essential supplies.

Provide advice to the Recovery and Reinvention Board

Membership

Workstream lead: Lydia Morrison

Portfolio Holders: Nick Drew (EHDC), Lulu Bowerman (HBC)

Finance working group lead: Lydia Morrison

Transformation working group lead: Chris Bradley

Organisation Development working group lead: Caroline Tickner

Communications lead: [insert here]

[Insert other members here]

Principles of operation

[To be set by the workstream/working group lead. Insert principles here – e.g. The group will meet on a regular basis and will be kept small and focused in order to be effective.]

Summary of issues identified

[to be identified by the working groups]

[Reference to the HIOW LRF impact assessments]

[Reference to any Council assessments/evidence/staff surveys]

Covid-19 recovery – Support workstream

Note: to include the Insight, communications and legal working groups

Terms of Reference

Chair and Secretariat

Chair: tbc

Secretariat: tbc

Purpose

To provide the necessary support and participation to all the other working groups and the Recovery and Reinvention Board.

Role

Ensure effective communication and consultation

Ensure all staff, elected members and those involved are kept informed

Consider legal implications

Provide evidence and information to inform the working groups

Have a representative on the other working groups if possible

Membership

[Insert members here]

Principles of operation

[To be set by the workstream/working group lead. Insert principles here – e.g. The group will meet on a regular basis and will be kept small and focused in order to be effective.]

Appendix C – Guidance for Recovery and Reinvention Working Group Chairs

Chairs of the Recovery and Reinvention Board (RRB) and Working Groups (WG) need to facilitate and co-ordinate the operation of their group. To achieve this, they should:

- Finalise the draft Terms of Reference for the WG and agree with the Portfolio Holder(s) and workstream lead.
- Appoint administrative support for the group
- Appoint a deputy
- Consider membership of the group both internal and external partners
- Fully understand the remit of their role and educate members of the group, including ensuring adequate training
- Ensure the group is aware of the full recovery and reinvention structure, i.e. what groups are in place and their remits
- Assign a communications lead within each group
- Ensure action planning and reporting mechanisms are in place to provide regular reports on recovery and reinvention operations to the RRB and other relevant WGs, and to any other organisations that have a role or interest in the recovery process
- Identify areas where decisions need to be made beyond existing policies and procedures, and advise on recommended options to the RRB
- Disseminate information so that all concerned are aware of the steps being taken during the recovery process. For each decision made or piece of information produced / received, consider:
 - What might be the ripple effect of this decision / information?
 - Who else needs to be aware of this?
 - Does the group need to do any more work as a result of this?
 - Does someone else need to carry out an action?
- Provide a debrief report at the closure of the group detailing the expenditure committed, actions taken, lessons learned, and any recommendations.

This page is intentionally left blank

Appendix D – Initial meeting agenda

1. Introductions
2. Terms of reference for the group
[Agree aims and objectives]
3. Membership
[Roles and Responsibilities]
[External partners that may be required]
4. Gather information/Intelligence
[What are the issues/impacts]
5. Agree scope, strategy & programme of work, processes and reporting
6. Workforce requirements
7. Any other issues
8. Schedule of meetings

Notes or minutes of the meeting should be taken as well as the maintenance of a key decision/action log.

This page is intentionally left blank

Appendix E – Template for Recovery and Reinvention Action Log

Below is a suggested format for a Recovery and Reinvention Action Plan.

It is recommended that each Working group maintains an Action Plan, and these are then all pulled together for review at Recovery and Reinvention Board meetings.

To aid this review, it is recommended that each action is given a Priority Rating where:

E = Essential

I = Important

D= Desirable

This will assist in focussing the efforts in the recovery process and will enable the Recovery and Reinvention Board meetings to focus on the Essential and Important actions if time is limited.

The Status / Progress column is colour coded (Red / Amber / Green) to quickly highlight how each action is progressing. This will enable the Recovery and Reinvention Board meetings to focus on the Red and Amber actions if time is limited.

