

HAVANT BOROUGH COUNCIL
PUBLIC SERVICE PLAZA
CIVIC CENTRE ROAD
HAVANT
HAMPSHIRE P09 2AX



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

CABINET AGENDA

Membership: Councillor Rennie (Chairman)

Councillors Satchwell, Robinson, Pike, Bains (Vice-Chairman), Bowerman and Thain-Smith

Meeting: Cabinet

Date: Wednesday 2 June 2021

Time: 5.30pm

Venue: Hurstwood Room, Public Service Plaza, Civic Centre Road,
Havant, Hampshire PO9 2AX

Public Attendance

Please note that the Hurstwood Room has limited capacity to safely accommodate members of the public in a Covid secure manner. Please contact the named officer below if you wish to attend in person, otherwise we would encourage attendance virtually via the webcast on the Council's website

The business to be transacted is set out below:

Gill Kneller
Chief Executive

24 May 2021

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

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PART 1 (Items open for public attendance)

1 Apologies for Absence

To receive and record any apologies for absence.



2	Minutes	1 - 2
	To confirm the minutes of the last meeting held on 7 April 2021.	
3	Declarations of Interests	
	To receive and record any declarations of interest.	
4	Chairman's Report	
5	Cabinet Lead Delegated Decisions	3 - 42
	RECOMMENDED that the following Delegated Decisions be noted:	
	(1) 27 March 2021 – HR & Payroll System	
	(2) 7 May 2021 – Hayling Seafront Pay & Display Parking	
6	Recommendations from the Overview & Scrutiny Committee	43 - 108
	To receive a report and recommendations following the Overview & Scrutiny Committee's Review of the Council's Response to the First Wave of the COVID-19 Pandemic.	
7	Hayling Island Emergency Planning Framework	109 - 132
8	Conflicts of Interest Policy	133 - 150
9	Appointment of Shareholder Sub-Committee	
	In accordance with Part Two, Section D1 of the Council's Constitution, Cabinet is requested to confirm the membership of the Shareholder Sub-Committee.	
	The proposed membership is below:	
	<ul style="list-style-type: none"> • Cllr Alex Rennie (Leader) • Cllr Tim Pike (Cabinet Lead with responsibility for Finance) • Cllr Narinder Bains • Cllr Lulu Bowerman • Cllr Clare Satchwell 	
	Please note that the Shareholders Sub-Committee may only comprise of members of the Cabinet and must include of the Leader as Chairman and the Cabinet Member with portfolio responsibility for Finance.	

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

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Emergency Procedure

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PLEASE EVACUATE THE BUILDING IMMEDIATELY.

DO NOT RE-ENTER THE BUILDING UNTIL AUTHORISED TO DO SO

No Smoking Policy

The Public Service Plaza operates a strict No Smoking policy in all of its offices, corridors, meeting rooms and toilets.

Parking

Pay and display car parking is available in the Leisure Centre car park opposite the Plaza.



Havant

BOROUGH COUNCIL

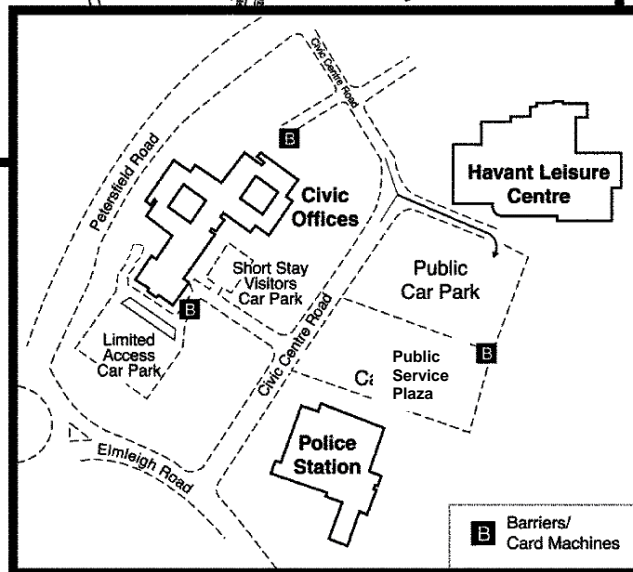
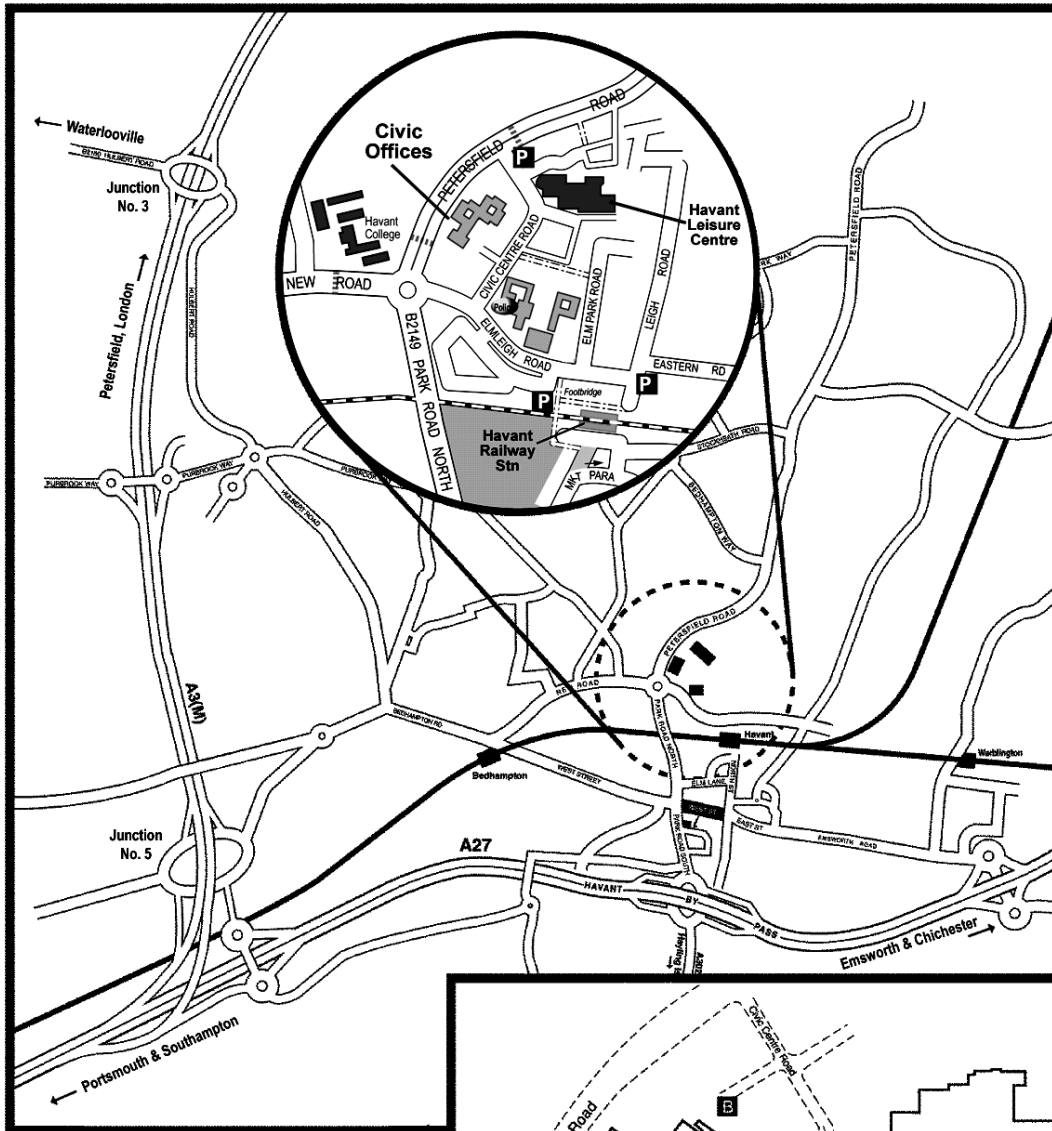
PROTOCOL AT MEETINGS – RULES OF DEBATE

Rules of Debate

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

Voting

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



Havant

BOROUGH COUNCIL

Civic Offices, Havant, Hants, PO9 2AX
 Telephone (023) 9247 4174

HAVANT BOROUGH COUNCIL

At a meeting of the Cabinet held on 7 April 2021

Present

Councillor Wilson (Chairman)

Councillors Inkster, Bains, Bowerman, Rennie, Turner, Hughes and Thain-Smith

34 Apologies for Absence

There were no apologies for absence.

35 Minutes

The minutes of the meeting held on 10 February 2021 were confirmed as an accurate record.

36 Declarations of Interests

There were no declarations of interest.

37 Chairman's Report

The Leader provided an update on the claim brought by the Association of Democratic Services Officers, Lawyers in Local Government and Hertfordshire County Council to allow for the continuation of local authority remote meetings beyond the 6th May 2021. This had been scheduled to be heard by the High Court on 21 April 2021. HBC was making plans to accommodate physical meetings in a covid secure manner, should the claim not be successful.

The Leader also updated on the status of the Freeport, the expression of interest of which had been successful. The detailed business plan for submission to government for approval was being compiled. The Freeport had huge economic potential for the Solent region and the inclusion of Dunsbury Park had the potential to provide training and high skilled jobs for the Borough, as well as tax breaks for participating businesses.

38 Cabinet Lead Delegated Decisions, Minutes from Meetings etc.

RESOLVED that the following minutes be NOTED:

- (1) Minutes of the meeting of the Portchester Crematorium Joint Management Committee held on 22 March 2021.

RESOLVED that the following decisions taken under the Scheme of Delegations be NOTED:

- (1) 04.03.21 - Hayling Seafront Pay & Display Parking
- (2) 04.03.21 - Extension for three years of existing Public Space Protection Order (Dogs)
- (3) 04.03.21 - Extension for three years of the existing Public Space Protection Order Waterlooville Precinct (Feeding Pigeons) under the Anti-social Behaviour, Crime and Policing Act 2014

In respect of the Hayling Seafront Pay & Display Parking decision, Cllr Bains, as the relevant Cabinet Lead, explained that following public consultation the decision in respect of charging at the Sinah Gun Site would be reviewed, as it was not her intention to implement these charges. This would be the subject of a further decision.

39 Revised Safeguarding Policy and New Modern Slavery Statement

Cllr Rennie introduced the report as the relevant Cabinet Lead.

In response to questions, it was confirmed that second tier authority councillors were not required to have a DBS check, as second tier authorities did not have the responsibility for Education.

Cabinet discussed training on Safeguarding for Councillors, to which it was confirmed that this was included within the induction programme.

Proposed by Cllr Rennie and seconded by Cllr Hughes it was RESOLVED that Cabinet adopted the revised Safeguarding Children and Vulnerable Adults Policy and new Modern Slavery Statement to ensure the council fulfils its statutory obligations under Section 11 of the Children Act 2004 and Section 54 of the Modern Slavery Act 2015.

The meeting commenced at 2.00 pm and concluded at 2.27 pm

.....

Chairman

Havant Borough Council Record of Decision

Non Key Decision

1. **TITLE:** HR AND PAYROLL SYSTEM 2021-23

2. **PURPOSE OF DECISION**

The purpose of this report is to request the approval to 'roll-over' the payroll bureau service contract with Zellis for a further 18 months from September 2021 and to cease the payroll advisory service element of the contract. The request to 'roll-over' is to ensure a period of payroll and HR system stability whilst undergoing a large-scale transformational programme.

3. **DECISION MADE BY:** Cabinet Lead for People and Organisation Development

4. **DECISION:**

(1) To approve the roll-over of the payroll bureau service Zellis contract for 18 months from September 2021 until April 2023 with a continuation of the current arrangements with South Oxfordshire and Vale of White Horse District Council (S&V DC).

(2) To approve the cessation of the payroll advisory service contract with effect from September 2021.

5. **DOCUMENT CONSIDERED:** HBC - Delegated Decision - Payroll and HR System 2021-23
HR and Payroll System - Cabinet Briefing Paper fv 29.1.2021

Decision Status	Date of Decision Made	Call In Expiry Date
Recommendations Approved (subject to call-in)	19 March 2021	26 March 2021

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HAVANT BOROUGH COUNCIL

Cabinet Lead Delegated Decision

Decision By: Cllr Lulu Bowerman
(Cabinet Lead People and Organisational Development)

ISSUE TITLE: HR AND PAYROLL SYSTEM 2021-23

Report by: Caroline Tickner
(Head of Organisational Development)

Key Decision: No

1.0 Purpose of Report

The purpose of this report is to request the approval to 'roll-over' the payroll bureau service contract with Zellis for a further 18 months from September 2021 and to cease the payroll advisory service element of the contract. The request to 'roll-over' is to ensure a period of payroll and HR system stability whilst undergoing a large-scale transformational programme.

2.0 Decision

- (1) To approve the roll-over of the payroll bureau service Zellis contract for 18 months from September 2021 until April 2023 with a continuation of the current arrangements with South Oxfordshire and Vale of White Horse District Council (S&V DC).
- (2) To approve the cessation of the payroll advisory service contract with effect from September 2021.

3.0 Issue

The HR and Payroll service was returned to the councils by Capita with limited time available and therefore an appropriate solution to continue to deliver the business-critical payroll service was needed at short notice. It was agreed as part of the exit arrangements (and to mitigate risk) that Zellis (who already provided the HR/Payroll system) would provide additional services for a minimum period of

18 months (April 2020 – September 2021). All councils within the 5CP contract (except Mendip District Council) agreed for Zellis to provide a payroll advisory and bureau service.

In line with the EU procurement directive 2014 a contractual award notice (CAN) was published on 20th April 2020. This CAN detailed that the Councils would be utilising a built-in contract variation mechanism in the Zellis contract to add Bureau and Payroll services to the Scope of the Zellis contract for up to five years. This means that the councils can exercise the roll-over facility within the contract without needing to go through any further procurement exercise.

As part of the exit arrangements, it was also agreed by all the councils within the partnership (except Mendip DC) that South Oxfordshire & Vale of White Horse (S&V) would act as lead authority and would provide a client lead service on behalf of all councils covering three key areas:

- a) ongoing contract management with Zellis
- b) systems configuration and administration
- c) service performance

The current contracts with Zellis (payroll advisory and payroll bureau) will roll-over for a further 18-month period unless we serve six months' notice by 31st March 2021. The recommendation outlined at para 2.0 is to continue with the payroll bureau service contract for 18 months and to serve notice to end the payroll advisory contract with effect from 30th September 2021. A better value for money option for payroll advisory is for the councils is to use their own payroll in-house expertise and if needed Zellis payroll advisory on a call off arrangement.

The contract allows for one or more partners to 'roll-over' the contract so the decision for Havant and East Hampshire is not reliant on the other partners in the contract.

There are several reasons why it would be advisable for the payroll bureau contract to be rolled over for a further 18-month period, however the overarching reason relates directly to the transformational change programme.

Delivery of the size and scale of change anticipated will require a stable HR system which can provide all the relevant people data to evidence the decisions made. Offboarding and onboarding to a new HR and Payroll system in the middle of a transformational change programme will place the delivery of the transformational change at risk. This is because HR resources will be diverted to implement and roll out a new system and the data/system required to make evidence based decisions and process payroll payments will be migrated to a new system. It is inevitable with any payroll migration that there will be some teething issues. This is best avoided whilst the organisation is going through large scale change.

It is therefore recommended by the Head of OD that the councils secure a further 18-month period of payroll bureau service from Zellis up to April 2023. This includes extending the arrangement with S&V DC as lead authority and system administrator support for the same period. This will give the councils a period of process and system stability. It will also ensure the continued delivery of an accurate payroll and enough data at system administrator level to inform the transformation programme. In addition to this it will avoid any risks associated with changing an HR system and payroll provider at such a significant time of organisational change.

From April 2023, the intention is for the councils to select and implement a new HR and Payroll system and service which aligns to the needs of the transformed organisation. A new provider would be secured from April 2023 once the detail for the transformed organisation is fully understood.

4.0 Implications

4.1 Resources

Budgeting for 21/22 includes the costs for continuing with the current payroll arrangements. Budget setting for 22/23 will account for the costs of the ongoing contract. There are no further financial impacts to report.

4.2 **Legal:**

East Hampshire District Council and Havant Borough Council, through the lead authority, South Oxfordshire District Council, may terminate the contracts with Zellis for the Bureau Service and for the Payroll Advisory Service. It is important to ensure that any notice to terminate is given at the correct time in order to be effective otherwise the contract will automatically roll-over for a further 18 months. Zellis have a similar right to terminate the contract with the Councils.

4.3 **Strategy:**

The extension of the Zellis contract for a further 18 months provides stability and resource for the transformation programme to progress as planned. More importantly, the future HR and payroll system will be procured once the transformation programme has been implemented. This will ensure that the specification for the procurement process is accurate and aligned to the size and shape of the transformed organisation.

4.4 **Risks:**

The recommended approval as detailed at para 2.0 will positively assist in managing the risks as follows:

The need to provide an accurate and on-time payroll, to supply and maintain pensions and HMRC data, and to meet GDPR requirements are all legal requirements so risks must be minimised.

There is a significant risk that the transformational change programme will be impacted from a system and data perspective if the Councils procure a new HR/Payroll system in the middle of a large-scale transformation programme.

There is a significant risk that the Councils will pay more for the contract if it was procured for September 2021. This is because the Councils specification will reflect the shape and size of the organisation at that point in time rather than when the organisation has transformed fully.

Experience has shown that difficulties can be created by a mid-year payroll transfer. This can be mitigated by transferring a payroll at the start of a financial year.

The recommendation will create stability in the payroll and ensure staff are paid accurately and on time.

4.5 **Communication:**

Communication with Zellis and S&V will progress based on the approval sought as outlined at 2.0.

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

5.1 This delegated decision contains neither confidential nor exempt information

6.0 **Is this an Urgent Decision?**

Yes, approval needs to be gained prior to 31st March 2021 so that the relevant notice can be provided to Zellis re cessation of the payroll advisory contract.

7.0 **Consultation with Cabinet Lead:**

Cabinet Lead Informed: 17th March 2021

Agreed: Councillor Lulu Bowerman

Date: 18th March 2021

(The decision is subject to the usual ‘call-in’ process and, if not called in by the Overview & Scrutiny Committee, will be effective five clear working days after the date of publication, [29th March 2021]. If an urgent decision, this date will be the same as the date that this decision record was published)

Appendices:

Appendix A: Cabinet Briefing Paper dated 10th February 2021

Background Papers:

Agreed and signed off by:

Monitoring Officer:	Daniel Toohey	18.03.2021
S151 Officer:	Matthew Tiller	18.03.2021
Director:	Lydia Morrison	18.03.2021
Portfolio Holder:	Cllr. Lulu Bowerman	18.03.2021

Contact Officer: Caroline Tickner
Job Title: Head of Organisational Development
Telephone: 023 92 446400
E-Mail: caroline.tickner@havant.gov.uk

NON-EXEMPT

HAVANT BOROUGH COUNCIL

CABINET BRIEFING

10th February 2021

HR AND PAYROLL SYSTEM 2021-23 FOR DECISION

Portfolio Holder: Cllr Lulu Bowerman

Key Decision: No

1. Purpose

- 1.1. The purpose of this report is to request the approval to 'roll-over' the payroll bureau service contract with Zellis for a further 18 months from September 2021 and to cease the payroll advisory service element of the contract. The request to 'roll-over' is to ensure a period of payroll and HR system stability whilst undergoing a large-scale transformational programme.

2. Recommendation

- 2.1. Cabinet are asked to approve:
- a) The roll-over of the payroll bureau service Zellis contract for 18 months from September 2021 until April 2023 with a continuation of the current arrangements with South Oxfordshire and Vale of White Horse District Council (S&V DC).
 - b) The cessation of the payroll advisory service contract with effect from September 2021.

3. Executive Summary

- 3.1. The HR and Payroll service was returned to the councils by Capita with limited time available and therefore an appropriate solution to continue to deliver the

APPENDIX A

business-critical payroll service was needed at short notice. It was agreed as part of the exit arrangements (and to mitigate risk) that Zellis (who already provided the HR/Payroll system) would provide additional services for a minimum period of 18 months (April 2020 – September 2021). All councils within the 5CP contract (except Mendip District Council) agreed for Zellis to provide a payroll advisory and bureau service.

- 3.2. In line with the EU procurement directive 2014 a contractual award notice (CAN) was published on 20th April 2020. This CAN detailed that the Councils would be utilising a built-in contract variation mechanism in the Zellis contract to add Bureau and Payroll services to the Scope of the Zellis contract for up to five years. This means that the councils can exercise the roll-over facility within the contract without needing to go through any further procurement exercise.
- 3.3. As part of the exit arrangements, it was also agreed by all the councils within the partnership (except Mendip DC) that South Oxfordshire & Vale of White Horse (S&V) would act as lead authority and would provide a client lead service on behalf of all councils covering three key areas:
 - a) ongoing contract management with Zellis
 - b) systems configuration and administration
 - c) service performance
- 3.4. The current contracts with Zellis (payroll advisory and payroll bureau) will roll-over for a further 18-month period unless we serve six months' notice by 31st March 2021. The recommendation outlined at para 2.1 is to continue with the payroll bureau service contract for 18 months and to serve notice to end the payroll advisory contract with effect from 30th September 2021. A better value for money option for payroll advisory is for the councils is to use their own payroll in-house expertise and if needed Zellis payroll advisory on a call off arrangement.

APPENDIX A

- 3.5. The contract allows for one or more partners to 'roll-over' the contract so the decision for Havant and East Hampshire is not reliant on the other partners in the contract.
- 3.6. There are several reasons why it would be advisable for the payroll bureau contract to be rolled over for a further 18-month period. These are set out in detail at para 6.1, however the overarching reason relates directly to the transformational change programme.
- 3.7. Delivery of the size and scale of change anticipated will require a stable HR system which can provide all the relevant people data to evidence the decisions made. Offboarding and onboarding to a new HR and Payroll system in the middle of a transformational change programme will place the delivery of the transformational change at risk. This is because HR resources will be diverted to implement and roll out a new system and the data/system required to make evidence-based decisions and process payroll payments will be migrated to a new system. It is inevitable with any payroll migration that there will be some teething issues. This is best avoided whilst the organisation is going through large scale change.
- 3.8. It is therefore recommended by the Head of OD that the councils secure a further 18-month period of payroll bureau service from Zellis up to April 2023. This includes extending the arrangement with S&V DC as lead authority and system administrator support for the same period. This will give the councils a period of process and system stability. It will also ensure the continued delivery of an accurate payroll and enough data at system administrator level to inform the transformation programme. In addition to this it will avoid any risks associated with changing an HR system and payroll provider at such a significant time of organisational change.

APPENDIX A

- 3.9. From April 2023, the intention is for the councils to select and implement a new HR and Payroll system and service which aligns to the needs of the transformed organisation. A new provider would be secured from April 2023 once the detail for the transformed organisation is fully understood.

4. Additional Budgetary Implications

- 4.1. The cost of the Zellis contract for the financial year 2021/22 has been included in the budget setting processes. This cost would need to be accounted for in budget setting for the financial year 2022/23.

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

- 5.1. The extension of the Zellis contract for a further 18 months provides stability and resource for the transformation programme to progress as planned. More importantly, the future HR and payroll system will be procured once the transformation programme has been implemented. This will ensure that the specification for the procurement process is accurate and aligned to the size and shape of the transformed organisation.

6. Options considered

- 6.1 The options considered were as follows:
- a) Allow the contract 'as is' to roll over for a further 18 months; continue with S&V as lead authority as per current arrangements.
 - b) Allow roll over of the bureau service contract and issue notice for the cessation of the payroll advisory contract; continue with S&V as lead authority as per current arrangements.
 - c) Procure a new HR and payroll service for implementation from 1st October 2021

APPENDIX A

6.2 Option b is the recommended one as outlined at para 2.1. This recommendation is based on four core reasons:

- a) There will be strong organisational reliance on the Payroll and HR Admin function during the transformation programme and HR data will be integral to this. Procuring a new system for implementation from September 2021 is likely to create process and system instability which may impact the delivery of the transformation programme by October 2022.
- b) The procurement and implementation of a new HR and payroll system is resource intensive to ensure a smooth transition. Resources within HR and PR&Q are finite. Delivery of a new system alongside the resources needed for transformation and BAU will require an investment in additional resources to ensure successful delivery.
- c) Transitioning to a new payroll system at the beginning of a financial year has benefits. Many providers will make additional charges for moving payroll mid-year as this will necessitate extra work to reconcile tax and other records. The mid-year move to Capita 2018 highlighted the issues that this can create. By extending the contract for a further 18 months, this allows a move to a new system from April 2023.
- d) Alignment of a payroll and finance system would be a better long-term solution (subject to the availability of a suitable system). Rolling over the contract for a further 18-month period will allow this to be explored and considered fully.

7 Resource Implications

Financial implications

Budgeting for 21/22 includes the costs for continuing with the current payroll arrangements. Budget setting for 22/23 will account for the costs of the ongoing contract. There are no further financial impacts to report.

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Section 151 Officer comments

Date: 1.12.2020

The proposal is within the current budget framework

Human Resources implications

There are no further resource implications for the rollover of the Zellis contract. Delivery of this can be accommodated within current staffing levels and those budgeted for 21/22.

Information Governance implications

All GDPR requirements for HR, pensions and payroll data must be specified and met. The continuation of these arrangements complies with all aspects of GDPR.

Other resource implications

None to report

8 Legal Implications

- 8.1 East Hampshire District Council and Havant Borough Council, through the lead authority, South Oxfordshire District Council, may terminate the contracts with Zellis for the Bureau Service and for the Payroll Advisory Service as set out in paragraphs 3.4 and 3.5 above. It is important to ensure that any notice to terminate is given at the correct time in order to be effective otherwise the contract will automatically roll-over for a further 18 months. Zellis have a similar right to terminate the contract with the Councils.

APPENDIX A

Monitoring Officer comments

Date: 1.12.2020

Legal have reviewed the paper and provided the legal implications as set out in the above section.

9 Risks

The recommended action as detailed at para 2.1 will positively assist in managing the risks as follows:

- 9.1 The need to provide an accurate and on-time payroll, to supply and maintain pensions and HMRC data, and to meet GDPR requirements are all legal requirements so risks must be minimised.
- 9.2 There is a significant risk that the transformational change programme will be impacted from a system and data perspective if the Councils procure a new HR/Payroll system in the middle of a large-scale transformation programme.
- 9.3 There is a significant risk that the Councils will pay more for the contract if it was procured for September 2021. This is because the Councils specification will reflect the shape and size of the organisation at that point in time rather than when the organisation has transformed fully.
- 9.4 Experience has shown that difficulties can be created by a mid-year payroll transfer. This can be mitigated by transferring a payroll at the start of a financial year.
- 9.5 The recommendation will create stability in the payroll and ensure staff are paid accurately and on time.

10 Consultation

- 10.1 None required.

11 Communication

APPENDIX A

11.1 Communication with Zellis and S&V will progress based on the recommendations (if approved).

12 Appendices

None

13 Background papers

- A. Previous payroll papers (2019 and 2020)
 - B. Payroll Advisory Service (PAS) Q1 & Q2 data
 - C. Current payroll performance data
-

Agreed and signed off by:

Portfolio Holder: **Cllr. Lulu Bowerman - 03/02/21**

Director: **Lydia Morrison - 01/02/21**

Monitoring Officer: **Daniel Toohey - 29/01/21**

Section 151 Officer: **Matthew Tiller - 03/02/21**

Contact Officer:

Name: Marthie Turner

Job Title: HR Business Partner

Telephone: 02392 446325

E-Mail: Marthie.turner@easthants.gov.uk

**Havant Borough Council
Record of Decision**

Non Key Decision

1. **TITLE:** Hayling Seafront Pay & Display Parking

2. **PURPOSE OF DECISION**

To consider the feedback received further to advertising the proposals for public consultation and comment. The proposals being:

- a to extend the charging hours of operation in all seafront car parks; and.
- b introduce parking charges at the Sinah Gun site.

3. **DECISION MADE BY:** Cabinet Lead for Neighbourhoods, Safety and Enforcement

4. **DECISION:**

(1) To implement the proposal to amend the period for which parking charges apply;

- Current charging period is: 8am to 6pm
- Proposed charging period: 6am to 10pm

This will apply to all car parks across Hayling Island seafront where charging is currently in place. (see Appendix A)

(2) To withdraw the proposal to introduce charges at the Sinah Gun Site, Hayling Island.

5. **DOCUMENT CONSIDERED:** Delegated Decision - Parking Times - Hayling & Gun Site Charges Response to Objections split (Apr 21)
Delegation - Hayling seafront car parks Appendix A (Mar 21)
Delegation - Hayling seafront car parks - response to consultation - Appendix B (Apr 21)

Decision Status	Date of Decision Made	Call In Expiry Date
For Determination	21 April 2021	6 May 2021

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HVANT BOROUGH COUNCIL

Cabinet Lead Delegated Decision

Decision By: Cllr Narinder Bains, Neighbourhoods, Safety and Enforcement

ISSUE TITLE: Hayling Seafront Pay & Display Parking

Report by: Natalie Meagher

Key Decision: Yes/No

1.0 Purpose of Report

To consider the feedback received further to advertising the proposals for public consultation and comment. The proposals being:

- 1.1 to extend the charging hours of operation in all seafront car parks.
- 1.2 introduce parking charges at the Sinah Gun site

2.0 Decision

- (1) To implement the proposal to amend the period for which parking charges apply;

- Current charging period is: 8am to 6pm
- Proposed charging period: 6am to 10pm

This will apply to all car parks across Hayling Island seafront where charging is currently in place. (see Appendix A)

- (2) To withdraw the proposal to introduce charges at the Sinah Gun Site, Hayling Island.

3.0 Summary

Amendments to the charging regime along Hayling seafront have been developed to reflect the demand for parking in the area, as well as to attempt to address safety concerns identified during the busy periods. The amendments were publicly advertised for comment between 5th March and 26th March inclusive. During this period the following correspondence was received:

- 78 objections to the introduction of charges, including the proposed daily £10 charge and Ringo only payment method at the Sinah Gun Site.
- 26 objections received relating to the proposal to extend the hours of operation

A further 77 seafront parking related complaints, comments and enquires have been received during the consultation period. These will be addressed separately as they relate to issues that are outside of the scope of this report.

A summary of all correspondence received during the public advertisement period can be found in Appendix B.

Having considered all of the correspondence, the Cabinet Lead for Neighbourhoods, Safety and Enforcement has determined to implement the extension to the charging period as proposed.

In relation to the Sinah Gun site, the proposals to introduce charges to this area have been withdrawn.

Subject of Report

Charging Period

Hayling seafront currently has eight car parks where charges apply (Appendix A). The period during which charges are applicable is currently 8am to 6pm each day, all year round. This broadly mirrors the existing arrangement across all car parks in the Havant borough, with the exception that charges do not apply on Sundays.

The parking offer, however, in town centres differs significantly to that which exists on Hayling seafront. Generally, the purpose for parking in the town centre locations relates to retail and business, and therefore the charging period for the parking demand reflects such activity running from 8am to 6pm.

The reasons for parking along the seafront are wide ranging, those accessing the facilities do so for a variety of purposes as the offer in comparison to that of a town centre is much broader.

When the conditions align, visitors to the beach will include, but are not limited to, dog walkers, water sport enthusiasts, bathers, holiday makers, motorhome owners, beach hut users and horse riders.

The current period for which charges apply does not reflect the demand for parking, given that there is evidence to demonstrate that there is varied activity prior to 8am and after 6pm.

It is therefore proposed to extend the charging period to 6am to 10pm.

This should promote better use of the car park provision and ensure that users are paying the appropriate tariff according to their specific purpose for accessing the area. It is also considered that by reviewing the charging period in this way, it will assist to deliver an increased level of effective management.

Sinah Gun Site

The Sinah Gun Site, located to the North of Hayling Golf Club, is land that is owned by Havant Borough Council. It is situated adjacent to land designated as a SSSI. See Appendix B.

Two specific areas within this location are popular with those wishing to park near to the beach as currently charges do not apply. Proposals were submitted to introduce charges in these areas, however, taking into account the feedback received through the consultation period, these proposals have been withdrawn, and this site will be retained as a non-charging location for parking.

4.0 Implications

4.1 Resources:

Finance

Changes to the Parking Order have been advertised. The approximate cost is £500. These costs have been met by existing budgets.

Tariff boards will need to be updated to reflect approved amendments. These costs will be covered by existing budgets.

Staffing – Enforcement

The current resource will need to be reviewed to ensure that the changes to the charging period are appropriately covered. This will initially be undertaken within the existing resource as well as the existing budget framework.

4.2 Legal:

The existing Parking Order will need to be amended in order to accommodate the proposed amendments set out in this paper.

4.3 Strategy:

The key principles of the emerging Hayling Island Strategy are to ensure that the council is able to bring forward measures that effectively control, manage, direct and enforce activities along the seafront. Complementary to other initiatives that will be delivered in both the short and longer term, the changes to the parking regime will contribute to achieving these aims.

4.4 Risks:

The locations that are the subject of this paper are well used throughout the year, and specifically during the warmer months, when at times irresponsible parking behaviour can cause safety issues for all accessing the area.

Introducing a patrol and enforcement regime that better reflects the usage of the area will assist to reduce risks associated with inconsiderate parking.

4.5 Communication:

Changes to the operating hours and the introduction of charges to the Sinah Gun site have previously been advertised in all car parks across Hayling seafront. In

addition, advertisements were also placed in the local press in line with the councils' statutory duties. Based on the feedback received, the proposal to bring forward charges to the Sinah Gun site have been withdrawn.

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?

No

7.0 Consultation with Portfolio Holder:

Portfolio Holder Informed: 21st April 2021

Agreed and signed off by Councillor Narinder Bains

Date 21st April 2021

Appendices:

Appendix A: Car Parks on Hayling Island seafront where charges apply
Appendix B: Summary of objections received

Background Papers:

Agreed and signed off by:

Head of Legal Services: 21st April 2021
S151 Officer: 27th April 2021
Head of Service: 21st April 2021
Portfolio Holder: 21st April 2021

Contact Officer: Natalie Meagher
Job Title: Head of Neighbourhood Support
Telephone: 023 92 446561
E-Mail: Natalie.meagher@havant.gov.uk

Appendix A

Hayling Island Seafront Car Parks
Ferry Road
West Beach
Central Beachlands
Royal (North & South)
Chichester Avenue
Bound Lane
Eastoke
The Nab

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Sinah Gunsite Car Park TRO Proposals AS/TRO/449 – Table of public consultation comments

<u>Sinah Gunsite Car Park</u>	
<u>Support</u>	
1.	I agree with the extension of timings as it is appropriate that all users, irrespective of their visiting time, contribute a fair share.
<u>Representation</u>	
<u>Object</u>	
1.	To not have a sliding scale of charges, in line with other car parks in the Borough, makes a simple walk an extortionate visit. If we visit and go for a walk, we usually walk for a couple of hours but having to pay £10 will force some visitors to park elsewhere, e.g. side streets!
2.	A very steep increase with no allowances for short stays. Rendering the visit just for a walk completely overpriced. A real shame especially considering the current climate. Disgraceful increase.
3.	Are you proposing to maintain this site with the monies charged from car parking? The entrance to the parking easily floods and more bins are needed, and the history of the site could certainly do with some attention. All the wooden posts here and along the seafront need to be replaced and renewed. HBC are being very harsh on carparking charges on Hayling Island and very lack on maintaining the leisure areas and with the current covid crisis we a likely to have an increase of visitors to the Island this year, so we feel this is very unfair.
4.	The reason is that the restriction to pay using only RINGGO will prevent me access as my simple mobile phone cannot connect to the internet. However, as we are both long standing pensioners on a limited fixed income unable to afford the £10 daily cost so would be unable to use the car park, this objection is one of principle on both matters.
5.	I am concerned about the use of app only in the Sinah Car Park, bearing in mind what we know about the Borough profile - there is a significant group of people who will be unable to access this - through age, ability, or desire not to. Could you confirm whether an equality impact assessment has been done as I'm not aware of any other Council service which is only app-accessible, and I don't think this is the right time to start moving towards this unless we have thoroughly considered the implications of it.
6.	However, this week we saw the notice displayed in the car parks and were shocked to learn that from April 1 st the revised parking charges will now be £15.00, even if we only stop for an hour at any time until 10.00pm. I recognize that charges must increase but am curious to understand the rationale for this as it appears to be either a stealth tax or a financial "vehicle height barrier" I would welcome your views on this and whether you think it would be fair and reasonable to make a concession to local residents who's council taxes already contribute to the upkeep of the Island.
7.	Firstly, I would like to ask what differentiates a motorhome and camper van i.e. is a Volkswagen T5 campervan/ panel van conversion classed as a motorhome, if so, the signage needs to be clear. Also why are vans not included in the £15 a day charge? Many large vans use these car parks for water sports and many of them are bigger than your average motorhome. Why are they allowed to pay an hourly charge? Why are motorhomes/ camper vans excluded from purchasing a season ticket, but vans are allowed? Lastly why do the local council seem intent on stopping visitors coming to our beautiful island

Appendix B

	by charging such extortionate prices for a day out at the seaside? I totally appreciate people need to pay, but unfairly increasing the prices or certain vehicles is ludicrous
8.	You cannot keep increasing the parking charges in Hayling. Increasing the time, you charge as well. Stop penalising Hayling. Even Southsea suspend parking over winter. You happily pay millions to keep moving shingle year after year rather than investing in new sea defences. Don't penalise Hayling for HBC lack of forward thinking
9.	The Gunsite is often flooded, a mudpit, deep gouges in the grass and verges preventing parking and damaging vehicles and to expect people to pay £10 no matter the length of stay to park there is just absolutely ridiculous!! I often take my elderly grandparents for a walk round there in the wheelchair as the beach isn't exactly accessible to view the water there but the Gunsite you can get right up to the fence and walk along the lakes edge instead and view the wildlife, often only stopping for 30-45 minutes at a time, if that! It also means I can no longer walk my dog round there as to expect people to pay £10 to take their dog for a walk for under an hour is daylight robbery! I've lived on this island for few decades and the council is cutting off any and all easy access residents of the island had to any of our green spaces! The only local place to park for free now for a dog walk is the billy trail but that isn't suitable for our dog as he gets scared of the bikes coming past all the time and it's not suitable for elderly either who just need a small bit of fresh air and to get out their houses, honestly expect us to pay through the roof to park on our own doorsteps yet can't save any of our beach's or even make this new carpark worthy of vehicles and install proper drainage to prevent the floods when it's wet, needs short term parking and half hour options, it would encourage the locals to actually use the car parks often and put money towards HBC instead of avoiding them altogether and traveling to other areas to invest in there councils where parking is cheaper and easier instead
10.	The fee of £10 is unreasonable. I like most people who frequent that area do so for about a maximum of 30 mins in order to walk the dog. It is one of the few places on Hayling with paths and protected from the wind. Please reconsider this ridiculous proposal.
11.	Having a £10 charge at any time will exclude any local resident from using this area. This area should be free to park at all times. So, residents can bring young children to exercise in a safe environment without penalty. There must be some free parking for residents and visitors. This will only push parking to areas where there are currently no issues.
12.	I have lived here over several decades and this has remained the only free parking on Hayling. Dogwalkers use it regularly for a walk to suddenly want to charge £10 is outrageous. If the council had looked after the beach and not removed the revetment, they would still have a viable car park. The parking charges don't seem to have been invested in our current parking areas and to increase charges after an horrendous year is diabolical.
13.	I think it is outrageous that you are proposing a £10 fee to park for any length of time at the Gunsite on Hayling Island. Surely you should be encouraging people to exercise and improve their mental health in these current times. I firmly object to this proposal.
14.	I note the proposal to charge £10 for parking for any length of time at the Gunsite Hayling Island. You must surely be aware that this site is used by many groups to hold outdoor exercise classes. With our inability to exercise safely indoors this is a tax on health. The charge is excessive and totally unacceptable.
15.	I write to place my objection to the proposed parking charge to be implemented at Gunsite carpark, Hayling Island. This area contains a World War 2 Heavy Anti-aircraft Gunsite and is a scheduled monument which provides locals and visitors with a place to both learn and reflect on the part that Hayling Island played and the sacrifices made during World War II. Throughout the years and in particular, the recent lockdowns during the pandemic, it has also provided people with a safe place to go to exercise and to walk their dogs, therefore assisting the mental health and well-being of local people which should be encouraged and not suppressed by Havant Borough Council. For many years, this area has also been used by several generations of Hayling Island children as a safe place to learn to ride their bicycles before taking to local roads. While I can appreciate that there may be a few who use the facility for all-day parking, you are actually punishing the majority of people who just wish to visit and enjoy the area for a short period of time as most families cannot justify spending £10 to park. An effective compromise would be to allow a shorter period of free parking (up to 2 hours) to allow those who wish to visit the Gunsite to do so, but to charge for longer periods of stay. Thank you for taking my considerations into account.
16.	I am told that HBC have introduced new parking charges at the Gunsite on Hayling the average person is balancing a very challenging period during this pandemic and local beauty spot are far more precious and needed than previous. Many people using these sites are vulnerable.

	It is highly inappropriate to introduce parking charges during these times and unacceptable to charge £10. I am told that people must pay £10 whether their stay is 15 mins or man hours. The decision makers on this occasion have not understood the needs of people or the island.
17.	Dear all. As you may recall during my time as a Councillor car parking charges was always a red flag to a bull for me, especially when they are imposed with no thought as to how they affect local businesses or the effect on people who are Beach users. The charges whilst extortionate and not acceptable, but are more understandable in the current financial climate, but to be honest not sure really how much is gained by keep putting them up. What is really a gripe, is the hours both AM and PM extensions which is just not reasonable but a rather petty action of, we can do it, so we are. How short sighted in obtaining good will from the community who use it just for an early or late casual stroll perhaps lasting no more than 15 minutes, or to have a late supper of fish and chips, It's pathetic and anyone who supports this without a fight are not representing the people of Hayling. I am sure you must have all done this. The I know of an elderly couple who have a half hour walk early every morning round past the golf club which is not litter picked regularly. They return every day with a carrier bag full of litter which will be lost as they refuse to pay and will find alternatives. They have done this for nearly done this a couple of decades [Exact Year Removed]. Don't mention wellbeing for older residents in your lip service when you deprive them of this one bit of freedom to exercise with no cost. The council should be ashamed of the retrograde step and rethink it.
18.	This car park is used by Havant residents for short term activities such as dog walking. To impose a high charge payable only by RingGo is punitive. Do a proper job if you must change things - put in a machine usable by all, allow shorter periods, and preferably have 2 hours free parking.
19.	The gun site is used as an organised exercise area for locals of all ages. £10 to park at the gun site is prohibitive for 1hr classes. Especially as some instructors are trying support in keeping the locals fit when classes cannot be held indoors due to pandemic restrictions. Please reconsider this proposal. [Name Removed]
20.	£10 for any length of stay, must be a mistake. This car park is used by dog walkers and families with small children on bikes, who may attend for less than an hour. Who is going to pay £10? Why are the charges not in line with other seafront car parks?
21.	This seem to be a very unfair price hike. A flat £10 fee for this car park which is the day rate at beach lands is unjust as many locals use it for a quick stay and cannot afford £10. Please consider an hourly rate!
22.	This is a ridiculous sum of money for local people to pay given that we pay rates to Havant Borough Council.
23.	This will severely impact local residents' rights to exercise outside. They are having a high proportion of elderly who rely on being able to drive to the Gunsite to sit and have short walks. With restricted mobility they cannot walk to the area to have fresh air and exercise and so will be penalised. With some Beach huts being moved due to the lack of coastal defences into other areas this is also restricting other parking options. Therefore, I strongly object to this proposal.
24.	Stop trying to kill our island just so Norse can make more profits disgusting council
25.	The new charges a The Gunsite on Hayling island are dreadful, us as islanders use this area for recreational use, walking dogs, yoga children to run around. We are being penalised with the charges, I can see a charge is needed now beach users have started using it, but pay the hour charge should be allowed, plus camper vans should not be allowed. The state of our car parks on the island are disgusting & nothing is being done. You are taking money from the island but offering us nothing in return. It's disgusting !!!!
26.	I like to take friends and family to the gun site we pray for those that lost their lives and give thanks to the brave men and women that risked everything for us. £10 to park here is a joke!
27.	The proposed charges to park at the gun site on Hayling island are unrealistic and outrageous. The rates have gone up 10%, outstrips and nil increase in my pension
28.	The Ferry Road Gunsite Car Park should remain free of charge for the following reasons: 1. The parking spaces are unmarked and dangerous. 2. The entrances into the area lack any signage, white lines, or markings for showing appropriate traffic flow. 3. There are no designated disabled parking areas. 4. The grassy parking area alongside the road has no discernible barrier or boundary. 5. There are raised manhole covers and numerous deep potholes which pose a serious health and safety hazard.

Appendix B

	<p>6. The large sum of money will encourage parking up until 10 pm which is dangerous as there are no streetlights.</p> <p>7. There are two barrier entrances which need to be kept clear in the car park but there are no markings.</p> <p>8. You also wish to "improve the environment by encouraging responsible parking" but this car park is mostly grassy verges with undefined perimeters. The introduction of parking charges will encourage more damage to this area as people will stay longer.</p> <p>9. The council parking policy suggests that you should "Set parking charges at appropriate levels for the local area" The £10 charge for ANY length of stay directly conflicts with parking charges in other nearby Beachlands Car Parks.</p> <p>10. The £10 all-day parking here and in the Beachlands car parks is a ludicrous sum of money, especially as nearby West Wittering beach will only be charging £7 all-day for a much nicer, sandier beach with actual facilities. This is clearly going to discourage visitors to the Island and directly damage local businesses.</p>
29.	<p>You as a council have an awful lot to answer for with your handling of the beach car parks. You allow the car park at the golf club end of the beach to fall apart restricting parking then you charge for an easily maintained area. This area in my opinion is being charged for because it's easy cash. Please do what you were elected for and provide a friendly and welcoming place for people to visit. Not grabbing money at every opportunity. Please work for us the locals not yourselves.</p>
30.	<p>The timing of this order denied most of the islands residents who it will be affected the most a chance to object. The local paper The Hayling Herald does not come out until the 30/3 leaving no time to object. I see the publication Hampshire Independent was used as to publish notification, but this is not available on Hayling island and has no island readership. You're on site notices are not removed after the notice periods and are viewed by the residents as council generated litter attached to posts</p>
31.	<p>This proposal is an oppressive proposal that will in particular force dog walkers and tourists to park in the street. The sum total of the facilities is a bin for each parking area. You are proposing to charge in an area that has been proved to be un-economical before. You pensioner discount rate has risen from £40 in 2011 to £110 that's a 280 percent increase that in no way can be justified. In the case of the Gunsite this is just ROBBERY</p>
32.	<p>Absolutely outrageous to charge £10 to park in this spot for any length of time. How greedy and thoughtless. You really are determined to ruin Hayling Island completely.</p>
33.	<p>We do Zumba on the grass here and dog walkers use a lot, please do not charge these extreme parking charges at Gunsite</p>
34.	<p>Absolutely disgraceful H.B.C..1. Hardly any time given for public responses/consultation (is this legal ?)especially from those who do not have internet connection and may not even be aware of the proposals . 2 Have you conducted a survey into Gunsite car park user profiles /length of stay? 3 How can you justify the charge of £10 per day on Gunsite car park?: used by e.g. local dog walkers/locals making a short visit to the Winner Sand Bank on an outgoing tide or those paying their respects at WW2gunnery site for an hour or so. :not I imagine ,by all-day trippers trying to avoid Beach lands car park charges. 4 The surface is appalling rutted with potholes. So again, how can you justify charging to park on such a surface? 5 The charges proposed (the only rate available is £10 all-day) are out of all proportion to the quality, amenities and local usage of the car park. Please may I request a reply, setting out the justification for this proposal. Thanking you</p>
35.	<p>This very unkempt piece of ground is unsuitable for a chargeable car park. Charging a set fee of £10 however long you stay will push people into other uncontrolled /unsafe areas and residential roads. The money required to make it suitable for safe parking would be prohibitive for the council. Understand council are trying to get some extra income to make up shortfall but this is NOT a feasible way to do it.</p>
36.	<p>I have been teaching yoga twice a week at the Gunsite to approximately 20 students (when covid regulations allow). It's a wonderful quiet place for outdoor yoga and the free parking makes it viable for everyone. I fully intended to continue doing so from April 1st, 2021 and if the parking charges come in to place this would be impossible. Please at least hold off charging until at least everything returns to normal (21st July).</p>
37.	<p>I have been alerted to you notice about the increased parking charges proposed from April. I understand that, no doubt due to Covid we will be having record numbers of visitors this summer and the a) be additional costs e.g. litter clearance b) it's an easy way for HBC to increase revenue. But the proposal to levy charges from 6am!?? Good god - as residents - not only will be besieged, but we won't even be able to take a quiet walk early in the morning before the hoards arrive without paying. I strongly object. I wish to object to the proposal - this car parking area I'd fundamentally used by local people for recreation and dog walking. To take the area which is current free and levy a £10 charge for any length of stay is unbelievable! And to make RingGo only disadvantages older residents who may not have a smart phone. Shame on you HBC!! Please acknowledge receipt of this objection</p>

38.	As a local there is now no where we can park easily. I walk my dog and am restricted due to the regulations on the beach. I used to park here and then walk around to the designated dog beach. This now makes it very difficult for locals to access the beach. It will force people to park in local roads. A £10 flat fee also seems very unreasonable. Also, a lot of informal exercise goes on at this site and it is going to impact hugely on this.
39.	The proposed £10 for any part of the day at the gun site is unacceptable. It should be charged at the same rate as the other car parks. This little site is critical to many older people and community exercise. It is also an important world war 2 historical site that does and should attract visitors. I am aware that some abuse this car park by parking all day and walking through to the beach but this is mostly visitors to the island during hot weather, but imposing this huge charge will hit the residents all year.
40.	£10 for any length of stay is outrageous. We often walk our dog here for no more than an hour!
41.	How can this be set as a day rate and not an hourly one? Ourselves and family visit here to give our respects to the memorials. A flat day rate is just outrageous. This should be done for the whole beach front if it is due to it being within close proximity of the beach!
42.	Our car parks are in a disgusting state Car parking charges are too high Also the charges for parking from 6am until 10pm disgraceful What are your trying to do to our island?
43.	This is level land where local children can run, learn to ride bikes, elderly can walk on one level, groups can meet outside for exercise classes. Without this access children will learn to ride on streets where cars will park and travel or on paths along the seafront where pedestrians walk. A small charge for parking in line with other areas would be acceptable but £10 is excessive and makes it unusable for local use.
44.	We regularly use the Gunsite carpark for short visits. The proposal to charge £10 for any length of stay is unfathomable. Also, there is no encouragement for 100% electric vehicles. Surely the council would rather people travel in the borough in non-polluting vehicles and would want to encourage that. The council ought to allow free parking for 100% electric vehicles with Green number plates in their car parks.
45.	Please can I ask why you are getting rid of local areas from residents to park. for quick dog walks? As a local resident I pop down and use the location noted by the reference. I doubt anyone will pay £10 to pay all day at the Gunnery site, unless they are fishing I do not understand why you have not decided to improve current car parks or clear the previously owned car park next to the Golf club at Gunner point. You do not have the capacity at the Gunnery site unless you are going to improve the car park structure as it is so boggy and muddy for the majority of the year. Also why change the charges hours to 6am to 10pm. I simply cannot believe what will happen to local residents and local people who frequent this area, including young families who ride bikes and also the elderly uses this area with their mobility scooters. You know that Hayling is often frequented by visitors in the major holidays. I believe what you are proposing is a preposterous amount and far too much for an area mainly used by local residents. Along with the price hike in the Council Tax I cannot believe how insensitive this is. I am deeply disappointed in the lack of recognition this will give to local residents whose local roads will almost be congested now. I would be interested as to when the decision or public forum on this issue will be expected.
46.	The £10 parking fee proposed for the Gunsite car park is ridiculous. It should be the same as all the other car parks on the Island. The only people who will park there will be the travellers that come to the Island. They won't pay! Has someone made a mistake? The council seems to be deterring Visitors to the Island, rather than encouraging them.
47.	The small Gunsite carpark is very useful for the residents of Hayling to access a short walk. I myself used to take my elderly mother there to get some fresh air. The fact that it was used by visitors to access the beach when the other carparks were overloaded last summer is an abnormal circumstance and had never been a problem before. It is quite wrong to charge £10 to stop at this site for an hour on say a Monday morning in April.
48.	I object to the parking charges proposed at Gunners point Hayling island! You are putting off visitors to our island and it's unfair on locals!
49.	I would like to oppose the proposed cost of parking at the Gunsite on Hayling Island, £10.00 for any length of time just seems excessive, that car. Park is used mainly by dog walkers and a few families for a stroll or picnic, to charge £10.00 for such a small time just seems ridiculous. Surely charges similar to the ones in the car parks at Mengham would be more suitable.
50.	As a volunteer scout leader and resident of Hayling Island, I regularly organise meetings in this location and have done for a number of years. The scout association is a charity and as leaders we cannot afford to pay these absurd parking charges with our very limited section budget. I believe that at very least, Hayling Island residents should pay a reduced fee or nothing at all. This car park is always empty in the evenings and there is no competition for spaces, therefore I do not understand why we have to suffer.