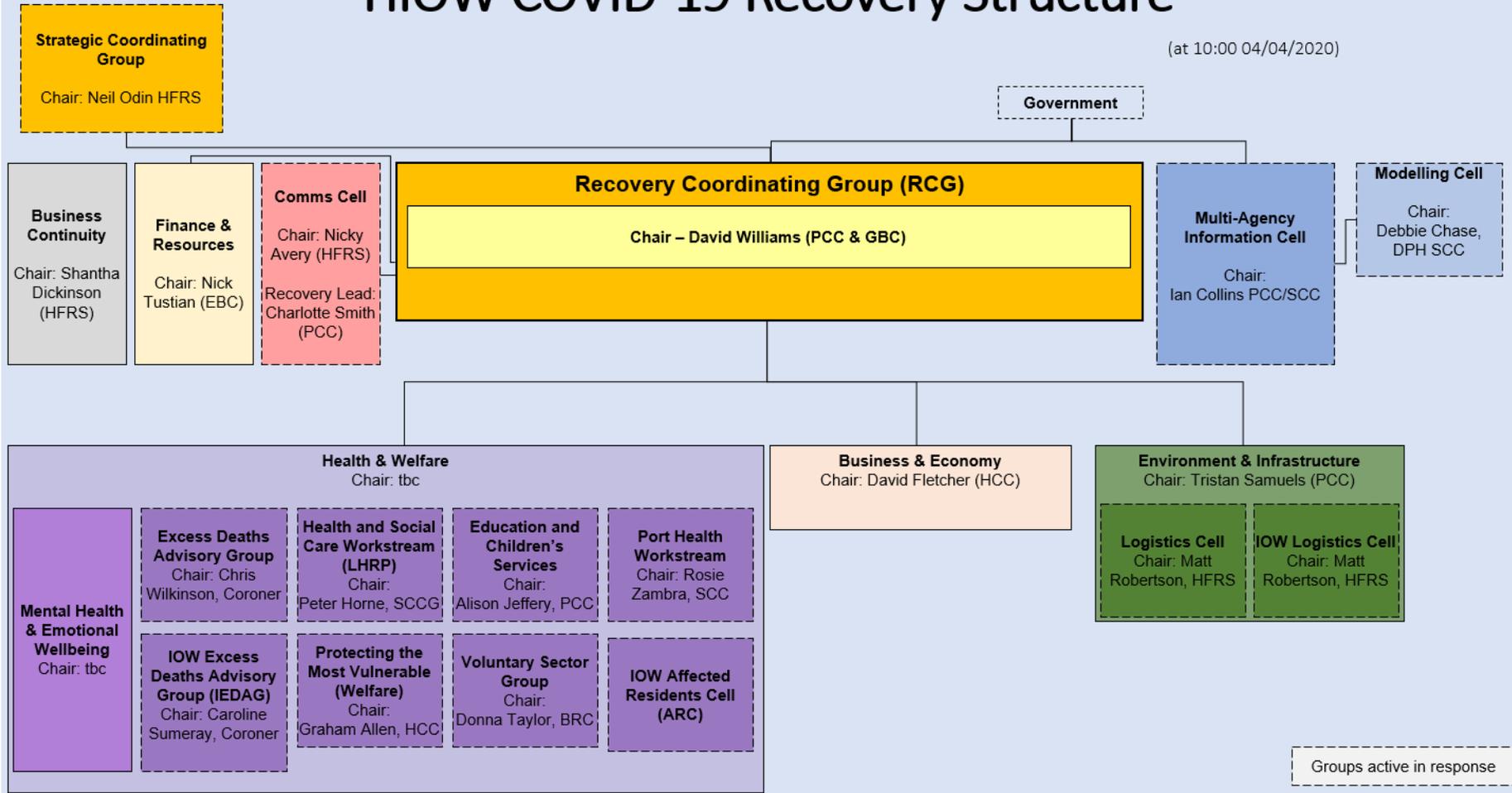
Person assigned to	Workstream/Working Group	Status	Date completed	Updates/Notes
		[insert text then colour code box Red, Amber or Green to reflect progress with action] [label each action E, I or D]		