51.	I do understand that due to covid and lack of tourism on the island money needs to be raised. However I feel the amount of increase is far too high. This will also cause a massive issue for local youth groups on the island in particular 3rd Hayling Scouts we are a large active group that meet on the island and use all the car parks for outdoor activities most evenings. You could say we could walk/cycle to the beach but often equipment is required for the sessions and most leaders work full time and would not meet timeframes. Do you have a charity discount? Should those who live on Hayling island pay the increased fee after such a high council tax increase this year?
52.	It's not an actual paved carpark just grass and shouldn't be charged for also there is barely any car parking space there anyway. Perhaps you should put the sea defences back so that you could reclaim the large car parking area not accessible
53.	£10 parking for a site that is mainly used by the residents of the island is ridiculous. We love bringing our Scouts here for wide games during the summer months as it is easy to get to, quiet and has plenty of space. Now with parking charges being proposed till 10pm this is no longer a site we will be able to afford to visit. And unfortunately we will be no longer able to visit Beachlands car parks as well due to the 10pm parking charges, not that it matters as the inn on the beach car park (our old favourite) has been left to erode away so is no longer a stable venue. I urge you to reconsider adding parking charges to the Gunsite car park
54.	As a mum of 2 and a lifelong Islander I feel extremely upset by the proposal to charge such a sum. £10 would be justified if it was a day trip but it is not used in this way. It is my child's favourite place. At short notice we jump in the car and shoot down there to enjoy the hills, appreciate the history and cycle on the little paths. Our stay is normally 30-60 minutes. You will put a stop to this and ruin such a special place to us. Please consider how local people use the area. You have really misunderstood it's use, and I hope the decision is reconsidered.
55.	As a resident of Hayling Island I find this shocking and saddening for parking charges to be so high.
56.	I sometimes park there and go for a walk. Definitely outrageous asking local residents to pay 10£ to park their car for an hour or two...what's going on HBC?
57.	I am writing to ask how you have come up with a charge £10 to park at the Gun Site? Why have you not just followed the other charges for parking at Beachlands Carparks £10 is a hefty amount to pay to park to visit this area for what would probably be a fairly short time. I feel I must protest at this extortionate amount and would urge you to think again.
58.	These charges are simply a rip off
59.	Totally unacceptable way to generate funds from a piece of land that is mainly used by local tax paying residents. My elderly parents have lived there for over 4 decades
60.	Does this mean I will have to pay £10 a day minimum from April 1st? If that is the case, I'm quite frankly horrified. It's been my place of calm throughout lockdown. A place to exercise, get fresh air and have a swim and quite honestly, it's been my way of coping with my mental health. I've been popping down for perhaps an hour before or after work. I certainly cannot afford £10 an hour. I see that the charging times have changed too. From 8am to a 6am start and from 8pm to 10pm finish. Why??? This is so cruel.
61.	Please register this as a complaint against further myopic and inept changes to Hayling parking arrangements. Just a few years after MASSIVE increases to all Hayling seafront car park charges and where inflation has been close to zero and where covid has reduced the incomes of people whose only pleasure is to visit the beach. Gunsite is currently a free parking spot for people to spend a few minutes walking their dog, exercising themselves during covid and visiting local historic structures. Given the area around the car park is small it is unsurprising that most people only spend an hour or less. So, it is of significant distaste that you have applied a blanket £10 daily parking rate for this place, it will preclude pretty much all current users from using it! The complete absence of an hourly rate, which applies to most car parks elsewhere, is very conspicuous and a very unfriendly act towards our community. There are several elderly people that do the work of the council to clear up litter at this place and now they too will have to pay to park to do their charitable work!! The fact that there is no ticket machine means there is a clear exclusion to those elderly people who don't have mobile phones. Charging time changes: This is both unnecessary and unreasonable. I note that There is a discrepancy in the council's budget book charging hours which says 8am-6pm and the public notices in the car parks that say 6am - 10pm. Clearly the process is clearly in some disarray and these time slots require clarification. Many residents take advantage to avoid the inordinate (and now significantly increased) parking charges before 8am and after 6pm to walk their dogs and to exercise themselves at all south Hayling car parks. Why is it reasonable that people who want to exercise themselves and their pets should be charged for parking vehicles at significantly off-peak periods? That's both properly shocking and unfair. It demonstrates the continued disdain for Hayling Island by Havant Borough Council. Hayling Island is a community that benefits from the lion's share of the £190M HBC says comes to the local economy from tourism. With significant hikes in car park charges on

	<p>the seafront plus the extension of charging hours is going to be very damaging to the local economy. Some residents, particularly elderly residents (a proportionately large section of our community) most of whom will be on limited or low incomes will be excluded from visiting the beach outside peak hours. This will have a detrimental effect on their health and mental wellbeing and the council should reconsider this hostile act on our community. I demand that you reconsider and revise all aspects of this order and the orders that have led to a 25% increase in my season ticket and the significant inflation busting charge increases. These changes are ill considered, demonstrate a high degree of myopia and will have a significant detrimental and lasting effect on our community and on our islands economy The council seems to be really scraping the bottom of the barrel here where barely a dozen cars can park and yet the detrimental effect on the community is not insignificant. It is particularly disappointing that local councillors did not alert residents that this was going to happen and particularly disappointing that none of the Hayling Councillors appear to have recognised the damaging effects of this order and challenged it! Lastly, I would like to understand more about how changes like this come to fruition from the original concept. Please, by return, could you please indicate the mechanisms that trigger revisions to parking orders, how such changes are justified, the full list of considerations, the community impact assessment and how it is communicated to the community and councillors. It cannot be right that residents are surprised by such change and are given less than 3 weeks to a) discover/stumble upon changes and b) respond to changes.</p>
62.	<p>I wish to object to your proposed parking charges to be imposed on the above site. As a resident on the island for over 4 decades [Exact Year Removed]. I have seen HBC gradually take every opportunity to extract parking revenue from the residents making it almost impossible to visit our beach and shops without incurring a charge. The proposed £10.00p charge is beyond belief on one of the few remaining locations where residents can enjoy a walk without charge.</p>
63.	<p>Gunsite is used by people to exercise themselves and their dogs for much less than one hour and yet a blanket £10 charge per day applies. It is frankly ridiculous to apply a one off daily charge irrespective of stay where other car parks offer an hourly rate There is a discrepancy in the councils budget book charging hours which says 8am-6pm and the public notices on the sites which says 6am - 10pm. Which is it? The 6am - 10pm extension is wholly unreasonable and un-necessary. This not only prevents locals from taking much needed exercise, but it also will have a serious and detrimental effect on the island's economy. HBC says the tourist economy is worth £109M this inept change is going to impact local businesses and the local economy Gunsite will not have a ticket machine which precludes those who do not have mobile phones The general extension of charging hours from 8am-6pm to 6am - 10pm is unfair on residents who used to go do their exercise before 8am and after 6pm without suffering draconian charges. This is particularly unacceptable where the elderly and other on low income now are now financially restricted from using these spaces. Residents actually litter pick these places (doing the councils job!) and now they will have to pay - the chances are they will not be litter picking in future. This exercise in fleecing the local community feels like a money grab in the light of HBC's failure to keep West Beachlands operational. You will be aware HBC have grabbed back the Inn on the Beach car park for financial reasons! Havant Borough Council should be ashamed of itself in its wilful carefully crafted destruction of the local community and its health and wellbeing. What is about Hayling Island that Havant Borough council despises? It would have made a pleasant change if we got some support or even heads up from Hayling Councillors on this matter but as usual they don't appear to care too much or get involved</p>
64.	<p>I, along with many other residents on Hayling Island, are absolutely appalled that you will be charging £10 to use the Gunsite Car Park on Hayling Island. Considering most people only use it for a short period of time to walk their dogs, and the car park itself is in an appalling state (it frequently floods), I imagine you will get no one using it for this totally unacceptable price</p>
65.	<p>To parties that initiated this increase, I object, as a local resident to these increases.</p> <ol style="list-style-type: none"> 1. It will discourage visitors and tourism. 2. The new charges will negatively affect island local business because of high parking charges discouraging visitors. 3. Visitors will go elsewhere because of outrageous increases. 4. After the Covid restrictions people have had a bad enough year this will make it worse by discouraging families from coming to the beach as the charges are so high. 5. Hayling car parks must not be a cash cow for Havant. 6. This is very short sighted and wrong. If anything, parking should be reduced to encourage health and well-being through beach walking and recreation, for this summer as a compensation for what we have all lived through. 7. Visiting Hayling should be encouraged by REDUCED parking fees after this terrible year. 8. The charges being set are outrageous and mean that dog walkers will no longer use Hayling for their dog walks which will affect their mental health and

	<p>opportunity to take exercise.</p> <p>9. Once again you have managed to selection the one option that will give you more cash but not help Hayling economy or tourism or residents of Hayling and Havant, in fact the opposite. Honestly £10 for a day's parking for a local family who have been under financial pressure due to Covid?</p>
66.	<p>Lengthening the hours from 8:00 am to 6pm until 6am to 10pm is unreasonable for the local residents. The beach is a public open space and should be available to be used, outside of your peak hours, by those who cannot afford your extortionate charges or season ticket. Your records will show we were Parking Season ticket holders, but we have been priced out of the market and rely on the before 8 or after 6 for our change to enjoy the beach.</p>
67.	<p>Free parking at the sea front after 18:00 helps Scouting on Hayling access the beaches as part of their programme to support the young people of Hayling. I help run a Beaver Scout section, all the adults in the 3rd Hayling Scout Group are unpaid volunteers and will need to park near the beach whenever there is a Scout activity on the beach.</p> <p>I do not visit the car parks frequently but when I do it is on a weekday evening and the car parks have been nearly empty.</p>
68.	<p>This car park is not used wholly by people for all day parking, why make it too expensive for people to use. Who can afford £10 to park to walk the dog every day? It will affect the residence of Hayling Island the most as visitors & holiday makers use the seafront car parks. The increase in payable hours and parking costs in general is contentious, but I strongly oppose the charges for the Gunsite car park.</p>
69.	<p>I do not agree but just about understand you might want to charge to park at the Gunsite but £10!!! I go to walk with my grandson for about 20 minutes I'm not paying £10 every time! As I say I could have understood a nominal charge but not £10!</p>
70.	<p>I struggle to understand the rationale of going from no cost to a blanket £10 charge for this car park. We are still in a pandemic and are rightly being encouraged to keep active, obesity being a considerable risk factor in Covid fatalities. I regularly use this parking area to walk on the beach on the south western end of Hayling Island, this will no longer be the case much to my detriment and businesses trading locally. It is an excellent area to take socially distanced exercise. I also strongly object to the extension of charging periods at Beachlands car parks, just seems like blatant profiteering from Havant council when more people than ever are doing the right thing and taking better care of their physical and mental wellbeing by being outside to take exercise, at a time when central government have stopped us enjoying many other forms of sport/exercise.</p> <p>Think it also might be a bit of a challenge getting RingGo to work in this location, mobile data connection not the best!</p> <p>Your car park policy states "Provide safe facilities and specifically,</p> <p>Car parks to have high levels of lighting to assist in reducing crime and the fear of crime. I assume if these charges are imposed you will be doing this at the Gunsite carpark? Thought not!</p>
71. repeat of 45.	<p>Please can I ask why you are getting rid of local areas from residents to park. for quick dog walks? As a local resident I pop down and use the location noted by the reference. I doubt anyone will pay £10 to pay all day at the Gunnery site, unless they are fishing I do not understand why you have not decided to improve current car parks or clear the previously owned car park next to the Golf club at Gunner point. You do not have the capacity at the Gunnery site unless you are going to improve the car park structure as it is so boggy and muddy for the majority of the year. Also why change the charges hours to 6am to 10pm. I simply cannot believe what will happen to local residents and local people who frequent this area, including young families who ride bikes and also the elderly uses this area with their mobility scooters. You know that Hayling is often frequented by visitors in the major holidays. I believe what you are proposing is a preposterous amount and far too much for an area mainly used by local residents. Along with the price hike in the Council Tax I cannot believe how insensitive this is. I am deeply disappointed in the lack of recognition this will give to local residents whose local roads will almost be congested now. I would be interested as to when the decision or public forum on this issue will be expected.</p>
72.	<p>You have the monopoly of all the sea front car parking , there is no choice so as a resident I have to pay your charges if I wish to enjoy my local beach and surrounding area from 6am to 10pm daily and the fact that you will be charging a flat rate of £10 a day at the gun site is outrageous, I feel that these charges will drive people to find other resorts</p>
73.	<p>I object to the parking charges for residents of Hayling island. You do not even maintain the parking areas to any standards.</p> <p>Also do you really need to charge till 10.00 at night when to be fair it's only going to be locals parking.</p> <p>Also the council have the monopoly of all the car parks so nobody has the choice to try a competitor with different rates. Surely is that even legal that we have no choice.</p>
74.	<p>The Gunsite is a very small parking area, and is used by residents for walking, dog walking & exercising! We have met as a group for healthy activity for a number of years. Some instructors also hold classes as they cannot work indoors. You have made a complete and utter mess of beach lands car park</p>

	restricting many who exercise here. Now you are penalising us even more. What a complete shamble from a very thoughtless & selfish council. You do nothing to support residents. You build unnecessary housing which will prevent us from using the road due to massive increase in cars! Sewage backs up due to overcrowding. Now we can't even enjoy the Gunsite because of your selfish incompetence. The sooner we vote you lot out the better. You are a disgrace to Hayling residents & humanity.
75.	I am writing about the new parking charges on Hayling Island from April 1st. They are unfair and ridiculous. How would a sane and caring council pass this??The gun site car park is going from free to £10 for any part of the day. On Ringgo, just a note there is limited phone signal there. At Beachlands, which used to be free in the winter you are now charging up until 10.00pm. That's great, so now we have to pay to have an evening stroll. Aren't you supposed to be encouraging people to exercise, COVID has a strong link to obesity? The council have told me they need more money to pay for parking attendants, because they are increasing the restrictions... really?? This is another instance of money grabbing. [Council Tax Amount Removed]. Clearly Hayling we be getting increased visitors this summer, how else will you extort money out of families. Don't wash your hands of this, please send to anyone else it concerns.
76.	£10 parking charge at Hayling Gunsite is outrages, it's not been maintained by the council and now you want to charge
77.	Hayling Island and Havant both have populations that can be considered to be deprived and on lower incomes, to introduce a blanket £10 charge regardless of length of stay is discriminating against those who are less fortunate. Havant BC has historically been very support of people getting outside and exercising and these charges go against that ethos. Many people go for short visits of an hour or two and this will result in driving local people away from their own areas as they simply won't be able to afford it. It will also have a negative impact on local businesses as people will think twice about buying a coffee or ice cream when they have already forked out £10 just to park. I have to say I'm very disappointed with the Council's decision, whilst I understand the impact Covid 19 has had on budgets and affordability, I don't think this is the way to recoup those losses and could result in lower income overall as people turn their back on Hayling island.
78.	I feel extending times to 6am to 10pm at Beachland car parks is very unfair to locals who use the beach in the evenings after work, the amount brought into the council's pocket will be used up in contractors enforcing the time scale Over the last year I have never seen anyone checking parking tickets at 6pm. Why start charges at the Gunsite it has worked well for many years it seems now after a year when people have been going out for exercise the council now want their bit of money
79.	This is outrageous and totally counterproductive. Who is the Portfolio Holder? How can he/she make these changes without consulting HI councillors? If you are trying to put people, residents and visitors, off enjoying our island then you will have succeeded if you go ahead with these changes. Please think again.
80.	This charge is disgraceful, many elderly residents walk their dogs there for about half an hour. This is just money grabbing to charge this much
81.	It is an outrage deserving a kick-started roadmap to a backlash. Hayling Island residents should be entitled to park free. You know who we are. Alternatively, try riding a bicycle on the pot-holed roads, or walking on the ghastly footways [where they exist], or avoiding blighters who ought to know better with electric scooters, overhanging hedges, etc <i>passim</i> . Come to Hayling, then ask your conscience to try to justify the appalling surfaces, the stinks from the inadequate drainage, for which we are overcharged in our council-tax. It won't reply. It is deaf, and non-existent.
82.	My wife and I were shocked to read the notice of the new extortionate car parking charges set out at the Sinah Gun site on Hayling Island. This means that people will be unable to visit the advertised World War 11 Heritage Trail without paying £10.00. regardless of a visitor's length of stay. Visitors making a special journey onto the Island to see this site, would not expect to pay this huge amount. Most tourist site advertisements show when there is a big expense involved prior to people arriving. There is nothing on the Hayling Web Site to indicate that there is any cost involved , everyone will be as shocked as us and many of the other Hayling residents when they arrive to visit a Heritage Site, particularly a war-time installation which is of great interest to the older generation and school children. This area has no facilities, i.e. toilets or cafe and, as such, has a limit to the amount of time people would likely spend there. If an average visit to the Heritage site took 2 hours at the most, then the cost of £5.00 per hour is exorbitant especially when compared with the other car park charges in the area, although still now very expensive, they do at least allow people to decide and pay for however long they wish to stay. The only choice visitors will have at the Gun Site is to stay or leave. We think your records will show after time that the latter is the most popular decision. This is the most expensive and unfair car parking charge that we have ever come across, and it will render the use of this delightful safe open area out of the price range of ordinary people. Whilst writing, I would ask if it is intended to allow the Beach toilets to be open for the duration of the new

	parking charging times on your notices? If not, could you please tell me where the nearest available public toilets for use by people are wishing to stay for the entire time that they have paid for.
83.	I am concerned about the proposed car parking charge regarding the car parks off Ferry Road and the extension to the charging hours at Beachlands, Hayling Island. With regard to Ferry Road, the all-day £10 charge is, I suppose, is to catch overnight campers. In which case, it is probably too low. Without the option of paying for a shorter period of time, however, it will stop locals from using their community areas for exercise and recreation. No one going for a walk is going to pay £10 to park. One or two hours should be allowed at a reasonable charge. With regard to Beachlands, to extend the current hours to 6am to 10pm again will stop locals being able to use their own locality. It is bad enough as at present, 8am to 6pm, but at least now people can park and walk early in the morning or in the early evenings. It is not clear to me whether these proposals are simply to raise more income or rather to discourage any parking at all, but I think there will be a disproportionately adverse effect on local people who need to drive to enjoy exercise and recreation, rather than those who can access the areas simply by walking. I am thinking of the elderly and disabled, and often therefore financially disadvantaged, who rely on their cars. I therefore want to object to the proposals.
84.	The majority of the HBC car parks are charged at £1.00 per hour, how is a £10 charge for any amount of time justifiable? This prohibitive charge will push cars out into residential areas creating an issue with residents. The extended parking chargeable hours across the beaches impacts small businesses. For example, there is a running club that meets on the beach at 6pm, so that the members can park for free and run together in safety across the beach land.
85.	I would like to strongly object to the proposed parking charge of £10 for the Gun Site on Hayling Island. It is a ridiculous amount for a place primarily used by Hayling residents to park and walk or exercise dogs
86.	This is an area that local residents use quietly. Pre Covid restrictions we have Qi gong, Thai chi etc. Parking charges would be prohibitive, and we would have to find elsewhere for these activities. Qi gong, for example, brings health benefits to all age groups.
87.	I would like to object strongly about the £10 parking charge for the Hayling gunner site car park and for the increased length of charging period for all Hayling seafront car parks. This introduction - needs to be delayed until the residents of Hayling can understand the reasoning - it seems so unfair and unreasonable. I also think all HBC councillors should be able to vote on this - so it is democratic! The beach is our countryside - are all HBC rural/country car parks now being charged for the same range of hours and at the same rate? This would then at least be fair - but still unreasonable - I quote from a HBC post I saw yesterday ' <i>We have faced unprecedented times over the last year, this is a brilliant opportunity to assist in the recovery and to plan on how we can improve the lives of our residents.</i> ' Perhaps you could consider how making car parking at the beach unaffordable is improving the lives of residents. Not all residents and visitors are able to access the beach without a car! There are no buses to this area! I am a Hayling resident and lucky to live near the beach so I can usually walk. Throughout the year and especially during the pandemic/lockdown I have used the Gunner Site car park to dog walk with my sister - the only time we can legally see each other and talk face to face. I walk my neighbour's elderly dog and it cannot walk this far from my home - we go when the tides are low, and we have access to the lovely winner sandbank. A real treat for us. We choose to park at the gunner site car park for a short walk - usually about 1 hr - we get to walk through a quiet gladdened tree area, and we can unload the dogs safely away from the road. We often have to brave the flooded entrance after heavy rain. What justification do you have for charging £10? I can only think you don't want anyone to park there. If people have a parking permit - would they choose to park so far away from the beach? Is it something to do with fishing club members not being able to park as it is busier now west Beachlands car park has disappeared It's not close enough to the beach to make day long visitors use it. It makes no sense to me at all. Please someone explain and halt this madness.
88.	This is a small therapeutic space of huge importance to the Islanders, generations of Island children have learnt to ride their bikes and roller skates here safely, this is used by the elderly and the frail who do not have blue badges, to walk their dogs, this is where you come after hip or knee surgery to safely get mobility back again, this is where a kind phantom person comes and hangs up bird feeders in the trees and bushes and keeps them regularly topped up, this is where people come in spring to pick emerging dandelion leaves to feed their tortoises as they wake up hungry after hibernation., this is where we go blackberry picking. On a summer evening a small group practice their yoga here, early morning some do their Thai Chi here. The gun sites have huge historical importance and many people come to sit a while and remember their grandmothers who manned the guns. Yes some families park here because it is free and trek down to the beach carrying all their stuff because they simple cannot afford to pay the foreshore parking charges are these families going to be excluded from spending a day at the beach with their children because they are unable to afford the parking fees ? I am elderly and have 2 elderly dogs, I come here every day because I can manage to walk the circuit as I am able to sit if I get breathless , I do not have a blue badge, I rarely see any litter in spite of their only being 2 bins, people respect and value this space, it has been and is a life saver during this pandemic for many islanders who do not have any outside space

	especially when the parks are water logged. Whoever makes these decisions will have absolutely no idea how valued this space is to the Islanders, I urge you to rethink this decision to charge, it would cause huge loss of quality of life to many Islanders.
89.	I write with horror at the proposed car park charge for the small car park areas along Ferry Road. My sister and I have been using these throughout lockdown to do our daily exercise. We could not afford to pay such an extortionate amount. You are now taking away a facility that residents of Hayling should not have to pay for. I object most strongly to this proposal.
90.	The gun site on the ferry road on Hayling is a hangover from WW2 parking there today is for dog walking and short exercise - it provides no beneficial access to other facilities - unlike the beach. It is also used in the summer for elderly residents to indulge in Tai Chi. This proposal to charge £10.00 per day or part thereof is a gross misunderstanding of the use of this area. It will effectively take access to this space to go out of use entirely - part of the appeal of Hayling is its WW2 history - what tourist will pay 10.00 to visit this ???
91.	We object to the proposed new parking charges. The extension of the charging period for Beachland Pay & Display parking, almost exclusively, targets local Hayling residents. Ditto the Sinah Gunsite proposal, which in reality constitutes nothing less than an instant "Penalty Parking Charge". Please reconsider.
92.	<p>1. This is a site of historic interest both nationally and perhaps most importantly is intrinsic to the personal and family history of people some of whom still visit to reflect on past events. it is concerning enough that you are planning to charge to park here but the fact that it is a daily rate of £10.00 you are not giving people the option to visit for a short period at a reasonable charge.</p> <p>2. The GUNSITE is used by many local residents with limited mobility for outdoor exercise as it is one of the few places on Hayling where you can park and walk on a hard surface throughout the year. These residents may only do one or two circuits of the site. Members of Havant Borough council are meant to be there to serve the local community- it seems that you are sacrificing the wellbeing of local residents in order just to make a small amount of money from using the GUNSITE as an overflow carpark for Beachlands. Could I point out that the GUNSITE has only been used in recent years by people going to the beach for the day because the Beachlands parking has been compromised by your policies over the past few years. Sadly I have no doubt that regardless of the concerns residents like me have raised that charging will go ahead but can you please at the very least ensure the following -</p> <ol style="list-style-type: none"> 1. That there are marked disabled bays at the GUNSITE. 2. That there are options for short stay parking at the GUNSITE at reasonable cost and that there is a cash option to pay for such. 3. That the GUNSITE is included in the annual parking permits as this may be a more cost-effective way for local residents to be able to continue to use and enjoy this part of our Locality.
93.	I am slowly recovering from an illness which impairs walking ability. The Gunsite is one place I can walk safely on the grass to help with my recovery. I am only able to manage half an hour or so each time. £10 is out of the question. A one-hour stay for say £1 would be acceptable.
94.	I have just had a council tax rate increase along with a proposed increase for parking my car at the beach lands car parks and to top it all you are also proposing to increase these hours from 6pm to 10pm where is your justification for implementing this. As is already the case the car parks are not of a good standard as the beach is reclaiming the area. Havant borough council have done nothing to stop this. As a resident I do think that as we pay over the top council tax this should be reflected in a carrot towards the parking fees. Your comments will be appreciated although I am not under the illusion that you will bend towards these proposals. When the pandemic is over, and holidays are back to normal I expect the holiday makers will stop visiting here due to excess parking fees and you will be doomed!
95.	I object to the proposed changes. This is just another way for the council to extract money from its constituents. Is not enough money raised through council taxes that rise above inflation each year? Not to mention the existing pay and display car parks are full of potholes that people pay for the privilege of driving through.
96.	I have been made aware of the proposed changes to the parking charges and charging periods at the Gunsite Car Parks and the Beachlands Car Park I wish to raise objection to both variations in charging as they discriminate significantly against the regular, local users of the beach who use the beach for exercise, especially during off-peak periods. The local resource is of vital importance to both the physical and mental well-being of those who use the beach regularly for exercise and to impose such a high tariff runs the risk of being detrimental at this time of national crisis. I fear that the increased charges will also deter tourists

	from the area. Combined with the reduction in capacity at West Beach and the remaining COVID restrictions this has the potential to inflict considerable harm to the small businesses attempting to recover from the last year. I trust that you will give these concerns due consideration.
97.	I object to the proposed changes. This is just another way for the council to extract money from its constituents. Is not enough money raised through council taxes that rise above inflation each year? Not to mention the existing pay and display car parks are full of potholes that people pay for the privilege of driving through.
98.	I wish to object to the flat charge proposed as it makes a short stay prohibitive. Charges should apply on an hourly basis. I wish to I object to the extension of hours as it prevents residents from being able to access the amenity at the start and end of day.
99.	I have just been made aware of the proposed car parking charges from the 1st April on Hayling Island. As I live on Hayling and therefore a council taxpayer I find these new proposals very annoying especially the Sinah Gunsite areas that have until now been free to use. And the proposed extended charging hours from 6am to 10pm is a simple way to squeeze more money out of the public. As a resident there appears to be no advantage given to us for early morning and late evening walks or dog walking. Surely there should be some advantage given for those living here. I would also point out that ALL the carparks are of very poor quality and don't seem to ever have any maintenance carried out on them. With these extended hours I trust you will also be keeping the toilet facilities open and well maintained to cover the extended visiting times that visitors will now no doubt do.
100.	I think that it is outrageous to try to increase car park charges to start from 06.00am in the morning to 10.00pm at night for the Hayling Island Beachlands car parks, and likewise for the Gunsite Car Parks on the south side of Ferry Road Hayling Island. I object on the following Grounds: There has been close to zero useful maintenance of the Beachlands West of Inn on Beach and the car parking capacity has been reduced dramatically. This is a designated Windsurfing and kitesurfing & Paddleboard launch area. Windsurfing & Paddleboard equipment is very heavy on land and thus is hard to carry far to beach / the sea. It is dark in the winter with limited daylight from 08.00am to 4pm at night in the winter months, so what is the point of charging to park on the beach in the dark? Charging people a flat fee of £10 via RingGo as quoted for the Gunsite / Ferry Boat car park seems totally excessive especially if they are only there for a short period of time for example to collect people or to drop people off for the Hayling Ferry, or for that matter to use the Ferry Boat pub, when it is allowed to open again post Covid. The same would apply to the inn on the beach car parking area. during COVID people have suffered from extreme lockdown and mental health issues for which the UK Government has understood that people need both fresh air and exercise ideally before and or after work. it seems a penal penalty to charge people at 06.00am and or until 10.00pm at night Monday to Sunday inclusive. I think these charges are excessive and are NOT in the public interest.
101.	I am writing to you, to say We and many more, on this Island, are disgusted in your plan to raise parking fees on Hayling Island, how on earth can you condone charges from 6am to 10pm.? Many elderly people will pop to the beach early to sit and watch the sea before it gets busy or pop down at 7 to get out when it gets quieter, that will be taken away from them now because they will have to pay. The car parks are a disgrace, I have been told by Rosey Raines Hayling Councillor also that it is. Not HBC concern about the amount of dog fouling at the Plaza and promenade on Hayling Island is this right? Facebook has been crammed with complaints about this when people can't take their Children walking there because of the filth, how can this just be ignored. Car parking fees, mass dog fouling, the People of Hayling want answers fast.
102.	It is with some incredulity that I read of the Councils proposals for the new parking charges proposed for Hayling Beachlands and Gunsite. This is yet another tax for the "privilege" of living on Hayling Island and combined with the councils abandonment of the Western beaches of Hayling will have a lasting effect on the lives of ordinary residents. 1.What justification can there be for introducing a £10.00 one off charge for parking at Gunsite? It isn't even a proper car park given that the only hard standing is there courtesy of the MPBW in WW2. Surely an hourly charge would be more acceptable? It's hardly an area that the few tourists that the running down of Hayling Islands amenities over the years hasn't put off are going to use to park. This tax is purely and squarely aimed at local residents who walk their dogs there. 2.The extension of the chargeable parking hours at Beachlands is a similar case. The only people on the beach at 6.00am, especially in Winter, are the local residents who walk their dogs. Could I ask what extra facilities the residents of Hayling Island will receive as a benefit from these new taxes that are being imposed? Maybe some more "doggie bins" or even the restoration of the western beach maybe? I wonder how long it will be before the council re-imposes the tolls on the bridge. That surely has to be another tax that the council could impose on residence. Still someone has to pay for the totally underused car parks at Staunton County Park, and the restoration of the folly there, it will be interesting to see if it is ever put to any use at all.
103.	This is an outrageous price. Most people visiting this site are local and use it for their lockdown walks and taking their dogs for walks. I am often there, but usually for 1 hour maximum, where I enjoy a walk and look for plants and birds. I cannot walk to that site easily from my house [Address Removed], as I have a

	hip problem, and cycling is not an option. This is one of the few places that local people can go without masses of visitors, and no parking charges. I strongly object to this parking charge. I only heard about it today.
104.	While I can accept that there is an argument for charging for parking at this site the proposed £10 flat charge for any period is unjustifiable. This car park is mostly used by locals walking their dogs or to attend local outside exercise classes or just to talk a walk. It is also a tourist site to visit the historic gun emplacements. The proposed flat charge is both punitive and highly detrimental to the wellbeing of local residents.
105.	I also wish to object to the proposed extension of charging times for Beachlands car parks. Extended charging until 10pm has a significant effect on the local population who regular visit the seafront for a walk in the evenings when the summer crowds are leaving. It was not that long ago that this car park was free in the off season. The Council forgets that the beach is an amenity much used by the local population and imposing further parking charges is simply seen as money grabbing rather than serving the purpose of managing traffic which is what car park charges are supposed to be for.
106.	I'm very disappointed that to park in this small parking area you will be charged £10 no matter how long you're there. Although I can cycle there and have a picnic, or go for a walk, there are occasions I would like to drive there and play ball games and have a picnic with extended family. I certainly won't bother if this charge stands. It seems extremely unfair and another nail in the coffin for tourism on Hayling. What would you get for your £10? There are no toilets or amenities nearby.
107.	I see no reason for this small area to have parking charges. It is used by people attending outdoor exercise classes, walking dogs etc. A lovely quiet area. It will have a detrimental effect on those sorts of people. It will make no difference to me as I pay for a beach carpark pass, however this should not be allowed.
108.	I've been made aware of the new £10 parking charge at the Gunsite on Hayling Island where I live (on Hayling not the Gunsite!!) In my opinion this seems extremeand I don't really understand the reason for the high cost as whenever I have parked there it's never that full I've been unable to find a space? However, I note that this parking area will be included in the annual pass. I didn't renew the pass last year as I felt it was unfair that you couldn't use the 2 nominated cars at the same time or have the option of choosing a lower cost for just 1 car. It would be great if some changes were made to the Annual pass such as what I've mentioned above and/or some advantages be given to Hayling Island residents like myself.
109.	I object to the exceptionally high increase in the charge for parking permits most especially for the over 65s which you propose to increase from £80 to £110 - this is an increase of 37.5% for pensioners who are mostly on fixed, limited incomes. Hayling has a high proportion of elderly people so this appears to be an extortionate increase for the most vulnerable part of our society when inflation is running at about 1%. I also disagree with the increase of charging hours. Instead charge the motorhome owners who stay overnight although I thought this was meant to be banned. Is this banned or not? The cream and green large van that appears to have been resident at Beachlands for the last year can you tell me if this is permitted and if so, what annual charge he pays for this privilege? Have these new charges been approved by the Hayling councillors? 1 A blanket charge of £10 is proposed for any length of time whereas all other car parks charge by time. This is not acceptable. Will this apply to all car parks in Havant? Why should this be different? 2 Parking would not allowed for people who do not have a mobile phone or low charge.3 If charges are to be made there should be a proper surface rather than just mud. 4 £10 per day for a caravan and car would be cheap and detrimental to the area or is this what HBC is encouraging?
110.	This site is very little used by visitors and is a public amenity for islanders. It is mostly used by dog walkers, members of the angling club or members of the public going for a walk. The idea of paying a £10 charge for such a short visit will mean that this car park will remain empty most of the time and generate very little revenue but a lot of bad will.
111.	I am writing to express my objection to new parking charges being applied to Gunsite Car Parks on Hayling Island. As a resident of Hayling Island and a regular user of the car park, it is my view that the new charges are unwarranted and unjust. The nearby Gunsite remains are of historic interest and importance to the area and charging a large sum to see these outdoor attractions will simply put many off visiting and promoting the area and implicitly diminishing the importance Hayling Island and its residents played in World War II. Local residents such as I use the car parking area regularly for dog walking, family picnics, bird watching, hiking, berry picking and exploration of the area: charging for parking would severely curtail this behaviour. The car park itself is mostly unattended by the council and in need of great revamp and updating before any parking charges could even be considered. The road and parking bays are simply unsuited most of the year for structured or casual parking. The machines are RINGO only, and this is completely unfair to individuals who do not have smartphones. Given the elderly demographic of Hayling Island residents, this will disadvantage individuals even further, given the high cost and logistics of paying for parking. The cost of £10 per day is completely disproportionate to actual service and convenience supplied and is inconsistent with nearby parking areas.

112.	Please don't make parking with a ticket up to 10pm. You will put so many people off. :(
113.	This is to formally register my objection to the proposed £10 parking charge for the Gunsite on Ferry Road, Hayling Island. What possible justification could be made for such a charge in a parking area which is primarily used for far shorter visits, such as walking? Please do not make the parking situation in the Beachlands area of Hayling any worse than it currently is.
114.	It has just come to our notice of your plans to start charging for parking at the Gun Site, Ferry Road, Hayling Island. We wish to object in the strongest possible terms at this outrageous plan. Charging fees for an hour's stay is bad enough but to have the audacity to demand £10 regardless of the time spent is ridiculous. Most people on the island, like us, only park there for an hour or less, to walk, exercise dogs or play with their children. To enforce these exorbitant charges, you will be denying the locals of a much-loved facility. This all seems very devious to make these changes during the Covid lockdown when people are unlikely to be aware of these proposals, you've certainly kept it very quiet.
115.	One does realise that probably charges have to increase.... but seriously.... a £10 flat fee to park at the gun park! One just assumes that you do not wish ANYONE to park their AT ALL. It is an historic site which you have made it impossible to visit, after all you could walk round and read the notice boards in 10/15 minutes. In winter months it is mostly used by older residents to give their dogs a quick walk - people who probably cannot afford permits or car parking charges. I see that probably tourists have practically wrecked the verge sides - so can understand that must stop.... but surely a resident permit or an older residents permit - or a short-term parking fee would be more acceptable. Over the years residents have increasingly had resident 'rights' taken away.... free winter parking for instance. Now we have extended hours charges.... generally - and especially in winter- it is locals who walk on the beach at 6am! The increase in the annual permit fee for the over 60's by £30 will be received with dismay. A group of people who most need a permit and most likely the group less likely to be able to afford it. I have just resorted to buying a permit - I am elderly, and have historic physical disabilities too however not enough to warrant for a Blue Badge, I still struggle to walk too far - therefore the permit is just about a necessity if I want to walk by the beach - or just sit and look at the sea. I shall have to budget hard and think twice come renewal time now. Shameful.....that increase is indefensible. Charges continually increase but where does that money go? It is most certainly not spent in or on the area. The state of the car parks is disgraceful and disgusting. Despite the continuing hikes in charges you spend zero on maintenance ... almost all of the car parks are made up of potholes which are difficult to negotiate - they are flooded in the winter and therefore parts are practically impossible to use anyway. The golf club end car park has - as has the beach - been left to the mercy of the sea....and is no longer available to use. I share the disgust of, probably, most of the residents of Hayling Island....Havant Borough Council have just added to the well-known fact that they have scant regard or care about this island or its inhabitants.
116.	The Gunsite car park is used by elderly people talking a short walk with or without a dog. This is not used by tourists generally as this is not near the beach. It is a terrible idea to penalise people for whom this may be their only exercise option. If charges must be introduced why not by the hour?
117.	As a scheduled monument, if not done so can car parking charges be introduced without the involvement and permission from Historic England/English Heritage The cost is exorbitant for any person like ourselves who parks there for a short time to exercise. As a free resource in a pretty location we have been encouraged to exercise, this will deter us from doing so Any charge, especially at the rate suggested, will encourage users to park on roads nearby the car park is informal, the state would need to be improved
118.	I don't live on Hayling island [Address Removed] and use to be able to cycle there however due to my age I have to drive to go for a walk. Why do you need income from this WW2 Gunsite? At least the first 2 hours should be free
119.	1, Little work & improvements have been made to the Gunsite or Beachlands car parks on Hayling. 2. Where will the pay & display machine be located on Gunsite if drivers travel directly there how can they pay? It's important to have any machine close to the actual site.3. This is a bad time in people's lives to be raising car park charges because the COVID-19 effects on people's work/jobs has, in many cases, been extremely negative such that many have less money or fear running out of money so they need to see costs staying as low as possible particularly when it comes to accessing our health benefitting outdoor sites such as Hayling's still rural beach areas. 4. As costs rise fewer people can afford the annual fee & more cars may increasingly use our side streets - ridiculously few traffic wardens on Hayling mean that the single & double yellow lines are often completely ignored by car users. What is the point of having such road signs if they're not monitored?! 5. Winter charging of our car parks is also unfair as Hayling's locations, unlike central Havant, are used by visitors for their health benefits not for shopping. So, this is a tax on people's healthy outdoor pursuits at a time when we desperately need it - absurd.
120.	I write with reference to the proposal to introduce charges for parking at the gun site. I can understand that significant income will have been lost with the demise of much of the West Beach car park but a fee of £10.00 seems excessive, particularly so as this will impact largely upon local residents who tend to

	park here for short periods to exercise or walk their dogs. For that reason, I strongly object to the proposal. It is unclear from the notice whether the charges will also apply to the lay-by parking alongside the Sea Front road. This is in particularly poor condition with broken concrete and deep ruts which need urgent attention. Finally, one inevitable consequence of the introduction of charges will be that vehicles will be parked on the grass verges just to the west of Links Lane to avoid having to pay to park. This was a particular problem last summer and cars have already been parked there this year. Despite this having been repeatedly drawn to the attention of both local and Hampshire County councillors, nothing has been done to address this problem. If the charges are to be introduced, it will need to be resolved.
121.	I am very disturbed by the changes proposed to the car parking charges. A SMALL charge should be made for the FIRST HOUR, and then it would seem reasonable to charge a much larger amount for anyone staying longer. This would help to make frequent parking slots available and perhaps deter all day beach uses. This of course depends on the site not being washed away!
122.	We use the Gunsite regularly with our young children and dog. We are Hayling Island residents and tend to visit for less and 1 hour. Charging £10 for this is ridiculously expensive. This area is primarily used by locals. By introducing this fee, you effectively remove this local space from many locals or make it inaccessible to them. This is unjustifiable. If this goes ahead, we will no longer use this facility. This will be yet another local green space we will not be able to enjoy. We will not have little talks with our children about history. I think this area should be free parking to allow locals to safely take their children and dogs to a local uncrowded space that is not used heavily by people from other areas. Please do not go ahead.
123.	I agree with the proposed changes to the period car parking charges are applicable but strongly disagree with the increases being applied, particularly to season tickets. In respect of season tickets, you make no special provision and for months last summer it was almost impossible to park on Beachlands car parks. It is highly likely that the same situation will arise this summer with large numbers of visitors expected at coastal resorts. I see no additional benefits or facilities being provided to justify these outrageous increases and would ask you reconsider this aspect of your proposal.
124.	I object strongly to the increase of hours from 08:00 - 18:00hrs to 06:00 - 22:00hrs and the £10 charge at Sinah Gun Site. I have lived in Hayling for 74 years. There is no free parking anywhere and with the extended hours I will not be visiting our beach anymore.
125.	My partner and I regularly use the Gunsite parking area for walk on the seafront. We are generally there from 45 minutes to 1.5 hours. It is outrageous that a charge of £10.00 will now be incurred for any amount of time. This area is used by many elderly people walking their dogs where it is easy terrain. It is also unclear whether a Hayling Island season parking ticket covers this area. This proposal needs to better consider the residents in the area. After all, during lockdown this has been our only outlet for exercise. I strongly object and request that someone contact me to advise whether a Beachlands parking permit covers this spot.
126.	I object to the proposed increased times and costs of parking on Hayling Island. They are becoming an unaffordable luxury for visitors and Islanders who wish to enjoy what is offered on an Island that requires visiting and locals to spend monies locally. Costs have increased greatly compared to Emsworth, Havant and Waterlooville all within the same borough.
127.	This site is mostly used by locals to walk their dogs, so a structured pricing needs to be applied as per Beachlands - a £10 day charge is wholly excessive. All sites should be chargeable from 8am-6pm to allow locals to exercise themselves and their pets. Most tourist traffic would be NOT be parking outside of these times. This does not directly affect our household as we live within walking distance, but we feel very strongly AGAINST this on behalf of our fellow Islanders.
128.	We have been made aware of the imposition of parking charges at Sinah gun site. This is a small unmade and poorly maintained car park which is used by locals as a base for short periods of exercise e.g. dog walking etc. How can you possibly justify imposing such an exorbitant fee at a time when we are being encouraged to exercise for the good of our health? Could this be a way of making up for the money you are losing at the seafront due to the car park flooding and being unfit for purpose? (The strategy for the seafront is not to replace the groynes; effectively you have caused the flooding.) Have you considered allowing locals to have a short period of free parking? We are aware there is an annual parking permit which could be used but which is very expensive We urge you to reconsider this decision which is ill advised and counterproductive.
129.	I am very concerned about the proposal to charge £10 for parking at the gun point car park off Ferry Road Hayling. I have regularly used this carpark to lead Wildlife Trust walks which last about 2 hours. No-one would turn up at £10 to park. I doubt whether many people park here for more than 2-3 hours. I have never seen the car-park full. £10 is crazy, greedy and exorbitant.
130.	I wish to object most strongly to the £30 increase in the annual season ticket charges for over 65's. How on earth do you think pensioners are going to be able to afford a 35% increase in this fee? We don't get a 35% increase in our pensions! Havant BC have allowed all the car parks to degrade terribly and this increase is simply unacceptable.

131.	I would like to strongly object to your plan to charge £10 to park at the above car parks. These are mainly used by local people who have no need to park for a whole day. They have always been free and most people who use them do not stay for long, so there is constant movement throughout the day. Why should a local amenity that brings pleasure to people, suddenly be geared towards visitors. These visitors do not contribute in other ways, such as our exorbitant council tax. There are no shops or amenities nearby for them to spend their money and boost the local economy, so why these car parks? I am beginning to think it is purely to upset the locals. Well I am upset. I work full-time in Southampton but live on Hayling. When I get in from work (teaching at a secondary school), I would like to be able to use the open spaces that are available to me. That is the beach, I have a dog so it must be a dog-friendly beach.
132.	Please accept this email as an objection to the planned increase in times for parking charges to apply at Beachlands car parks effective 1 April. This will deter people from using the beach in the evenings after work and did nothing to encourage tourism to the area.
133.	I wish to register my objection to the proposed changes to car parking charges for both Beachlands and the Sinah Gun site on Hayling Island.
134.	From 0 to £10 Pounds per day is excessive! Why not apply the rates that are common throughout the island to that part next to the entrance to the fishing lake and have a free 20-minute stay for dog walkers on that part parallel to the road
135.	Making longer charging hours for the beach car parks is outrageous. It is largely the local people who like to enjoy the beach in the evening when the holiday makers have gone home. The car parks are not maintained, and, in the Summer, the public toilets don't stay open late. The new charges are too greedy. I strongly object.
136.	I am appalled to learn of the new charges for the car parks at Beachlands and the Gun site. The Gun Site is not a car park at all, just a lay by. At a charge of £10 per day there will be no-one parking there. When we move to the island several years ago [Exact Year Removed] we were able to buy a season ticket at a reasonable price as we were residents, and this covered the summer months as there was no charge for the winter months. We used to buy a season ticket every year and possibly not use it much, but we will not now at the scandalous price for a yearly season ticket, we would rather walk to the beach while we still can. Do the council want to deter visitors as well as stopping residents parking their cars near the beach? We have seen very little maintenance of these car parks since we have lived here so the money is not used for that. This really only makes visitors park anywhere that there is not a yellow line on the road, if the parking charges were reasonable, we would attract more visitors and they would also have more money to spend in our shops. Also, they would not park on the roads which on some narrow roads is very dangerous and how on earth would emergency vehicles access these roads. Obviously, the councillors have not seen the chaos that can be caused by these parked cars. We live about 10 minutes' walk from the beach and people park in our road. COVID has ruined the tourist trade so surely, we should be trying to encourage visitors.
137.	The lunatics have taken over the asylum! The only people who will pay £10 to park in this lay by are campers who will want to stay over-night and use the adjacent area for a toilet in the morning. It will cost more to empty the meter than will be found in it. This is an historic site. People who have a genuine reason for stopping there, either to take a quiet walk or to visit the memorial, only wish to park for a few minutes; I would think no one would have a genuine reason for stopping more than half an hour. As a resident and taxpayer on Hayling Island for almost 6 decades [Exact Year Removed]. I have much nonsense issuing from the Council offices, but this beats everything. I hope this stupid idea will be dispatched to the rubbish bin where it belongs.
138.	The A4 sized or smaller notice that has been tied to a post is not very noticeable at all and the time allowed (20 days) to make an objection is a bit tight to say the least! I visit at least once a week and have never noticed it before. As for the blanket charge of £10, regardless of time at the car park, I think it is outrageous , do you consider that it is fair and acceptable to charge that much and in the case of the many people who walk their dogs every day for an hour or so that will work out to £70 a week! I think that HBC are being driven by sheer greed and I urge a rethink on this issue. Just a thought will you guys enforce payment when our friends from the travelling community pitch up there, I don't think so. So, not only has the car park capacity on the beach been reduced you are now creating a paid car park elsewhere in order to recoup losses. shame on you HBC.

HAVANT BOROUGH COUNCIL

CABINET

2 June 2021

Recommendations from the Overview & Scrutiny Committee - Consideration of the Council's Response to the Covid 19 Pandemic

FOR DECISION

1 Purpose

- 1.1. Cabinet is invited to consider the following recommendations arising from the Overview & Scrutiny Committee held on 31 March 2021.

2. Recommendations

- 2.1. Cabinet is invited to approve that:

- (i) A register of all community volunteer groups is drawn up - which includes the contact details of each group's coordinator – and is retained and reviewed-quarterly to ensure there is, at all times, a current list of any and all volunteer groups operating in the borough who could provide support to vulnerable residents;
- (ii) A 'go to' document showing best practices to be adopted by volunteers supporting vulnerable residents be produced in readiness for distribution to any and all community groups taking on this role in the borough to avoid piece-meal and late distribution of information;
- (iii) Every ward councillor – for Borough and County - be made aware quarterly and again in the event of any emergency which required support to be given to vulnerable residents, of the information in recommendation 1 above, so they can act as a resource of information for volunteer coordinators;
- (iv) During a period of community support, data showing the number of vulnerable residents being supported in each ward, or by each community volunteer group if they are covering more than one ward, is gathered on a weekly basis so that a complete picture of the extent of volunteer activity is known which can be used for ongoing and future planning purposes;
- (v) Text for a piece of printed communication material such as a flyer, be drafted in readiness, containing the information residents will need about how to access support if they find themselves requiring assistance during a period of restricted

movement in the community. (At present the Hants4help phone line remains 'live'; in the future this helpline number could change).