DRAFT

Appendix F – LRF Recovery Governance Structure

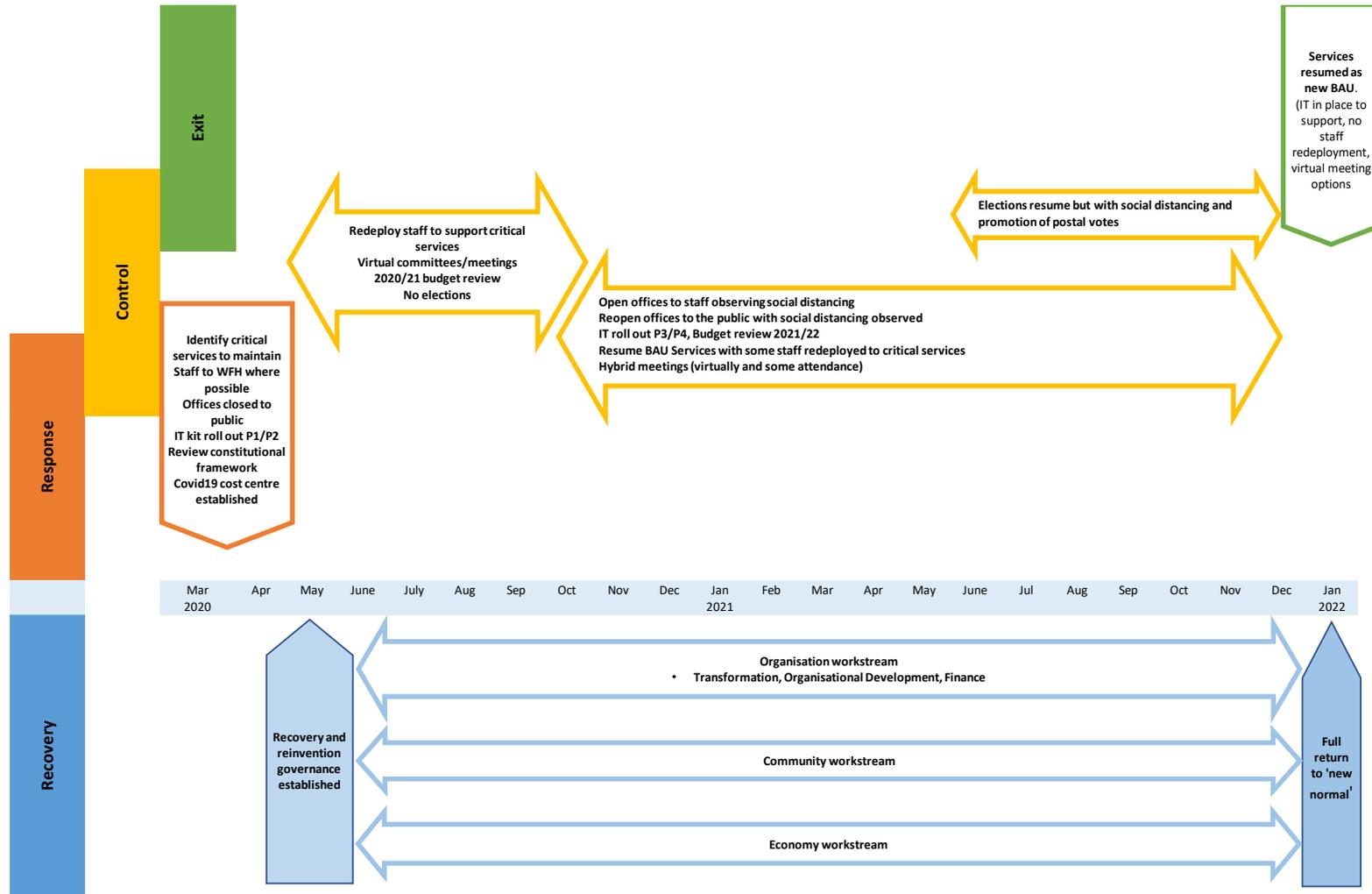
HIOW COVID-19 Recovery Structure

(at 10:00 04/04/2020)



This page is intentionally left blank

Appendix G - Recovery and transformation timeline



This page is intentionally left blank