- (vi) The printed communication in (v) above should be printed and distributed to every household in areas of the borough that become subject to any national or local restrictions of movement in the community, at the earliest possible time to ensure everyone receives the same message, especially those residents who cannot use the internet.
- (vii) Communication with councillors be made as soon as is feasible once any restrictions on movement in the community are agreed, giving them the detailed information about how support will be given to their residents (see (iii) above).
- (viii) Once councillors are given the information about how support in the community will be given in their ward, they should liaise with the relevant group / organisation in order to play their part signposting, advising and generally helping volunteer groups to support their residents. This should be encouraged by the Leader of the Council.
- (ix) Councillors be included in the welfare checks. The Cabinet Lead for 'People' should ensure this happens in the event of any local or national emergency;
- (x) A copy of the presentations given at Councillors' briefings be sent to all Councillors; and
- (xi) That a reasonable balance is struck with staff working safely in the Plaza and that management is not overly cautious by allowing too many staff to work from home.

2.2. Cabinet is invited to note that the Overview & Scrutiny Committee endorsed:

- (i) The current arrangements for emergency planning, including business continuity planning;
- (ii) The arrangements put in place to monitor the efficiency and effectiveness of the Council's health and wellbeing support to staff during the pandemic;
- (iii) The current arrangements, including the appointment of a Client Relationship Director and Head of Strategic Commissioning, for ensuring that our commercial partnerships and contracts deliver efficient and cost-effective services to residents.

3. Executive Summary

3.1 In June 2020, Cabinet requested the Governance, Audit and Finance Board undertake a review of the Council's response to the COVID19 pandemic. This was accepted by the Board at the Joint meeting held on 22 June 2020.

3.1. AS a result of the amount of work involved, The Governance, Audit and Finance Board (GAF Board) divided the scrutiny review into a number of areas and asked

the Operations and Place Shaping and Business and Commercial Services Boards to help with this review by reviewing specified areas and reporting their findings back to GAF Board. In the meantime a new Constitution was agreed and the reports were approved for onward submission to Cabinet at the Overview & Scrutiny Committee held on the 31st March 2021.

4 Appendices

Appendix 1 – Communications Report

Appendix 2 – Community Support Report

Appendix 3 – Financial Implications

Appendix 4 – Service Delivery Report

Appendix 5 – Staff and Wellbeing Report

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**Review of Council's
Communications Response
to the First Wave of the
COVID19 Pandemic**

Communications Review

1.0 Introduction

1.1 The following is a synopsis of the proceedings and recommendations made by the Covid 19 Scrutiny – Communications Task and Finish Panel (“the Panel”) to consider the Council’s communications during the first wave of the Covid 19 pandemic.

1.2 In view of the impact of the COVID-19 pandemic on the economy, people’s health, lifestyles and livelihoods, there is perhaps nothing more important than the way a Council communicated.

1.3 The Purpose of this review was to:

- assess how successful the Council had been in communicating with residents and ensuring residents had received up to date, accurate and accessible information throughout the Covid 19 pandemic.
- make recommendations to the Governance, Audit and Finance Board on improvements and future actions on communicating with the public and helping them find the information they need during the pandemic

1.4 To achieve this the Panel agreed to focus on the following areas:

- a) which channels of communication had the Council utilised during the Covid 19 pandemic?
- b) How had the Council tried to communicate with residents who do not use the internet?
- c) To what extent had the Council communicated with areas within the Borough where it is has proved difficult to encourage a response e.g. Leigh Park and Wecock?
- d) What had he response been to date and what lessons had been learnt?
- e) What problems had been experienced?

2.0 The Panel

2.1 The Review was undertaken by a Panel which included the following members:

Councillor Lloyd (Lead Councillor)
Councillor P Bains (part of the review)
Councillor Francis

Councillor Howard
Councillor Jenner
Councillor Milne
Councillor Raines
Councillor Scott
Councillor K Smith

2.2 The Panel would like to record its gratitude to the Members and Officers of Havant Borough Council for making themselves available to meet with the Panel. Full details of these members and officers may be found in the Background Papers.

3.0 Methodology

3.1 The Panel's activity was in 4 parts:

(a) Review of Background Information

Throughout the review the members of the Panel had access to the report on the Council's Covid 19 response submitted to Cabinet on 1 July 2020 and to the resource pack established by the Local Government Association, which included examples of how other Councils had reacted to the Covid 19 pandemic.

(b) Interviews with the relevant officers

(c) Results of a Councillor Survey

(d) Arriving at recommendations

The Evidence Considered

4 Who did the Council Target?

4.1 The Council targeted the following audiences:

- Residents – particularly vulnerable residents
- Businesses – particularly those needing support
- Staff
- Councillors
- Other stakeholders

5 What channels of communication did the Council use during the Covid 19 pandemic?

5.1 The Council used a wide range of communication methods to contact and keep residents and business informed throughout the first wave of the pandemic. These methods can be divided into digital and non digital.

5.2 Digital

Website

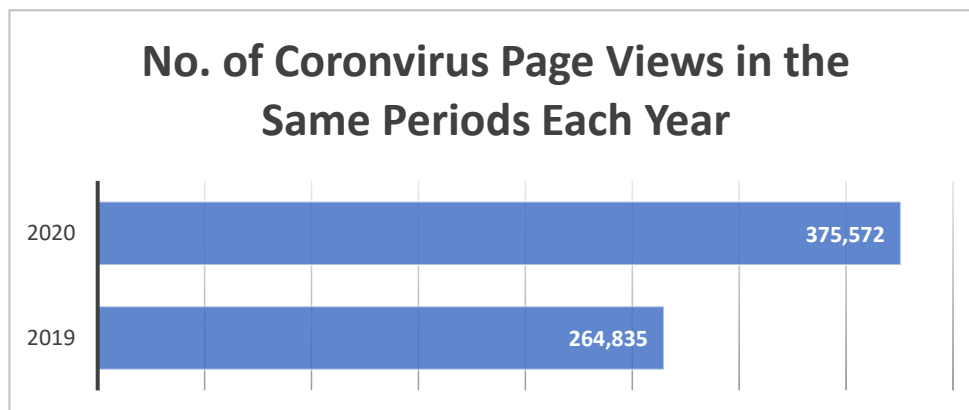
- 5.2.1 The Council's website was instrumental in providing information directly to residents and could be easily updated to reflect the constant changes in government advice and guidance. Therefore it was crucial that it was fully accessible to everyone during the first wave of the pandemic.

The main focus of the communications strategy was on the website which could be easily updated to reflect the constant changes in government advice and guidance. The Council created three main pages dedicated to coronavirus information all prominent on homepage

- Council service updates - <https://www.havant.gov.uk/coronavirus>
-
- Support for businesses - <https://www.havant.gov.uk/coronavirus-business-support>
-
- Support for vulnerable people - <https://www.havant.gov.uk/vulnerable-people>

- 5.2.2 The pages were updated in line with changes in government advice and changes to the services provided by the Council. For example, the service update page was revised every day to give updates on the status of HBC's services and some non-council services e.g. the page was used to update residents on the current status of schools and waste recycling tips in the Borough. When the list first started it included details of 10 services but by 19 August 2020 this had increased to 30 services. The website notice on the homepage was used to promote key messages.

- 5.2.4 As at 18 August 2020, the coronavirus information on the website had 83,126 page views with 43,717 page views within the first three weeks on the coronavirus information going live on the website. The following graph shows how this number of views compared with view in the same periods in 2019 and 2020.



Social media

- 5.2.5 The greatest value of social media was the ability to foster and engage with a community not usually reached. Therefore, in addition to using the website, the Council sought to engage residents and business using Facebook, Twitter, Instagram and LinkedIn.
- 5.2.6 Since the start of the coronavirus outbreak, there has been a sharp increase in engagement and reach on the Council's social media accounts. The Council's Facebook account had received 558 new followers in March/April 2020 with a total of 4,406 likes. The Panel was advised that the Council's twitter account had a similar trend.

Facebook daily averages ¹				
Period	Posts per day	Reach	Impressions	Number of followers
Before 1/3/2020	1.3	2,407	3,172	3,848
After 1/3/2020	2.7	6,387	7,582	4,406
Twitter daily averages ²				
Period	Tweets per day	Impressions	Engagements	Number of followers
Before 1/3/2020	1.4	991	13	3,303
After 1/3/2020	2.7	1,344	38	3,650

E- Newsletters

- 5.2.7 E-newsletters are another valuable method of keeping residents/business informed of the ever changing situations and advise of grants/help available. E-newsletters could be tailored to the untended audience's needs. During the pandemic Councillor and business e-newsletters had been produced.

Virtual Meetings

- 5.2.8 Virtual briefings were held with staff and councillors to impart information to a wide audience and at the same time make the audience feel engaged in the Council's response.

¹ Correct as at 19 August 2020

² ibid

5.3 **Non Digital**

Printed communications

- 5.3.1 The Panel noted that the Council recognised that not all residents or businesses had access to the internet and had therefore resorted to using printed leaflets and flyers to impart information:

Telephone

- 5.3.2 The Panel noted that the Council also used the telephone system as shown in paragraph 8.1.7 below.

Visits

- 5.3.3 The Panel received evidence that in some cases officers visited vulnerable residents who the Council failed to reach by other methods (see 8.1.7 below).

6 How Well did the Council Communicate with the Target Audiences?

6.1 Residents

- 6.1.1 Although the Council used a wide range of communication methods to inform and contact residents, its main focus was on digital communications methods as these could be easily updated to reflect the constant changes in government advice and guidance. Digital channels of communication were also favoured above printed material as printed leaflets were:

- a) most likely be discarded after being read or discarded because they were assumed to be junk mail, and
- b) most likely to be out of date by the time they were distributed.

- 6.1.2 Although it was difficult to estimate how many of the page views and social media followers reported in 7.1.3 above were residents, it was felt safe to assume that these figures did not relate to businesses alone.

- 6.1.3 The Panel noted that, in light of information provided by Insight that a large part of the population of Borough did not have access to the internet, the Council printed and distributed 55,500 leaflets at a cost of £5,500. The Panel acknowledged that this leaflet was delayed in order to enable Hampshire County Council to set up and supply details of the helpline for vulnerable residents.

- 6.1.4 The Panel considered that the design of the leaflet was incorrect, that it lacked essential messages relevant to neighbourhoods, lacked a sense of urgency and emergency, and was too late in getting to residents. An opportunity had been missed to ensure an early flyer with key information – albeit to watch for

announcements or giving an emergency number to call locally – had reached every household as soon as lockdown occurred. The Panel was also disappointed that the helpline telephone number was not more prominent in the leaflet.

- 6.1.5 The Panel acknowledged that in addition to the problems associated with leaflets as set out above, leaflets were costly. However, in the light of evidence received from the Chairman of the Panel on the effectiveness of leaflets distributed by her voluntary group, the Panel felt that instead of producing one leaflet, the Council should have distributed a series tailored to meet specific issues. The Panel welcomed the acknowledgement by the Leader that perhaps the Council had been too ambitious in trying to cover too much information within one document.
- 6.1.6 The Panel felt that more use should have been made of flyers or the radio to reach vulnerable residents.
- 6.1.7 The Panel was pleased to note that evidence submitted to the Covid 19 – Scrutiny of the Councils Community Task and Finish Panel revealed that officers working in the Council’s helpline contacted vulnerable residents by telephone to ascertain what help was required. This scrutiny had also revealed that officers from this Council also visited vulnerable residents who could not be reached by any other means
- 6.1.8 It was difficult for the Panel to gauge how effectively the Council communicated with residents without evidence. However, the respondents to a survey of Councillors revealed that as residents they felt that the most effective channels of communication were volunteer Facebook pages, customer services, daily government press conferences, radio, HBC emails, Serving You and the council’s website. In the event of a second wave only 11% of the respondents to the Councillors’ survey were not confident that residents would receive appropriate and timely communication from the Council.
- 8.1.9 A majority of the respondents to the Councillors’ Survey suggested that the following improvements should be introduced in the event of a second wave:
- a quicker response
 - all messages from the council during the lockdown should focus on delivering contact details rather than being used as a promotional tool.

6.2 Businesses

- 6.2.1 The Council had a critical role in supporting business in the short term and re-building the economy in the medium to long term. It was essential that communications from the Council sustained businesses through this period

6.2.3 As at 30 June:

- 17 bulletins sent to those signed-up to receive business news with 86% engagement
- Facebook - 39 posts - 101,292 reach – 5,450 engagements
- Twitter - 40 tweets - 19,320 reach - 466 engagements

6.2.4 To keep local businesses up to date on the fast-changing situation and reopening of businesses the Council produced business e-newsletters, which were sent on an almost weekly basis to highlight grants and other significant issues for local businesses. As at 19 August 6,300 people were receiving these e-newsletters.

6.2.5 Posters were also displayed on sites around the borough. These posters had been revised to comply with changes in government guidance.

6.2.6 The above forms of communication were reinforced with email bulletins and social media posts and a dedicated webpage for customers on how to keep safe outside in the borough.

6.2.7 Although a survey of Councillors indicated that the respondents considered that there should be better communication with businesses, a survey commissioned by the Covid 19 Scrutiny – Business Support Response Task and Finish Panel found that 79% of the respondents found it easy to find the information and forms to apply for a business support grant.

6.3 Councillors

“A councillor’s primary role is to represent their ward or division and the people who live in it. Councillors provide a bridge between the community and the council. As well as being an advocate for your local residents and signposting them to the right people at the council, you will need to keep them informed about the issues that affect them”³

6.3.1 The Panel was eager to ensure that the Council also sought to keep Councillors up to date with developments during the first wave of the pandemic to enable them to fulfil their community role.

6.3.2 The main communication methods utilized were

- 23 editions of Serving Councillors
- Virtual Councillor briefings
- Video of Leader and shared on social media

6.3.3 These methods were used to update the Councillors on the Council’s response to the pandemic with Serving You including weekly key statistics. The peak opening rate of Serving You was 76%.

³ Local Government Association - Councillors’ Guide

- 6.3.4 The Panel welcomed the innovative way the officers communicated with Councillors. However, it felt that Councillors should have had a briefing as soon as lockdown occurred, albeit through a chain of communication such as County Councillors being informed, who in turn could have telephoned their HBC councillors or similar.
- 6.3.5 The Councillors' survey indicated that the channels of communications from the Council that proved most effective were general communications from the Council and briefings with the Leader. Overall other comments made for this question included a desire for a Question and Answer function to have taken place in order for Councillors to be briefed but also be able to receive answers to outstanding questions.
- 6.3.6 Councillors who responded to the survey also found the following forms of communication most effective when fulfilling their role as a Councillor during the pandemic:
- direct contact with the volunteer groups
 - Facebook pages offering information for the groups
 - frequent updates from the Leader (LGA)
 - comms trickled down from HCC
 - radio
 - daily news updates broadcast on the BBC
 - conversations between Councillors directly, other council's websites
- 6.3.7 Although 61% of the respondents to the Councillors' survey did not agree that the communications received from the Council exceeded their expectations, 61% of the respondents considered that the information received was relevant.
- 6.3.8 The respondents to the survey and the Panel identified the following improvements
- communications were timely given the rapidly changing situation
 - communications should be more easily understood
 - communications should be more inclusive for Councillors and have the same focus on Councillor welfare as provided for staff (see 6.4 below)
 - more information provided to Councillors should be given
- 6.4 **Staff**
- 6.4.1 Throughout the pandemic, a majority of the staff worked from home which posed challenges in providing the same level of service and maintaining staff welfare.

6.4.2 The Panel was pleased to see that regular all-staff emails had been sent to keep staff informed. As the situation had evolved these communications 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 had been held with over 200 staff participating in each of these sessions when held.

6.4.3 The Panel was pleased to note that in a staff survey 93% of respondents indicated that they strongly agreed that they were kept informed on how the council was responding to the coronavirus pandemic through staff communication channels such as the weekly email, Kneller's News and Team Talk.

7.0 What Were the challenges and problems?

7.1 The main challenges and problems faced by the Council was

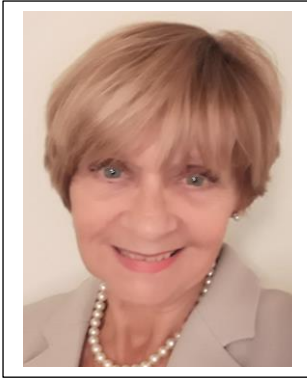
- having to respond to government messages, guidance and legislation which change rapidly
- a reliance on other partners e.g. HCC for vulnerable resident helpline number
- trying to communicate with businesses which had closed during the pandemic and were not operating from their business address
- trying to reach residents, who had no or limited access to the internet

9.0 How Ready was the Council to Respond Another Local or national lockdown?

9.1 The Panel was advised that Council was working on identifying roles and responsibilities with the Local Resilience Forum in the event of another lockdown and that the Officers were investigating using other forms of communication such as radio to reach vulnerable people.



**Review of Council's
Community Support Response
to the First Wave of the
COVID19 Pandemic**



Foreword by Councillor Dianne Lloyd Chair of the Operations and Place Shaping scrutiny board

Undoubtedly, every effort was made by all involved; from the officers of Havant Borough Council (HBC) and East Hants District Council (EHDC), the Council's partners and the many unsung heroes in the community who worked tirelessly to help and support those residents in our midst who, for many and various reasons, are vulnerable and in need of assistance.

Exceptional leadership was shown by the executive officers who convened a COVID19 team as early as February 25. By March 18 decisions were being made on all aspects of the lockdown which was then announced by the prime minister on March 23. Throughout the lockdown and beyond, communications were produced in innovative and responsive ways. From the more than once-a-day updates to the website, its redesign for easy and quick access, updates on the Council's Facebook page and the use of twitter, to the Serving Councillors e-letters and virtual face-to-face briefings for councillors, it's clear that a herculean effort on communications to residents, councillors and staff took place when they were most needed.

As a result of swift and certain decision making and action, the Local Response Centre (LRC) staffed by officers - 9am to 5pm, 7 days a week - from across the services in both HBC and EHDC, was ready to receive and act upon calls from the 0333 370 4000 Hantshelp4vulnerable helpline, set up by the lead authority, Hampshire County Council (HCC).

It was regrettable that the lead authority could not release the helpline number at the same time as the LRC went "live". This caused a delay in having the leaflet '*Your Council is here to help you*' printed. The Panel's view is that was a vital piece of communication because it was posted to every household in the borough, signposting how to get help if needed.

The level of outbound, welfare calls to non-shielded residents, who could be considered vulnerable but who had not made contact with the helpline, was admirable and must be applauded. Between 30 April and 21 May 5,597 calls were made and over 50 referrals for support, placed.

On May 7, the Lead Authority asked districts to make contact with those shielded residents who had not been heard from, by the helpline. In order to ensure everyone was alright, a team of four officers led by the Enforcement Manager for Neighbourhood Quality, ended up making home visits to 42 residents of HBC and 45 of EHDC. This shows outstanding commitment to serve the community and is an indicator of the work carried out by so few that has gone unseen by the many.

The combined forces of HBC and EHDC went even further. Nearly 8,000 calls were made to those shielded residents by 113 redeployed officers, in two phases. The first phase was a courtesy call which checked if the resident had enough support at that time. Phase two took place as the government food parcel deliveries were coming to an end, to make sure those residents were able to access food supplies. This initiative was not mandated as part of the community support process headed up by HCC. As such, executive officers are to be congratulated for it, and the way in which they were able to take the staff along with them in the desire to complete this hands-on community role.

The Civil Enforcement Team not only delivered food to the food banks to keep them supplied; they also carried e-Credit cards with which they could purchase essential supplies in cases of real food shortage emergency. This, together with all the other exemplary service by our officers, was vital to some of the most hardest hit in our society.

There were frustrations surrounding positions of readiness, the sharing of data between the lead authority and districts and the roles of some organisations during the lockdown. However, I am convinced the lessons learnt from this unprecedented event have enabled all those involved to strengthen their resources and relationships. Following on from the success of the effort expended in the first wave of the corona virus, and as we all move forward in this new, dynamic, normal way of life, those most at risk in our society will be supported as they need to be. Thank you.

1.0 Introduction

- 1.1 The following is a synopsis of the proceedings and recommendations made by the COVID19 Scrutiny – Community Support Review Task and Finish Panel (“the Panel”) to consider the Council’s community support response during the first wave of the COVID19 pandemic.
- 1.2 In June this year Cabinet requested the Governance, Audit and Finance Board to undertake a review of the Council’s response to the COVID19 pandemic. This was accepted by the Board at the Joint Scrutiny Board held on 22 June 2020. Therefore, for the purposes of the Scrutiny Standing Orders set out in the Constitution, the Governance, Audit and Finance Board is, for this review, the Parent Board.
- 1.3 Due to the amount of work involved, The Governance, Audit and Finance Board (GAF Board) divided the scrutiny review into a number of areas and asked the Operations and Place Shaping (OPS) and Business and Commercial Services (BACS) Boards to help with this review by reviewing specified areas and reporting their findings back to GAF Board before the end of August. At the Joint Scrutiny Board held on 22 June, members of the OPS Board accepted this referral and agreed to complete the review and report back to the Board by the end of August 2020. The time for completion was extended by the Chairman of the Governance, Audit and Finance Board to enable the panel to undertake a thorough review.
- 1.4 This report should be read in conjunction with the separate document entitled “Background Papers to the Review of COVID19 Scrutiny” “Background Papers” and may be viewed on-line using the following link: [to be inserted)

2.0 Recommendations – Report on Community Support and Communications aspects of HBC’s Response to COVID19

- 2.1 The Operations and Place Shaping scrutiny board - acting as a Task & Finish Panel for this scrutiny topic only – recommends that:
 - 2.1.1 A register of all community volunteer groups is drawn up - which includes the contact details of each group’s coordinator – and is retained and reviewed-quarterly to ensure there is, at all times, a current list of any and all volunteer groups operating in the borough who could provide support to vulnerable residents.
 - 2.1.2 A ‘go to’ document showing best practices to be adopted by volunteers supporting vulnerable residents be produced in readiness for distribution to any and all community groups taking on this role in the borough to avoid piece-meal and late distribution of information.
 - 2.1.3 Every ward councillor – for Borough and County - be made aware quarterly and again in the event of any emergency which required support to be given to vulnerable residents, of the information in recommendation 1 above, so they can act as a resource of information for volunteer coordinators.
 - 2.1.4 During a period of community support, data showing the number of vulnerable residents being supported in each ward, or by each community volunteer group if they are covering more than one ward, is gathered on a weekly basis so that a complete picture of the extent of volunteer activity is known which can be used for ongoing and future planning purposes.

- 2.1.5 Text for a piece of printed communication material such as a flyer, be drafted in readiness, containing the information residents will need about how to access support if they find themselves requiring assistance during a period of restricted movement in the community. (At present the Hants4help phone line remains 'live'; in the future this helpline number could change).
- 2.1.6 The printed communication in 2.5 above should be printed and distributed to every household in areas of the borough that become subject to any national or local restrictions of movement in the community, at the earliest possible time to ensure everyone receives the same message, especially those residents who cannot use the internet.
- 2.1.7 Communication with councillors be made as soon as is feasible once any restrictions on movement in the community are agreed, giving them the detailed information about how support will be given to their residents (see 2.3 above).
- 2.1.8 Once councillors are given the information about how support in the community will be given in their ward, they should liaise with the relevant group / organisation in order to play their part signposting, advising and generally helping volunteer groups to support their residents. This should be encouraged by the Leader of the Council.
- 2.1.9 Councillors be included in the welfare checks. The Cabinet Lead for 'People' should ensure this happens in the event of any local or national emergency.
- 2.1.10 Any money allocated for 'school-holiday-time' food for children who are entitled to free school meals during term time, is targeted at those families, through their schools, for the school holidays.
- 2.12 *The Panel has been made aware that following developments by central government over the weekend 7th and 8th November 2020 on funding for school-holiday-food where children qualify for free school meals, it is anticipated that Hampshire County Council – who is responsible for education – will take the lead on this and a voucher scheme for those specific families implemented; however, scrutiny retains its right to review how these funds are disseminated to ensure these specific children's families are the recipients of the funding in the most appropriate and easily-accessible way.*

3.0 Conclusions

- 3.1 The support provided by the Council has been exemplary and has been recognised by the residents of the Borough. However, there has been a failure in communicating the level of this support to ward Councillors.
- 3.2 The support has demonstrated the agility of the Council's staff to undertake work outside their specialisms.
- 3.3 An opportunity to involve and take advantage of the local knowledge held by ward Councillors has been missed.
- 3.4 The Panel is satisfied that provided that 3.1. and 3.2 are corrected that the Council is in a position to respond effectively to a second wave of COVID19.

4.0 The Panel

4.1 The Review was undertaken by the Operations and Place Shaping (OPS) scrutiny board, acting for this scrutiny only, as a Panel which included the following members:

Councillor Lloyd (Chair of the OPS scrutiny board and Lead Councillor in this Panel format)
Councillor Carpenter (part of the time of the review)
Councillor Howard
Councillor Jenner
Councillor Milne
Councillor Raines
Councillor Gwen Robinson
Councillor Scott
Councillor K Smith
Councillor B Francis – co-opted member

4.2 *The Panel would like to record its gratitude to the Members and Officers of Havant Borough Council for making themselves available to meet with the Panel. Full details of these members and officers may be found in the document entitled “Background Papers”.*

4.3 *The Chair of the Operations and Place Shaping scrutiny board, who chaired this Panel, would like to express her gratitude to the Head of Service for Housing and Community in particular, for her positive response to the content of this report, and for her expediency of actions regarding any and all matters over which the Panel made comment. The Chair would also like to thank the CEO and Director for supporting scrutiny in such a positive and responsive manner.*

5.0 Terms of Reference

5.1 The panel agreed to focus on the following areas:

- a) What is the challenge for providing community engagement and community development support?
- b) What is the quantifiable and qualitative impact (positive, negative) on the borough of Havant?
- c) To what extent has the Council worked with voluntary / mutual aid groups?
- d) What groups of vulnerable people have been impacted on more than others, and how does this compare to pre-COVID?
- e) What has our response been to date and what lessons have we learnt?
- f) What problems have we experienced?

- g) What does the future look like, and what is the phasing / timing of possible future impacts?
- h) What is the national, regional and partner response likely to be?
- i) What is within our control and what is not?
- j) Where is the current and future response to this articulated, managed and monitored? E.g. Corporate plan? Business Plans? Boards? Recovery Plans?
- k) What are the challenges for responding to new / emerging legislation in addition to the existing statutory functions for Environmental Health?

6.0 What was not included in the review

- 6.1 The purpose of this review was to scrutinise the level of the service delivery. The findings of the review, which relate to matters other than service delivery, will feed into the other reviews being undertaken into the Council's COVID19 response.

7.0 Methodology

- 7.1 The Panel's activity fell into 7parts:

(a) Review of Background Information

Throughout the review the members of the Panel had access to the report on the Council's COVID19 response submitted to Cabinet on 1 July 2020 and to the resource pack established by the Local Government Association, which included examples on how other Councils had reacted to the COVID19 pandemic

(b) Interviews with the relevant officers

To discuss the Council's support to vulnerable people during the first wave of the COVID19 pandemic.

(c) Survey of Members of Havant Borough Council

To gain an understanding from HBC Councillors about the level of support needed and given in the borough, together with their experience and opinion about the communications from HBC to you and your residents.

The results of this exercise are set out in the Background Papers.

(d) Briefing Note from Community First

The Council was not, of course, acting alone. The success of its response relied upon how well it worked with its partners and in particular Community First.

Therefore, the Board wanted to learn from Community First how well information was shared, co-ordinated effort, and co-operated with that organisation in response to this pandemic.

(e) Briefing Notes from Hampshire County Councillors

The success of the Council's response depended on how well it worked with its County Council (HCC). Therefore, the Panel wrote to all County Councillors representing this Borough with the aim of learning their experience on how well the Councils shared information, co-ordinated and co-operated in their response to this pandemic.

(f) Briefing Note from Hampshire County Council's Cabinet Lead for Adult and Social Care

The Panel wished to learn from the Executive Member for Adult Social Care and Health how well the Council worked with the County Council.

(h) Arriving at recommendations

8.0 Principles of the Review

8.1 Before the Panel arrived at its recommendations it decided that its deliberations should be underpinned by the following principles:

- (i) the recommendations should be based on a transparent and logical construct that is understandable and justifiable.
- (iii) all recommendations should be based on evidence; and
- (iv) any recommendations should be simple to administer.

8.2 The Panel has set out its deliberations in this report to assist Members and the public to understand its approach. While the Panel's recommendations are not mandatory it is hoped that if the Governance, Audit and Finance Board disagrees with the recommendations of this review that it would accept the Panel's logic. The recommendations presented in this report at the present time represent the view of the Panel and not the official view of Havant Borough Council.

Evidence Considered

9.0 Key Messages and Observations

9.1 Councillors' Concerns

9.1.1 A survey of Councillors indicated that 60% of the respondents considered that the support provided to vulnerable residents was average with 40% feeling it was below average¹. Although these results were a representative of 39% of the Councillors there did appear to be areas that needed improvement. Therefore, the Panel took a deeper look into the support provided and the framework within which this support had been provided.

9.2 Accuracy of the Data provided

9.2.1 Unfortunately, the data submitted to the Panel was incomplete as the officers could only report on where the formal network was involved with the referrals. The Council was aware that in some areas, such as Emsworth, groups took their own referrals. Although, Community First had requested this information from the Community Co-ordination Group, this information had not been forthcoming. Therefore, the findings of this Panel were based on the information available at the time of the review.

9.2.2 Although Community First had requested information from the Community Co-ordination Group, this information had *not* been forthcoming.

9.3 What is within the Council's control and what is not?

9.3.1 Although the Council had some flexibility on how it delivered support at a local level, its response was limited by the framework set out below. Havant Borough Council was therefore truly grateful to any and all support within the community that may have gone unnoticed.

Roles and Responsibilities Framework

National Level

9.3.2 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 COBRA with the Department of Health and Social Care (DHSC) and Public Health England (PHE) playing a key role.

Local Level

Lead Authority

9.3.3 For this emergency Hampshire County Council was the lead authority

Local Resilience Forum

¹ Full details of the survey results are included in the Background Papers

9.3.4 In Hampshire, as in all other areas of the country, a support hub for vulnerable people was established across Local Authorities. In the Hampshire area, County and City Councils, Public Health, District Councils, the Voluntary sector and faith communities worked together to some degree as part of the Coronavirus response called the Hampshire and Isle of Wight Local Resilience Forum (HIOW LRF). The forum coordinated responses, disseminates learning, escalated issues and provided mutual aid when protecting the most vulnerable in response to COVID1. This included provision of support for those who might struggle to access services, such as rough sleepers and all frail and vulnerable adults requiring help who may have been 'shielding' or experiencing social isolation.

9.3.5 The principle membership of the HIOW LRF is formed of those agencies designated as Category 1 responders within the Civil Contingencies Act 2004. These agencies are:

Basingstoke & Deane Council	NHS England South East (HTV)
Isle of Wight Fire & Rescue Service	NHS England South East (HTV)
East Hants District Council	Hampshire Constabulary
Maritime and Coastguard Agency	New Forest District Council
Eastleigh Borough Council	Hampshire County Council
Portsmouth City Council	Rushmoor Borough Council
Environment Agency	Hampshire Fire & Rescue Service
Portsmouth Hospitals NHS Trust	Solent NHS Trust
Fareham Borough Council	Hampshire Hospitals NHS Foundation Trust
Public Health England South East	Southampton City Council
Gosport Borough Council	Hart District Council
South Central Ambulance Service - NHS Foundation Trust	Havant Borough Council
Southern Health NHS Foundation Trust	Isle of Wight Council
Test Valley Borough Council	Wight NHS Trust University Hospital Southampton NHS Foundation Trust
Isle of Wight NHS Trust – Ambulance Service	Winchester City Council

9.3.6 A Strategic Coordinating Group (SCG) led the response to the pandemic and strategic objectives were defined from the outset. The role of the SCG was to coordinate efforts, to ensure that all programmes of activity delivered by the HIOW LRF supported the overall strategic aims and to report up to central Government.

The LRF was supported by:

- (a) The National Health Service
- (b) 11 Local Resource Centres (LRCs) - set up by district councils in partnership with local voluntary sector organisations, whereby groups and local councils, could draw on local volunteers. This combined effort provided local support to access food, prescription collection and other forms of support.
- (c) the County Council's Adult Health and Care Welfare Team where more complex needs and personal care requirements are identified. They could also draw on voluntary support from LRCs in addition to other care and support provision. They would pick up any issues related to adult safeguarding or domestic abuse and any urgent issues.
- (d) Community First - took a lead role on behalf of the Community Voluntary Services (CVS) network and voluntary sector to support the LRF and LRCs. Full details of the roles of Community First is set out in the Background papers.

This Council's Local Response Centre

- 9.3.7 A Memorandum of Understanding was agreed between the County, Community First and the Council stating that the Council would 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 volunteers for some wards within the borough.
- 9.3.8 Community First supported some local groups with safeguarding and training. A copy of the Memorandum of Understanding is included in the Background Papers.
- 9.3.9 Havant Borough Council and East Hampshire District Council also set up a virtual call centre known as the Local Response Centre (LRC) and staff from both Councils were redeployed to answer calls from people seeking assistance in the Havant and East Hants areas. The centre was manned between 9 am and 5pm, seven days per week.
- 9.3.10 The purpose of the centre was to receive calls from the Hantshelp4vulnerable number, decide which ward the resident lived in and pass the details to the community group for that ward to ensure the needs of the resident - such as shopping, collection of prescribed medicine, the delivery of food parcels, dog walking, set-up a regular phone call for anyone feeling lonely and isolated etc – were going to be met by that community support group.
- 9.3.11 Where the needs of the resident were more urgent or complex, the staff member handling the call made a referral to other agencies, such as Adult Social Care and Community First.
- 9.3.12 *The Panel acknowledges the extent of the work done by the staff who manned the Local Response Centre and is grateful to them all for their decision-making and commitment to ensuring that every caller was helped appropriately.*
- 9.3.13 All residents in the Council area also received a newsletter advertising the contact details of the County's Hantshelp4vulnerable (the helpline) helpline number.

9.3.14 Many community support groups were contacted direct because they delivered their own flyers to households in their areas, which was the case in Stakes and Emsworth.

Hayling Island had a different approach which appointed a coordinator for many streets, to ensure anyone needing help could receive it from either the activity carried out on Hayling Island or that an onward referral as above, was made.

9.3.15 Community First worked well with the Council's officers and food banks in the borough.

9.3.16 *The Panel was impressed with the effort provided by so many different sources throughout the Borough.*

9.4 Homeless people and Rough Sleepers

9.4.1 Following a directive from MHCLG on 26 March 2020, for Local Authorities to safeguard homeless people from COVID19 by bringing them in off the street, officers block-booked six rooms at Buriton where the landlord had been incredibly supportive ensuring additional cleaning and safeguarding mechanisms were put in place for those placed there.

9.4.2 Twenty-one households were placed into B&B. Twenty households refused the offer and made alternative arrangements to house themselves.

9.4.3 Officers worked with more than 130 households over the period and as at 22 June 2020 there were 42 households still in emergency accommodation. Officers from HBC or staff from the Two Saints charity contacted all households in B&B on a weekly basis to ensure their well-being and update those who were in the process of 'move on' plans.

9.4.4 *The Panel was pleased to learn that so many people who had been sleeping rough or otherwise presenting as homeless were found safe accommodation during the lockdown period. The Panel was not sure however, what happened to the households that were living in B&B when the lockdown was released. This question has been put to the Head of Service for Housing and the Panel is happy to receive an update informally.*

9.4.5 *The Panel would also like to know if any temporary sites were needed and found for gypsies and travellers in the Havant borough during lockdown and, if so, the current status of those sites.*

9.4.6 *The Panel was concerned to learn that the staff who undertook this highly sensitive, complex and challenging work, whereby face-to-face interviews were obviously the most desirable way to work with people, did not all receive the appropriate IT equipment throughout the lockdown and in fact that situation had not been completely resolved until October.*

9.4.7 *The Panel wished to express its thanks to those particular staff. The Panel recognised that the consequences of lockdown on families' finances and relationships would see a surge in the threat of homelessness over the coming weeks and months.*

9.5 Summary of the Process in Supporting Vulnerable Residents?

9.5.1 As part of the Hampshire County Council area response, a helpline called Hantshelp4vulnerable was established where advisers triaged calls from vulnerable people who were seeking help. The number to call was 0333 370 4000.

9.5.2 Callers were:

- a) provided with information and signposting including, where appropriate, to the NHS (2,835²)
- b) referred to 11 district based Local Response Centres (LRCs) where they were connected to local support in order to access food, prescription collection and other forms of support (as above) – provided by and in partnership with local voluntary sector organisations, groups and local councils, drawing on local volunteers (6,127³)
- c) referred to the County Council’s Adult Health and Care Welfare Team where more complex needs and personal care requirements were identified. The call handlers were able to pick up any issues related to adult safeguarding or domestic abuse and other urgent issues. (3,107⁴)

9.5.3 As agreed by all agencies, Adults’ Health and Care Welfare Team took the lead role in proactively contacting all residents identified as extremely clinically vulnerable by the Government who had not registered online for the government-funded food parcel scheme, or who had registered and had requested support due to delays in provision through the Government scheme, or where the Government scheme did not meet their requirements.

9.5.4 53,225 residents in Hampshire had been identified by the NHS as extremely vulnerable and advised to shield or take special caution, in addition to universal social distancing measures during the outbreak.

9.5.4 A flow chart of the process was set out in the background papers. It was important to note that although under this process the Council played a leading part, a majority of this support was delivered indirectly to vulnerable residents e.g. the Council supplied non-perishable food to the food banks. However, it was the food banks that supplied the food to the vulnerable residents. Also, volunteers working for community groups did shopping for vulnerable residents, or collected shopping that had been bought over the phone or by click n’ collect, as the need arose, especially when delivery slots were unavailable and / or the vulnerable resident did not use the internet.

9.6 The County Council’s Response

9.6.1 The County Council used a range of communication methods, such as texts, messaging to land lines, out bound calls and home visits depending on the circumstances and contact details made available by the Government. Initially, the County Council did a bulk text to make those on the list aware of the HantsHelp4Vulnerable Contact Centre. A proportion of the extremely vulnerable residents and indeed, other vulnerable people who were not on the extremely vulnerable list were already known to, or in receipt of social care services from the County Council and were contacted through community social work teams. Many GPs were also separately contacting their own vulnerable patients to ensure they were aware of support available.

² Local Resilience Forum Covid Welfare Response Scorecard – Last update 20th July

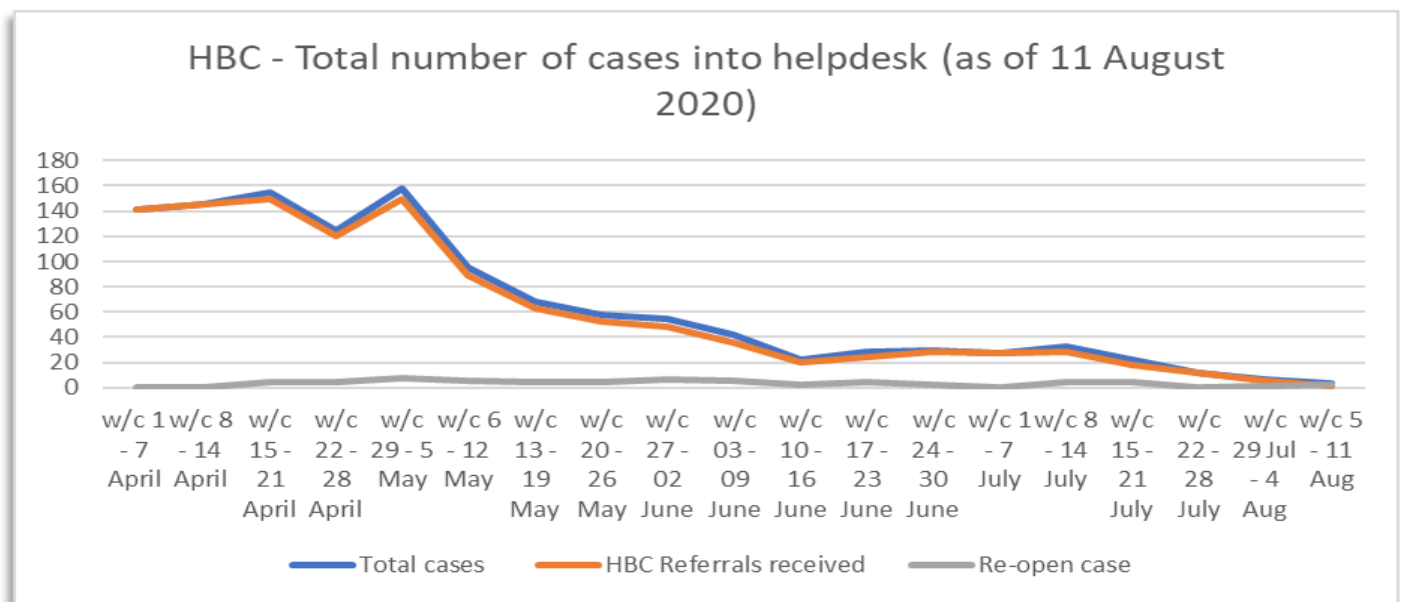
³ Ibid

⁴ ibid

9.7 Havant Borough Council's Response Centre

Helpdesk calls

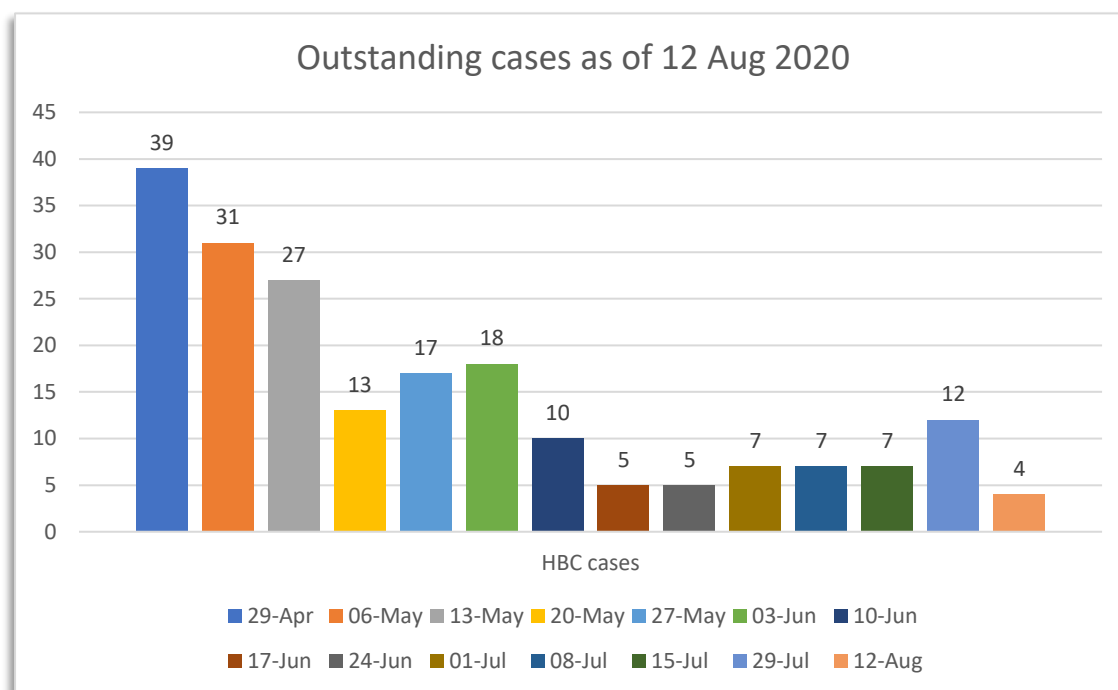
- 9.7.1 *The Panel was pleased to note that the Council's Local Response Centre for HBC (and EHDC) was ready to receive calls from the Hampshire County Council's HantsHelp4Vulnerable Contact Centre helpline (0333 370 4000), on Friday 27th March 2020. Unfortunately, the County Council, the lead Authority, directed that this local call centre could not become active until it had set up its helpline, which resulted in a delay of 4 days' before residents could use the system.*
- 9.7.2 *The Panel was unhappy with the delay and felt that it created an opportunity for community groups to take matters into their own hands by delivering flyers or other means of letting residents know who they could contact for support locally. While the Panel recognised that more help than less was best, it was aware that duplication of effort and confusion by residents about who to contact may have been caused in some incidences.*
- 9.7.2 A breakdown of the number of calls received by Local Response Centre is set out in the graph⁵ below:



Number of Cases

- 9.7.3 At its peak, the Council had 39 outstanding cases, which reduced to 4 cases at the end of the full lockdown period. Details of the number of outstanding cases is set in the graph below.

⁵ Havant Borough Council – Covid-19 Fortnightly Helpdesk Report (11 August 2020)



Welfare checks of shielded Vulnerable Residents (VRs)

- 9.7.4 On the 7 May 2020, HCC asked local Councils to carry out welfare checks on those people on the shielded list who the County Council had been unable to reach.
- 9.7.5 *The Panel was impressed to learn that within 24 hours of receiving the request, a team of 4 members of staff, headed by the Neighbourhood Manager was established. This team managed to complete the request (42 visits) within 3 days of the request being received.*

Support to potentially vulnerable residents not on the shielded list

- 9.7.5 The Executive Board initiated a project to proactively contact households (not on the shielded list) in the Borough. The list included anyone over the age of 70, in receipt of a form of benefit, had received a DFG and were on HBC’s assisted bins list (this cohort of residents became known as the “New Vulnerable”). The purpose of the initiative was to identify whether these residents required help to obtain food, medical supplies, or other support during the pandemic. If the resident articulated they would like help in accessing certain services or support, they were added to HBC’s database of vulnerable people and their details passed on to a volunteer group which could help them, e.g. by picking up shopping or prescribed medication etc. No other local authorities in Hampshire carried out this piece of work, on this scale.
- 9.7.6 Calls began on 27th April and were completed by 25th July (7926 calls made) - there were two phases:
- a) Phase 1 - checking in with potentially vulnerable customers
 - b) Phase 2 - calling those in receipt of a food parcels to check they were aware of the delivery being stopped – we then worked with the resident if requested to find an alternative solution.

Staff came together to work from across all departments and both councils on both phases. There were 87 staff with a team of managers on hand, making a total of 113 staff from Havant Borough and East Hants District councils.

9.7.7 The Panel was grateful to the Executive Board for taking this initiative and know anecdotally that residents who received these caring calls were thankful and impressed.

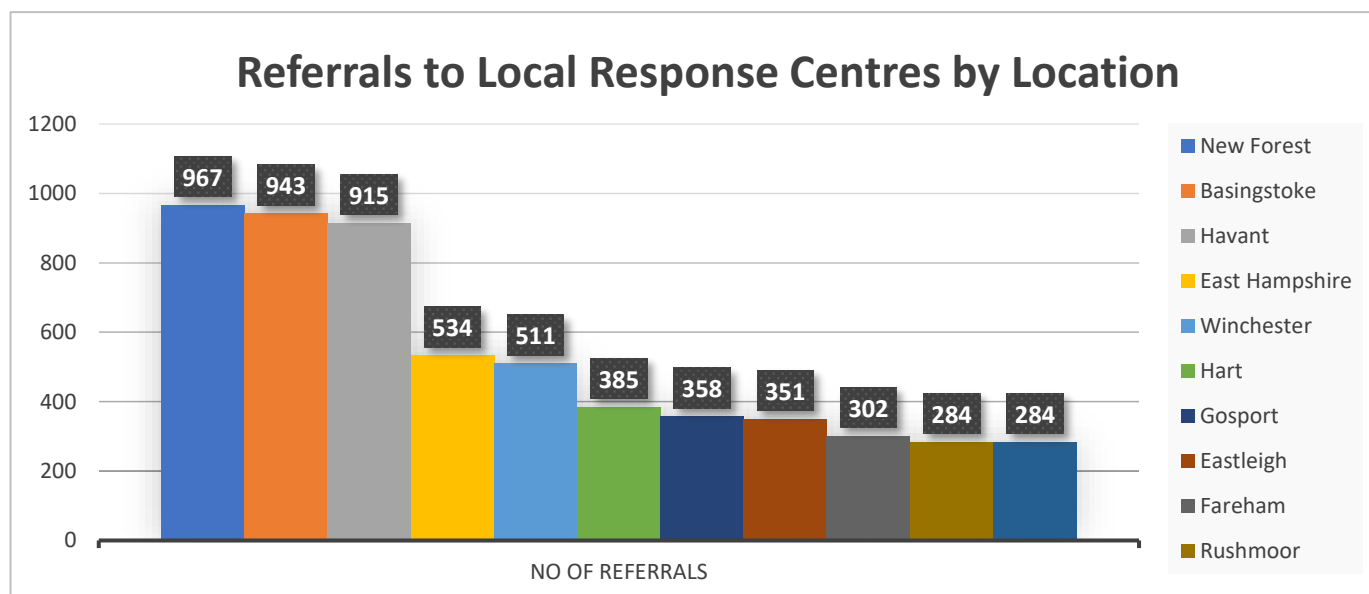
9.7.8 Food Hub

9.7.8.1 The Council’s Community Team working with Community First set up a food hub to supply non-perishable to food banks or vulnerable residents. The Food Hub was located at the Leigh Park community centre, managed by one of the Council’s managers and supported by Community First. This was used for storage only – the address was not publicised to the local residents. Although all supermarkets in the Borough were contacted, only Tesco in Havant were able to supply the required amount of food.

9.7.8.2 Emergency food parcels were delivered by the Civil Enforcement Team (CET), who used E-Cards to purchase emergency items as required. 76 Emergency food parcels were delivered by the CET between 14th April 2020 to 29th June 2020. The CET also delivered food to the food banks. Having the food hub meant food banks were kept supplied and where necessary, call handlers (from the LRC) could liaise with the CET who would then deliver food packs to those in dire need.

9.8 Comparing the 11 Local Response Centres

9.8.1 Havant received the third highest number of referrals from the County Council helpline as at 20 July⁶



9.8.2 Havant and East Hampshire set up and operated its own helpline, known as the Local Response Centre (LRC) .

⁶ Hampshire County Council Local Resilience Forum Covid Welfare Response Scorecard - LAST UPDATED 20th JULY 12:00

9.8.3 The amount of money spent on replenishing the Council's food hub was much less than other Councils. Approximately £500 was spent on stocking the Food Hub however total funding of around £18,000 has been spent on food supplies (Foodbanks, emergency shopping and food vouchers etc). This has been over the period of a year and includes the £500 for the Food Hub. All the funding was received from various Government grants to be used specifically for food. Spent and committed spend will take us through to September 2021 when the LRC will close.

9.9 Residents impacted by COVID19

9.9.1 Initially Vulnerable Residents who had to shield were affected the most. However, as the impact spread to the wider community as residents lost jobs and were waiting for their Universal Credit claims to come through, some were in financial need. Residents who were discharged from hospital for example in the evening and had to shield and had no food in the house also needed aid.

9.10 The challenge in providing community engagement and community support

9.10.1 One of the main challenges has been how to provide sufficient information to allow each agency/group to support its vulnerable residents within the data protection regulations.

9.10.2 This particularly caused a problem when the County Council was initially reluctant to share data with this Council. The data protection regulations and agreement with the County Council also prevent the Council from sharing some information with voluntary and community groups.

9.10.3 *The Panel is pleased to note that a data sharing agreement has now been signed with the County Council to overcome this issue.*

9.10.4 Problems were experienced when trying to secure accommodation for rough sleepers and the homeless for the following reasons:

- a) the NHS had block booked whole hotel chains for key workers.
- b) owners of B&B were more willing to work with key workers as opposed to rough sleepers.
- c) Premier Inns chose not to work with Councils, despite pressure from the government.

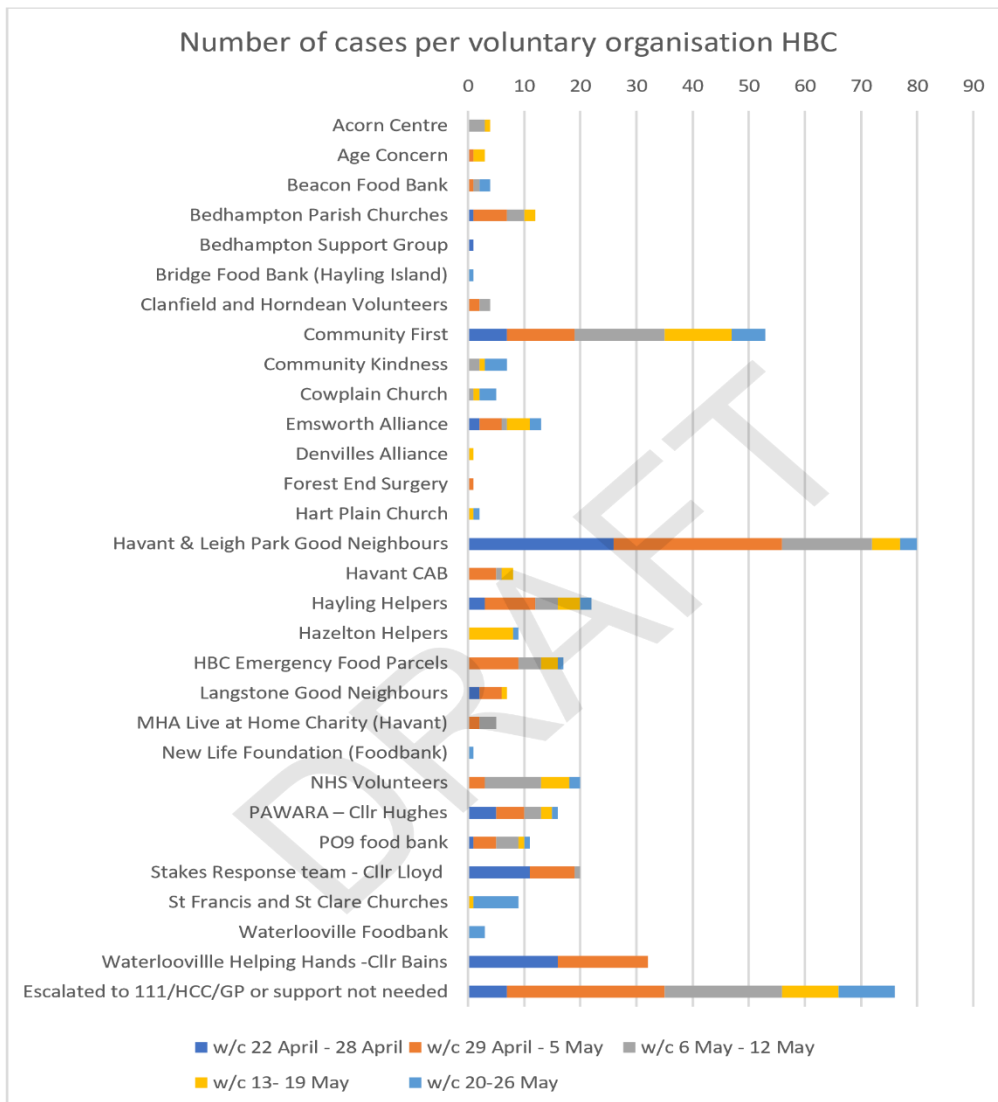
9.11 To what extent has the Council worked with voluntary / mutual aid groups?

9.11.1 The Council created a database of local voluntary groups within both Council areas using their own sources and information held by Community First.

9.11.2 *The Panel learned that despite the creation of a database of local voluntary groups, no data on a weekly / fortnightly / monthly basis was requested by the Council direct or via Community First such that the number of households actually supported throughout the period March to August is no recorded.*

9.11.3 The Panel has gathered information about the number of households some groups supported and estimates that – excluding Emsworth and Hayling Island – a further 400 vulnerable residents should be added to the data shown on the following graph. The Panel is pleased to note that a register of community groups in the Havant borough, including the contact details of the group coordinators and their reach and capacity, is going to be created by Community First and that a process will be put in place by CF to regularly update the data. The Panel will be happy to receive confirmation this has been done, informally.

9.11.2 As at 11 August 2020 the number of cases per voluntary organisation known by HBC / Community First was as follows⁷.



9.11.3 *The Panel acknowledged that residents or councillors may not have been aware of the precise nature of the work carried out by Community First, including the coordination of support given direct to a number of vulnerable residents.*

⁷ Source Appendix 4 of Cabinet Report submitted to Joint Scrutiny Board on 22 June 2020 (See Background Papers)

9.12 What Went Well and What Did Not Work Well

Internal Assessment

9.12.1 What Went Well

- The Local RESPONSE Centre was set up very quickly thanks to the “can do” attitude of those involved.
- The bulk food delivery arrangement with Tesco’s was difficult to achieve but once in place it worked
- Setting up the food hub in Havant
- Positive contribution from the Civil Enforcement Team
- Community teams working together across both authorities
- Positive personal journey for many individuals thanks to the support of colleagues
- Planning Policy Department early offer of assistance
- Many positive relationships have been forged including links with
 - Food Banks
 - Other Hampshire based local authorities
 - Community groups
 - Volunteer groups
 - A “Risk, Actions, Issues and Decisions” (RAID) register was set up for officer use and worked well as officers could keep track of actions and decisions– in hindsight this should have been set up from the start.
- Rushmoor taking a lead role in communication and feedback to HCC
- Setting up the Community Coordination Group (COG) in EHDC
- Setting up the Community Action Group in HBC
- Volume of outbound calls made by council officers
- Ability to evidence LRC take up and usage
- Set up of reporting system to monitor and react to foodbank needs
- Use of foodbank information enabled money and resource to be saved by not setting up a food hub in East Hants
- Speed of response to support gypsy and traveller groups in East Hants

9.12.2 What did Not Go Well

- Hampshire County Council coordination role – some delays at the outset – but good working relationships have been established
- Having insufficient time to train staff in different roles
- Mixed messaging over available budgets.
- Unable to use Capita customer service staff in Havant even though they had no work to do
- Multiple agencies put calls out for volunteers, this was uncoordinated and overwhelmed the local volunteer groups – better once COG set up
- Deployment of volunteers at first

- Representative from Ministry was not well enough informed to be able to provide clarity and answers in a timely fashion, leading to delay in critical decisions
- Central government appeared to lack knowledge of how local government operate, this caused duplication of effort locally and centrally
- Children who receive free school meals during term may not have received a voucher or their families may not have been made aware of how they could obtain food in line with the government's funding for these children, during school holidays.

9.12.3 Residents' Assessment

A survey sent to residents in place of the usual residents' survey to gauge how the local communities were feeling revealed the following:

What Went Well

- Positive feedback from residents saying they felt the council cared

What did Not Go Well

- Some residents reported they'd been called multiple times by different callers
- There was some confusion over role of the County Council and that of Havant Borough Council.
- Requests for social care and mental health intensive support came to Havant Borough Council rather than Hampshire County Council if residents could not get through to County, which delayed the resident reaching the specific help they needed.

9.12.4 Ward Councillors' Assessments

A survey of ward Councillors identified the follow assessments of the Council's response

What did Not Go Well

- Slow response from local authorities
- The individual voluntary groups were working a full capacity and could not have done more
- Confusing messaging as to where to receive support and help, or volunteer
- Vouchers promised for children's lunches were not available - but this was a government failure
- The Council failed to keep councillors in the loop.
- Leaders of the support groups were frustrated due to the lack of information regarding the vulnerable residents such as address, phone numbers, etc
- The Council did not provide enough funding and easy access to funding to support groups

9.12.5 Hampshire Councillors' Assessment

The County Councillors representing this Borough were asked to submit a brief to the Council to give an indication on how well they considered the County Council and LRCs worked together. However, as only two Councillors responded there is insufficient data to draw any reasonable conclusions from this response. (redacted copies of the responses are set out in the Background papers)

The Panel is fortunate that the Cabinet Lead for Adult and Social Care is a County Councillor representing the Borough did reply and her assessment was as follows:

What Went Well

- Good communications via an LRC group led by Patricia Hughes and Karen Edwards and supported via HCC relationship managers. Also well supported by the LRF structure and Graham Allen's meetings bringing together the VCS, Districts and the County Council

What Did Not Go Well

- Although communications improved as relationships developed during the pandemic between County and Districts, there was an initial problem with communication.

The Panel was disappointed to note that there was no communication about the situation of lockdown and vulnerable residents between County Councillors and Borough Councillors.

9.12 Lessons Learnt

9.13.1 The officers identified the following lessons learnt:

- a) The Council's response should be project planned by a project manager from the beginning of any future severe restrictions
- b) The Council should establish good communications with Community First earlier in the crisis to determine exactly what support they can provide and to whom.
- c) The Council should take time to pause, reflect and plan when the situation appears to be becoming overwhelming
- d) The Council should take time out to train staff.
- e) The Council should establish a network with other Local Authorities as early as possible to learn from their experience and identify best practices.
- f) The Council should delegate the authority to act to the lowest acceptable level to enable a speedy response.
- g) The Council should put in place support mechanisms for staff and managers involved in providing support to protect their wellbeing and health

9.13.2 *The Panel took the view that greater consultation with ward Councillors, who are the leaders in their local communities, should take place at the beginning of any severe restrictions, to inform each ward where their residents' support will come from.*

9.13.3 *The Panel considered that an opportunity had been lost by not consulting and speaking to ward Councillors on what was needed in their areas, where the most vulnerable residents might be housed, and how the crisis impacted on local communities.*

9.13.4 *The Panel noted that councillors who were coordinating support groups were not given any support by the Council for their well-being. In fact, no councillors were contacted during the lockdown by any staff or member of the Cabinet to check on their health and well-being which was regrettable especially as many on the Council are in a high-risk category.*

9.14 Actions Put in Place in the Event of a Second Wave

9.14.1 *The Panel noted that the following actions had been put in place in the event of a second wave:*

- a) HBC has completed an Impact Assessment in preparation for the Stabilisation phase and then the Recovery phase.
- b) HBC is in the process of preparing a local lockdown/second wave emergency response plan.
- c) HBC has produced a flowchart which details how the Local Response Centre would be reactivated and all related responsibilities; this can be done in less than 24 hours, including out of hours cover.
- d) HBC has defined all roles and responsibilities in the event of a second wave.
- e) HBC has 60 trained staff on a register to be reinstated into lockdown roles.
- f) HBC has prepared a Service Level Agreement with Community First to ensure clarity and timeliness in relation to advising and reinstating the local support groups and volunteers.

9.14.2 *The Panel was pleased to be given an assurance that the Council can be operational within less than 24 hours if a second wave happened tomorrow.*

9.14.3 *The Chair of the Operations and Place Shaping (OPS) scrutiny board has been shown the Plan in confidence – called the Outbreak Plan –which seeks to be the readiness plan for any subsequent local or national lockdown.*

9.14.4 *At the time of reviewing this report, the Chair has questions about the capacity and scope of the support that would be provided by community support groups and by the ability of Community First's organisation to co-ordinate community support and step into any gaps that could emerge, providing on-going support to all the residents who may need help. The Panel is happy to receive updates on these matters, informally.*

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**Review of the Financial Implications
to the Council of the First Wave of the
COVID19 Pandemic**

1.0 Introduction

- 1.1 The following is a synopsis of the proceedings and recommendations made by the Covid 19 Scrutiny – Financial Implications of Covid 19 Response Task and Finish Panel (“the Panel”) to consider the financial implications of the Council’s response to the first wave of the Covid 19 pandemic.

3.0 The Panel

- 3.1 The Review was undertaken by the Panel which included the following members:

Councillor Briggs (Lead Councillor)
Councillor Branson
Councillor Carpenter
Councillor Thomas
Councillor Wade

- 3.2 The Panel would like to record its gratitude to the Members and Officers of Havant Borough Council for making themselves available to meet with the Panel. Full details of contributors to this review may be found in the document entitled “Background Papers”.

4.0 Terms of Reference

- 4.1 The Panel agreed to:

- a) understand what had already happened
- b) understand what controls and oversight existed in light of the pandemic which sat outside the councils’ budget and policy framework
- c) consider the financial implications of what was coming
- d) consider how scrutiny could play a part in understanding and acting on these implications

5.0 Methodology

- 5.1 The Panel’s activity fell into 3 parts:

(a) Review of Background Information

Throughout the review the members of the Panel had access to the report on the Council’s Covid 19 response submitted to Cabinet on 1 July 2020 and to the resource back established by the Local

Government Association, which included examples on how other Councils had reacted to the Covid 19 pandemic

(b) Interviews with the relevant officers

To discuss the Council's support to vulnerable people during the first wave of the Covid 19 pandemic.

(c) Arriving at recommendations

Key Observations

6.0 Actions Taken Manage the Financial Implications of the Council's Response

6.1 The Panel was pleased to note that from 17 March, 6 days before lockdown, actions were discussed and put in place to enable the Council to respond to the pandemic. Business continuity plans had been reviewed to ensure that the Council continued to deliver its critical services and support vulnerable residents.

6.2 To manage the financial implications of the pandemic:

- (a) income and expenditure relating to the Council's response had been recorded to maintain a log of lost income and additional expenditure as a result of Covid 19 and was being used for assisting with central Government returns and monitoring income/expenditure;
- (b) arrangements had been put in place to identify potential budgetary savings as a result of reduced activity during the lockdown and delay of Council projects – this has been used to mitigate the lost income and additional expenditure as a result of Covid.
- (c) a methodology had been agreed with the property team to help our tenants;
- (d) all recruitment has been put on hold and only agreed subject to Executive Board approval;
- (e) car parking charges were not suspended as it was felt that this would encourage residents to undertake additional trips contrary to Government advice during the lockdown
- (e) main expenditure was focussed on:
 - i) supporting vulnerable residents,

- ii) supporting business through additional expenditure on ensuring appropriate resources and systems to deliver the business grants; and
 - iii) IT costs to support staff working from home.
- (e) Hampshire County Council helped the Council's cash flow by reducing precept payments by 10% for the first quarter; to be paid at the end.

6.3 How the Pandemic Affects the Council's Financial Resilience

- 6.3.1 The corporate finance monitoring report for Quarter 1 revenue position forecast included a significant loss of income of £1.857M resulting from the Covid-19 pandemic which is partially offset by additional Covid-19 related grant of £1.558m. The Council had identified additional service-related savings to mitigate the impact of Covid-19. The latest forecast for the year showed a projected increase in the net cost of services of £1.685M and an overall projected deficit of £0.127M (which was 0.9% of the Budget Net Cost of Services)¹.
- 6.3.2 The Council had modelled impacts on cashflow and was comfortable with the position in the short term. The impact on the financial health of the Council had been reduced by stopping discretionary expenditure, freezing non-essential recruitment and redeployment².
- 6.3.2 The External Auditors were satisfied with respect to the position of the Council³.
- 6.3.3 There were considerable financial pressures on the current MTFS going forward (a total of £11m over the next 5 years within year savings required of £2M from 2021/22 onwards (based on MTFS when budget accepted in February). Without financial support from the Government, the Council probably could not have been managed by just cutting services and expenditure⁴.
- 6.3.4 A transformation programme had been launched to address the MTFS financial shortfall and this would be linked to the Covid recovery work in order to address the financial implications as a result of Covid. Consideration would be given to delaying some projects⁵.
- 6.3.5 Financial resilience with respect to Covid would depend on whether there was a second lockdown/a local lockdown and the severity of the expected recession⁶.

¹ Source: Report to Governance Audit and Finance Board on 7 October 2020 - Corporate Performance Report Quarter One 2020/21

² Source: Briefing paper submitted to the Panel and meeting of the Panel held on 30 July 2020

³ Ibid

⁴ Ibid

⁵ Ibid

⁶ Ibid

- 6.3.6 With regard to reserves, the Council could remain financially viable for the next 2.5 years if it did nothing and stood alone. However, this was not the intention of the Cabinet⁷
- 6.3.7 Although the Council had lost income, it was expected that the full impact would be felt when the furlough period ended. It was doubtful whether increases in discretionary sources of income will cover any shortfall⁸.
- 6.3.8 100% relief to business would be clawed back. Council tax, Council already received some relief⁹

6.4 Expenditure

- 6.4.1 At end of Quarter One proposed additional expenditure had amounted to £138,500 which consisted predominately on:
- i) additional costs supporting the homelessness (£58,000);
 - ii) costs associated with IT (£13,500) as staff moved to homeworking; and
 - iii) community support costs (£13,000).
- 6.4.2 An amount had also been set aside with respect to additional costs with respect to administering the grants scheme that Capita undertook, these costs were subject to negotiation (See 7.0 below).
- 6.4.3 Costs associated with homelessness would potentially be recovered through Housing Benefit/Universal Credit¹⁰. The Panel noted that the purchase of Brent House to house homeless residents had been financed from S106 money. It was anticipated that the use of Brent House should have positive effect on savings in bed and breakfast costs¹¹.
- 6.4.3 A breakdown of the additional expenditure relating to Covid is shown in the figure below¹²

⁷ Ibid

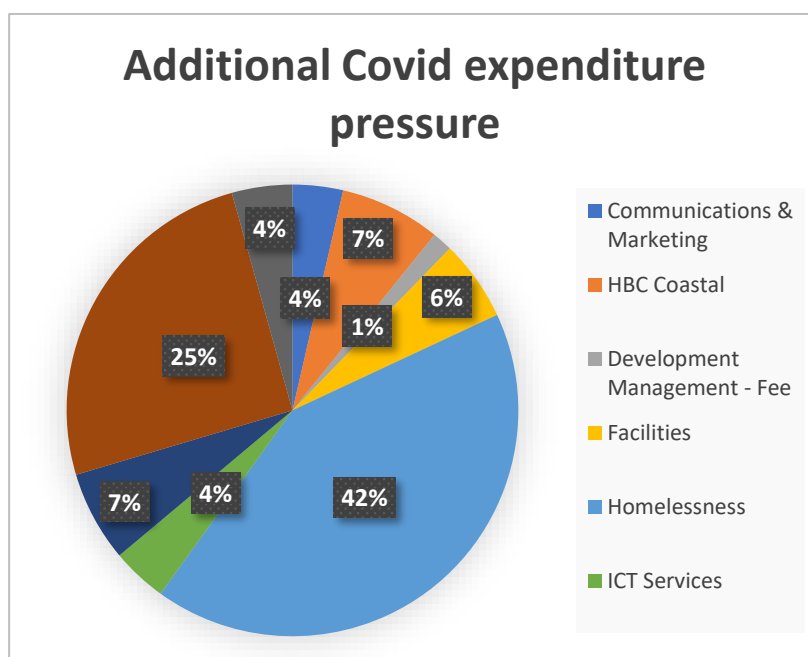
⁸ Ibid

⁹ Ibid

¹⁰ Source: Report to Governance Audit and Finance Board on 7 October 2020 - Corporate Performance Report Quarter One 2020/21

¹¹ Source: Briefing paper submitted to the Panel and meeting of the Panel held on 30 July 2020

¹² Ibid



6.4.4 There were expected further costs as one supplier had submitted a Financial Relief Notice which was currently the subject of discussions. In addition, further costs might be associated with any second wave of cases and/or a local lockdown – these were currently being monitored¹³.

6.5 Income

6.5.1 The corporate finance monitoring report for Quarter 1 revenue position forecasted a significant loss of income of £1.857M resulting from the Covid-19 pandemic which was partially offset by an additional Covid-19 related grant of £1.558m¹⁴.

6.5.2 Central Government had recently announced that they would contribute 75p for every £1 lost over the initial 5% of losses. The full details of the scheme had not been released but it was expected to cover lost income from car parking and regulatory services. Lost income from commercial activities would unlikely be covered through this scheme¹⁵.

6.5.3 Impact on the Council's Investment Programme

6.5.3.1 During the first quarter 96% of rents were collected, which was considered a particularly strong performance. The Panel noted that if there was no

¹³ Source: Report to Governance Audit and Finance Board on 7 October 2020 - Corporate Performance Report Quarter One 2020/21

¹⁴ Ibid

¹⁵ Source: Report to Governance Audit and Finance Board on 7 October 2020 - Corporate Performance Report Quarter One 2020/21

improvement in the economy, the loss of rental income could have a bigger impact on the Council's finances¹⁶.

Quarter amount requested (25 March-24 June) ¹⁷	Quarter amount collected	%
£469,008	£453,119	96.6

6.5.3.2 There had been significant closures in the Meridian centre and the Panel was advised that the Council was looking to mitigate any financial pressures from the Meridian onto the Council's own budgets. Although the revenue budget for the financial year was not dependent on the income from Meridian, it would impact on the ability to build up the Regeneration Reserve¹⁸.

6.5.3.3 Meridian Income Received to date¹⁹

Meridian Shopping Centre				
Due Date	Invoiced	Outstanding	Received	Collection %
25/03/2020	£89,349.50	£28,770	£60,579.73	67.80%
01/04/2020	£34,250.00	£14,725	£19,525.01	57.01%
01/05/2020	£34,541.67	£15,933	£18,608.34	53.87%
01/06/2020	£34,541.67	£16,096	£18,446.07	53.40%
24/06/2020	£95,099.50	£66,776	£28,323.97	29.78%
01/07/2020	£33,448.47	£30,987	£2,461.64	7.36%

6.5.3.4 Although the Coronavirus Act 2020 did not waive or suspend the tenant's liability to pay rent under a lease, the Act prevented the Council from forfeiting a lease and commencing possession proceedings for failure to pay rent or other sums, including services charges and insurance rent between 26 March 2020 and (currently) 30 September 2020. Leases could still be forfeited where a tenant breached other covenants contained in the lease, such as tenant duties to maintain fixtures and fittings. Recovery action of all outstanding debt was continuing²⁰

6.5.3.5 The Panel noted that, in the event of more staff continuing to work from home after the pandemic, the Council would seek to maximise the potential commercial income from letting out the empty spaces in the Plaza²¹

¹⁶ Ibid and Source: Briefing paper submitted to the Panel and meeting of the Panel held on 30 July 2020

¹⁷ Source: Report to Governance Audit and Finance Board on 7 October 2020 - Corporate Performance Report Quarter One 2020/21

¹⁸ Ibid and Source: Briefing paper submitted to the Panel and meeting of the Panel held on 30 July 2020

¹⁹ Source: Report to Governance Audit and Finance Board on 7 October 2020 - Corporate Performance Report Quarter One 2020/21

²⁰ Ibid

²¹ Ibid and Source: Briefing paper submitted to the Panel and meeting of the Panel held on 30 July 2020

6.5.4 Impact on Fees and Charges Income

6.5.4.1 Income reductions were profiled at both 30% and 50% during the lockdown and to take account of potential future lockdowns. Based on information to date the current assumption was that there would potentially be a 30% income reduction of key income streams²².

6.5.4.2 Actual income from fees and charges for Quarter One against budget for selected income lines was as follows²³:

INCOME	Q1 BUDGET	Q1 ACTUAL	VARIANCE
Beach Huts	63,705	399	-99%
Building Control - Fee	34,485	29,479	-15%
Cemeteries*	53,727	0	-100%
Development Management - Fee	144,942	71,298	-51%
Green Waste**	170,433	710,395	317%
Hackney Carriage/Private Hire	24,990	11,436	-54%
Local Land Charges Chargeable	30,237	13,112	-57%
Norse Contract Payments	139,695	33,903	-76%
Off-Street Parking	562,458	106,116	-81%
On Street Parking (Fixed Penalty Notice)	40,854	905	-98%
Open Spaces*	78,717	0	-100%
R&B Contract Management	66,723	0	-100%
Transport & Implementation	106,206	607	-99%

* awaiting Norse payment who collect the money on our behalf

** billed at beginning of year

6.5.5 Income from Council Tax and Business

6.5.5.1 The collection rates for Council Tax and Business Rates up to the end of Quarter One was as follows:

HAVANT COLLECTION RATES				
CTax:		NCD	Collected	as %
Jun-19	£	70,334,843.69	£ 20,730,077.58	29.47%
Jun-20	£	73,199,125.36	£ 21,159,252.76	28.91%
Change	£	2,864,281.67	£ 429,175.18	-0.57%
NNDR:		NCD	Collected	as %
Jun-19	£	35,870,762.65	£ 10,008,710.85	27.90%
Jun-20	£	18,754,874.21	£ 4,301,176.50	22.93%
Change	-£	17,115,888.44	-£ 5,707,534.35	-4.97%

²² Source: Briefing paper submitted to the Panel and meeting of the Panel held on 30 July 2020

²³ Source: Report to Governance Audit and Finance Board on 7 October 2020 - Corporate Performance Report Quarter One 2020/21

- 6.5.5.2 The Council had decided not to give a blanket deferral on direct debits for Council Tax for the first two months consider individual requests for a deferral. A total of 2220 households within the borough have had agreed Council Tax alternative payment plans through deferral to later collection periods.²⁴
- 6.5.5.3 Although the impact of the loss of business rates did not impact the general fund in 2020/21 it would need to be recognised in the government return (NNDR1) for 2021/22 and need to be recognised in the 2021/22 budget and the monies set aside. This deficit would be offset by the monies set aside in 2020/21 earmarked reserves. MHCLG has confirmed that collection fund deficit repayment can be spread over three years as opposed to the usual one and this will further assist cashflow. As a result of the expanded retail relief a section 31 grant of £17.1M is expected to cover the retail reliefs²⁵.
- 6.5.5.4 Additional support had been provided for Council Tax Support Schemes (£1.099M) for Havant. A decision would be made how best to utilise this money to support those residents in financial hardship with respect to Council Tax. To date £300,000 has been identified for support to those in need²⁶.
- 6.5.5.5 The Government was also allowing tax deficits to be spread over 3 years rather than the usual 1 year. This would allow for deficits to be paid off in a reasonable timescale and would limit cashflow pressures²⁷.
- 6.5.5.6 With respect to business rates; the majority of lost income would be covered through the central Government s31 grant covering retail reliefs that were announced early in the pandemic (see below). The Panel learnt that the full impact would not be known until the NNDR1 return had been completed for central Government later in the year. However, the s31 grant would ensure that there should be no cashflow issues for this financial year. Further details on collection rates for Q1 are detailed below as well²⁸.

7.0 Business Grants

- 7.1 The utilisation of the Business Grants scheme and the Local Authority Discretionary Grants scheme had been put in place to support local businesses and funds had already been distributed for both schemes. Round 2 of the Local Authority Discretionary Scheme has recently closed with further payments for businesses due shortly²⁹.

²⁴ Source: Briefing paper submitted to the Panel and meeting of the Panel held on 30 July 2020

²⁵ Source: Report to Governance Audit and Finance Board on 7 October 2020 - Corporate Performance Report Quarter One 2020/21

²⁶ Ibid

²⁷ Source: Briefing paper submitted to the Panel and meeting of the Panel held on 30 July 2020

²⁸ Source: Report to Governance Audit and Finance Board on 7 October 2020 - Corporate Performance Report Quarter One 2020/21

²⁹ Report to Governance Audit and Finance Board on 7 October 2020 - Corporate Performance Report Quarter One 2020/21 and Briefing paper submitted to the Panel and meeting of the Panel held on 30 July 2020

- 7.2 Whilst discretionary grants were administered by the Council's staff, Business Support grants were processed by Capita. Therefore, provision has been made to cover Capita's costs.
- 7.3 The Panel discussed in detail the problems involved with Capita's administration of the Business Grants Scheme and the additional costs incurred by the Council to resolve these problems. The Panel was concerned about the lack of resources initially allocated to the provision of this Scheme by Capita and the length of time and pressure that had to be exerted by the Council and its partners to get the issues resolved. The Panel noted that in contrast, East Hampshire District Council, who had not outsourced its financial services was able to respond quickly to provide a more efficient and flexible service to businesses. The Panel was pleased to note that the Council would seek to recover these costs from Capita and that negotiations were taking place to bring some of the services back in house. However, there was concern that if there was another round of similar grants, the same problems would reoccur. It was therefore felt that this problem should be registered as a risk³⁰

³⁰ Briefing paper submitted to the Panel and meeting of the Panel held on 30 July 2020

**Review of Council's
Service Delivery Response
to the First Wave of the
COVID19 Pandemic**

Service Delivery Report

1.0 Introduction

1.1 The review was undertaken by a Panel of the Governance, Audit and Finance Board which included the following members:

Councillor Briggs (Lead Councillor)

Councillor J Branson

Councillor Patel

1.2 The Panel would like to record its gratitude to the Members and Officers of Havant Borough Council for making themselves available to meet with the Panel. Full details of contributors to this review may be found in the document entitled "Background Papers".

2.0 Recommendations

2.1 A copy of the presentation given at Councillors' briefings be sent to all Councillors

3.0 Conclusions

3.1 The actions taken in respect of governance arrangements, finance and organisation development to meet the first wave of the pandemic was endorsed by the Panel;

3.2 The future recovery programme was endorsed by the; and

3.3 the level of communication following Councillor Briefings needs to be improved to ensure that all Councillors are aware of the content and message given at these briefings

4.0 Terms of Reference

4.1 The objectives of the Panel were to:

- Review and test new approaches that have been developed in response to the pandemic.
- Consider revised strategies and plans to deliver against current strategies and engage sub regional, regional and national partners to ensure the Council's voice is heard.
- Ensure that all priority proposals and plans are affordable, sustainable and demonstrate best value.

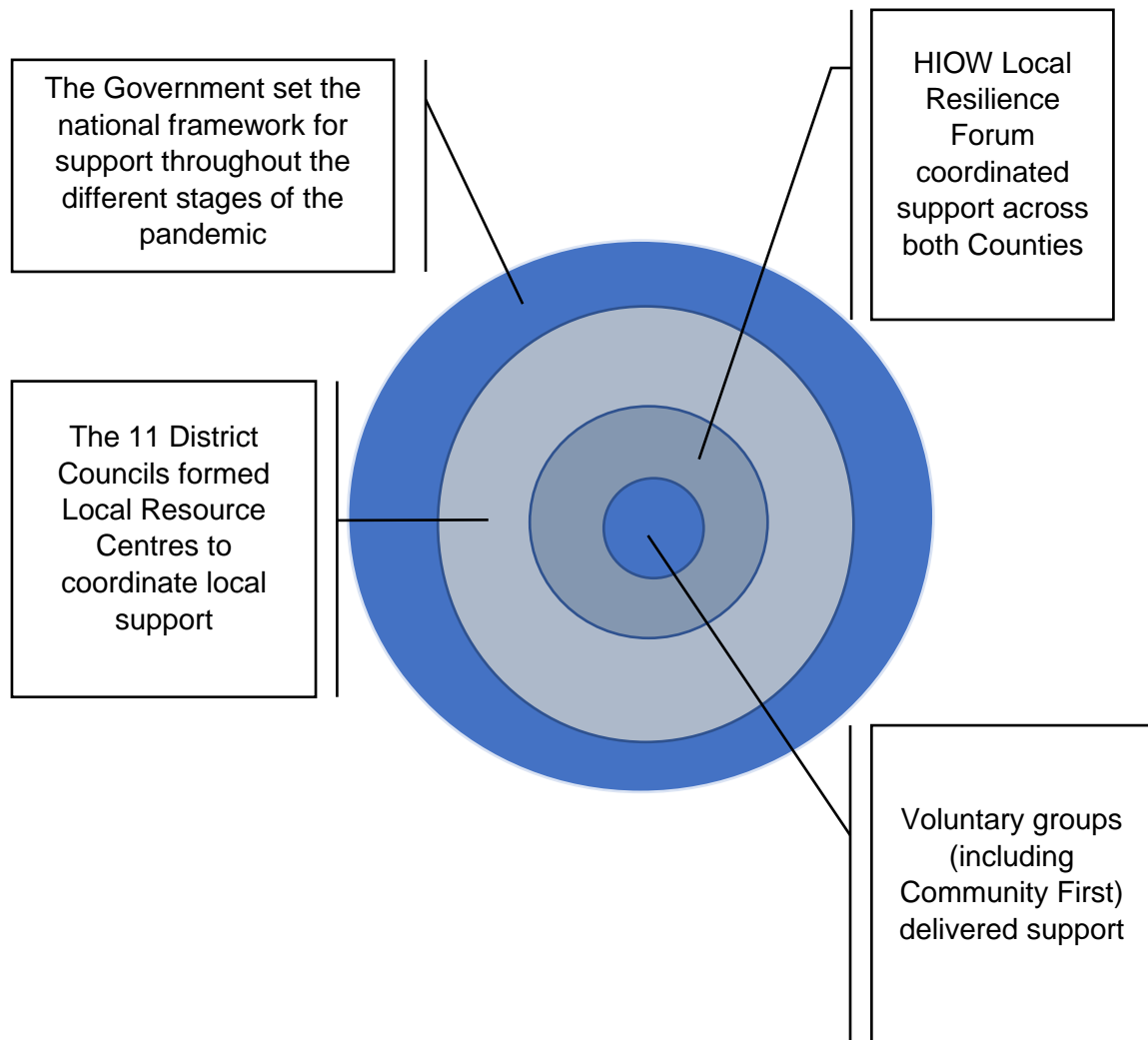
4.2 The Panel focussed on the establishment of governance arrangements to facilitate the recovery of both Councils during and following the Covid-19 Pandemic

5.0 Background and Role of the Council

5.1 Formal Framework

5.1.1 Role of this Council

5.1.2 The Panel acknowledged that this Council had a critical role to play supporting the community and local economy within the framework set out below.



5.2 Roles and Responsibilities Framework

National Level

5.2.1 At a national level the lead responsibility for providing overall multi-agency command, control, and co-ordination throughout the different phases of the pandemic lay with COBRA with the Department of Health and Social Care (DHSC) and Public Health England (PHE) playing a key role.

County Level

Local Resilience Forum

5.2.2 A forum was established for Hampshire and the Isle of Wight Local Authorities to coordinate responses, disseminate learning, escalate issues and provide mutual aid to the most vulnerable residents.

5.2.3 The principle membership of the HIOW LRF were:

Basingstoke & Deane Council	NHS England South East (HTV)
Isle of Wight Fire & Rescue Service	NHS England South East (HTV)
East Hants District Council	Hampshire Constabulary
Maritime and Coastguard Agency	New Forest District Council
Eastleigh Borough Council	Hampshire County Council
Portsmouth City Council	Rushmoor Borough Council
Environment Agency	Hampshire Fire & Rescue Service
Portsmouth Hospitals NHS Trust	Solent NHS Trust
Fareham Borough Council	Hampshire Hospitals NHS Foundation Trust
Public Health England South East	Southampton City Council
Gosport Borough Council	Hart District Council
South Central Ambulance Service - NHS Foundation Trust	Havant Borough Council
Southern Health NHS Foundation Trust	Isle of Wight Council
Test Valley Borough Council	Wight NHS Trust University Hospital Southampton NHS Foundation Trust
Isle of Wight NHS Trust – Ambulance Service	Winchester City Council

5.2.4 For this emergency the Director of Public Health was the lead officer, the County Council was the lead authority and Rushmoor Borough Council took the lead role in feedback and communication between the LRCS and the County Council

5.2.5 A Strategic Coordinating Group (SCG) led the response to the pandemic and strategic objectives were defined from the outset. The role of the SCG was to coordinate efforts, to ensure that all programmes of activity delivered by the HIOW LRF supported the overall strategic aims and to report up to central Government.

5.2.6 The HIOW LRF was supported by:

- (a) The National Health Service
- (b) 11 Local Resource Centres (LRCs)- set up by district councils in partnership with local voluntary sector organisations, groups and local councils, drawing on local volunteers. These provided local support to access food, prescription collection and other forms of support
- (c) the County Council's Adult Health and Care Welfare Team where more complex needs and personal care requirements are identified. They may also draw on voluntary support from LRCs in addition to other care and support. They would pick up any issues related to adult safeguarding or domestic abuse and any urgent issues.
- (d) Community First - took a lead role behalf of the Community Voluntary Services (CVS) network and voluntary sector to support the LRF and LRCs. Full details of the roles of Community First is set out in the Background papers.

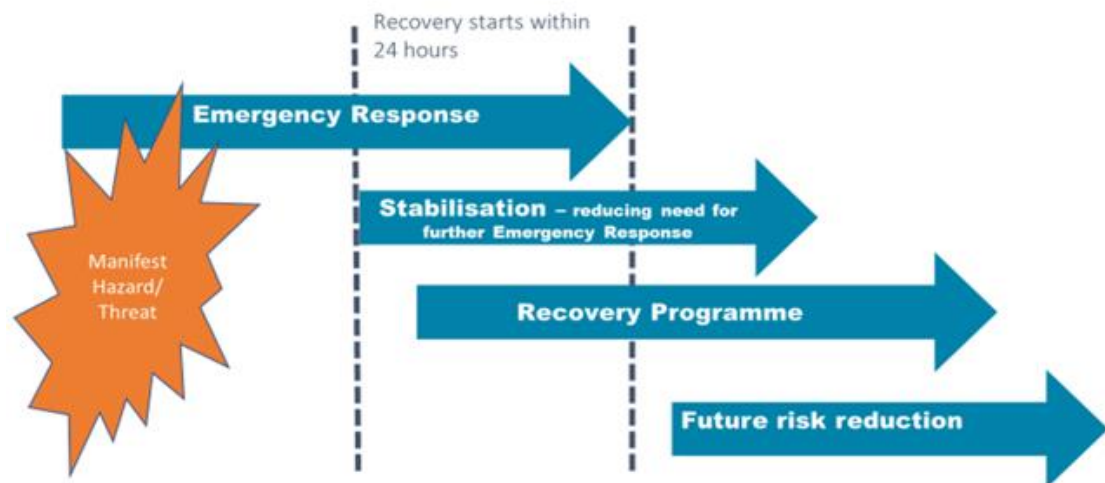
6.0 Immediate Response

- 6.1 The Governance, Command and Control processes that had been put in place were referred to and it was emphasised that the majority of the response had been down to co-operation, collaboration and true partnership work within the Council, across directorates and teams within the Council and the wider system. The governance structure and arrangements built upon the existing governance structures and sought to complement and reflect the already established governance structure of the multi- agency recovery led by the HIOW LRF
- 6.2 The Panel acknowledged that the most efficient and effective way to respond to the pandemic was for East Hampshire District Council and this Council to pool their resources and work together. Details of the work undertaken, and equipment provided to enable staff to work from home were reported. The Panel acknowledged that this approach provided a more agile service delivery and procedures which enabled both Councils to respond quickly to any issues that arose. The Panel also acknowledged the adaptability of the staff to take on new roles to meet new demands and to move away from working at an office to work from home without any deterioration on the standard of service.
- 6.3 The Corporate Risk Register had been reviewed in light of the Covid-19 situation and amended to help prioritise and coordinate the response, ensuring that focus was being dedicated to delaying the spread of the virus and protect the most vulnerable groups of people. The Plan was frequently reviewed and monitored.

6.4 The Panel expressed concern that although the Council has responded well to the pandemic, the level of communication to the Councillors could be improved. In particular, concern was raised that copies of presentations at Councillor Briefings were not circulated to all Councillors leaving those Councillors, who could not attend at a disadvantage.

7.0 Current Position

5.1 At the time of the review the Council was beginning the recovery programme



8.0 The Future

8.1 Recovery Programme

8.1.1 The Panel was advised that priority of the recovery programme was to ensure that the Council was fit for purpose, resilient and stable in order to move forward and be able to support the community and local economy.

8.2 Principles for Recovery

8.2.1 The Council had adopted the following principles during the first wave of the pandemic and when setting its recovery programme:

- To build upon joint working structure and methods with East Hampshire District Council adopted during the first wave of the pandemic.
- To continue to complement and reflect the already established governance structure of the multi- agency recovery led by the HIOW LRF
- The recovery should be an enabling and supportive process, which allowed individuals, families, and communities to attain a proper

level of functioning through the provision of information, specialist services and resources.

- Effective recovery required the establishment of planning and management arrangements.
- Recovery management arrangements were most effective when they recognised 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 was best approached from a community development perspective. It was 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.
- The private, voluntary and public sectors and wider community all had a crucial role to play in the recovery process.
- 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.
- The recovery process comprises the following overlapping activities:
 - 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
 - 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.

8.3 Recovery and Reinvention board

8.3.1 Central to the recovery programme was the establishment of a Recovery and Reinvention Board which:

- provided strategic steer and oversight for the Covid-19 recovery and reinvention programme for both Councils
- Provided visible and strong leadership during the recovery and reinvention phase
- Took advice from the working groups, decide the strategy and ensures implementation of the strategy
- Ensures the coordination and delivery of consistent messages to the public and social media

84 Key Themes of the Recovery Programme

8.4.1 The Key themes of the recovery programme are:

(1) Organisation

An essential part of the programme is to ensure that the Council recover to 100% operational and to assess the financial and legal implications of the programme for the Councils.

The work undertaken to ensure the financial sustainability of the Council was outlined to the Panel together with work undertaken to ensure that the organisation and constitutional framework would be in a position to enable the Council to deliver its recovery programme.

At the heart of recovery was the transformation programme which sought to transform the vision and work of the Council to meet the needs of the Borough. The Panel noted that there would be an impact on the range of services delivered and there would be costs savings. With regard to potential loss of staff, the Panel noted that it was hoped to avoid redundancies and the loss of experienced staff.

(2) Community

The recovery programme seeks to ensure that the Council can continue to fulfil its role in the Community by

- coordinating the provision of full range of assistance and
- supporting those directly or indirectly affected by the emergency.
- Enabling the community to have easy access to the required assistance.
- Coordinating the clean-up, repair or replacement of the physical infrastructure and clean-up of the natural environment to an agreed state.
- Reviewing the integrity of assets and prepare a strategy for reinstatement where required.

(3) Economy

The economy stream of the programme comprises everything associated with the recovery of the local economy for example regeneration, business, the housing market, retail, and tourism.

The aims of the recovery programme would be to:

- support businesses in the immediate term to enable them to keep solvent and where possible, remain operational
- help businesses to re-build, grow and where needed adapt to the new circumstances
- work to create a strong economy, create the best conditions for growth and support businesses to thrive

9.0 Challenges for the future

9.1 Future Lockdowns

- 9.1.1 It was anticipated that, the event of a second lockdown, the reaction time would be faster, focus more surgical. Lessons had been learnt during the first lockdown and actions had been taken to avoid the problems experienced in the first wave.
- 9.1.2 The Panel noted that the Council was now in a better place to map out cases and focus controls in a local sense rather than District or County level.

9.2 Information Technology (IT)

- 9.2.1 The Panel was reassured that action was being taken to ensure that the Councils IT equipment and software could deliver the digital strategy which was a key part of the transformation programme

9.3 End of Furlough

- 9.3.1 The Panel noted that it was anticipated that the end of the furlough scheme would have an impact with a rise in unemployment in the area. The Panel received details of projects to be undertaken by Economic Team and Councillor Bowerman to help provide support for residents who became unemployed following the end of the furlough scheme. The Panel was assured that these projects would complement each other.
- 9.3.2 The Panel was pleased to learn that the Council was looking into ways of renting space in its properties e.g. the Meridian Centre for start-up business that are likely to be generated in response to the rise of unemployment following the end of the furlough scheme.

9.4 Brexit

- 9.4.1 The Panel noted that preparations for Brexit has help the Council's response to this pandemic. The Panel was advised that the Council was in a good position to respond to the impact of Brexit.

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**Review of Council's
Staff Welfare and Wellbeing
Response
to the First Wave of the
COVID19 Pandemic**

1.0 Introduction

- 1.1 The following is a synopsis of the proceedings and recommendations made by the Covid 19 Scrutiny – Staff and Wellbeing Task and Finish Panel (“the Panel”) to consider the Council’s staff and wellbeing response to the first wave of the Covid 19 pandemic.
- 1.2 If the Council was to provide the services efficiently and effectively throughout the first wave of the pandemic it was essential that the Council should preserve and protect the health, safety and wellbeing of its staff
- 1.3 The Purpose of this review was to investigate:
- workforce planning during the response phase
 - actions taken to promote workforce wellbeing during the response phase
 - workforce realignment and actions taken to staff those areas where staff were seconded to other posts during the 1st wave of the pandemic were able to gain the necessary knowledge and skills to confidently undertake their new areas of work
 - Strategies to thank and recognise all employees for their contribution during response and to identify key contributors at team and individual level
- 1.4 To achieve this the Panel agreed to focus on the following areas:
- a) What health and safety support was needed for staff working at home during the response and how did we enable it?
 - b) What wellbeing initiatives did we put in place to support staff during the pandemic?
 - c) When and how did we recognise and thank staff during the response phase?
 - d) How and when did we communicate with staff about the pandemic, our response and any future changes?
 - e) What impact did this have?
 - f) What plans do we need in place to deal with a second outbreak and our ability to react and respond?
 - g) When and how can the workforce come into the office?

2.0 Conclusions

2.1 The Board is satisfied that every effort was made by the CEO and Senior Management to ensure the safety of staff at HBC. Setting up working from home took 5 weeks which is felt was an overly lengthy process and may have been a contributing factor in the less than successful highlighting of the problems gathering with Capita and the issuing of the Business Grants. The Board was concerned at how many desks and chairs had to be issued to staff working from home, how this was delivered and at what cost to the Council.

The issuing of IT equipment was of course endorsed.

2.2 The Board questioned why so few staff were working from the Plaza. It was possible for 50 members of staff to be on site, but only 20 were in place. What balance was struck with staff working together?

2.3 The offer of Counselling to all staff was noted and should be given when and if requested. In this very difficult situation it would not be unreasonable to expect some members of staff to have anxiety issues, and staff should be confident that help is available if needed. It would be interesting to know if staff were brought into the Plaza for meetings with managers to ensure their wellbeing or if they were just required to work from home with little contact.

2.4 The Board, on the whole was relatively happy with the results of the scrutiny.

3.0 Recommendations

3.1. The current arrangements for emergency planning, including business continuity planning, be endorsed.

3.2 That the arrangements put in place to monitor the efficiency and effectiveness of the Council's health and wellbeing support to staff during the pandemic be endorsed.

3.3 That the current arrangements, including the appointment of a Client Relationship Director and Head of Strategic Commissioning, for ensuring that our commercial partnerships and contracts deliver efficient and cost effective services to residents be endorsed

3.4 That a reasonable balance is struck with staff working safely in the Plaza and that management is not overly cautious by allowing too many staff to work from home.

4.0 The Panel

4.1 The Review was undertaken by the Panel which included the following members:

Councillor Patrick (Chairman)

Cllr John Davis

Cllr Beryl Francis

Cllr Tim Pike

Cllr Clare Satchwell

Cllr Peter Wade

Cllr Yvonne Weeks

- 4.2 The Panel would like to record its gratitude to the Members and Officers of Havant Borough Council for making themselves available to meet with the Panel. Full details of these members and officers may be found in the document entitled "Background Papers.

5.0 Methodology

- 5.1 The Panel's activity fell into 3 parts:

(a) Review of Background Information

Throughout the review the members of the Panel had access to the report on the Council's Covid 19 response submitted to Cabinet on 1 July 2020 and to the resource pack established by the Local Government Association, which included examples on how other Councils had reacted to the Covid 19 pandemic

(b) Interviews with the relevant officers

(d) Arriving at recommendations

The Evidence Considered

6.0 How did the Council enable staff to work from home?

- 6.1 The Panel was pleased to note that the Council had already developed continuity plans and undertaken scenario analysis in the event of an emergency such as the pandemic. These continuity plans were reviewed prior to the official lockdown to ensure that they were fit for purpose.
- 6.2 In addition to these plans the Council had, in preparation for Brexit, already purchased equipment to enable critical staff to work from home
- 6.3 Prior to the official lockdown the Council had established a cross-functional team to develop a coordinated response effort and undertake an analysis of the current workforce:
- (i) to determine future workforce needs;

- (ii) to identify the gap between the workforce that was available and the Council's future needs; and
 - (iii) to develop solutions to enable the Council to accomplish its mission, goals, and strategic plan.
- 6.4 As a result of this planning, the Council enabled staff to work from home from the first date of the national lockdown. Those staff that had been identified as critical during the Brexit preparations were provided with the necessary IT equipment.
- 6.5 To ensure the health and wellbeing of staff working from home, all staff, from the date of the first lockdown, were required to complete and return a DSE form. These forms were used to enable the Council to identify and supply additional support or equipment to those staff working from home. To save unnecessary costs, if a DSE indicated that a member of staff working from home required any additional furniture, the Council loaned the unused furniture stored at the Plaza.
- 6.6 Health wellbeing advice and support for staff working from home was provided from the first date of the national lockdown.
- 6.7 The workforce arrangements were continually reviewed by the multi-functional group to identify hotspots and to ensure resources were allocated efficiently and effectively. Senior management team also held meetings (daily at the height of Covid-19) to monitor the performance of the Council.

7.0 How did we provide health and safety support for staff?

- 7.1 Health wellbeing advice and support for staff was provided from the first date of the national lockdown.
- 7.2 Health and Wellbeing support was also continually reviewed and updated to tailor for the needs of the Council and staff e.g. as soon as the Public Service Plaza become Covid 19 secure, a handbook was issued to all staff giving guidance on visiting the Plaza.

8.0 What Wellbeing initiatives did we put in place to support staff during the pandemic?

- 8.1 A wide range of wellbeing initiatives were used to support staff through the pandemic including:
- HR information leaflets/FAQ's
 - HR advice and guidance (employee and manager level)
 - webinars
 - E-learning

- Occupational Health and EAP provision
- **Wellbeing Wins** -weekly bulletins with advice and links to help you cope during coronavirus lockdown.
- HR advice and guidance through HR team for staff and managers
- Occupational health/ EAP provision
- Mental health first aiders
- Interactive wellbeing sessions (SUMO)
- Staff welfare covid sub group
- Staff wellbeing survey

9.0 When and how did we recognise and thank staff during the response phase?

The Council recognised and thanked staff through the following methods:

- You're a Star Scheme
- Kneller's News
- Team Talk
- Individual & team recognition via 1-1's and team meetings

10.0 How and when did we communicate with staff about the pandemic, our response and any future changes?

The Council used a wide range of media to communicate with staff during the pandemic including:

- leaflets/FAQ's
- dedicated pages on SKOOP
- webinars
- E-learning

- Team Talk
- Team Meetings
- 1 to 1 with line Managers
- Handbooks
- Emails
- Kneller's News

11.0 What impact did this have?

11.1 Every member of staff was sent the survey, including those not based at a desk. 61% of the workforce responded to the survey. The key results showed that:

- 93% of respondents feel they are kept informed of the councils' response to the pandemic through channels such as Kneller's News, Team Talk and the Weekly Email
- 86% of respondents are confident that the senior leadership team will take the right steps through the pandemic
- 78% of respondents feel that the senior leadership team are visibly role modelling behaviours asked of staff members through the pandemic
- 70%+ of respondents feel they receive support from their line manager
- 48% of respondents have concerns about infection in the workplace
- 13% of respondents are experiencing negative side effects as a result of DSE set up
- 73% of staff who responded like their new way of working

11.2 There had been a reduction in sickness levels with no work related stress absences.

11.3 A critical element in wellbeing was taking proper breaks away from work. For this reason, every member of staff was encouraged to continue to plan breaks as normal for the summer and the rest of the 2020/21 annual leave year.

11.4 The Council had a responsibility to make sure every member of staff took at least the minimum statutory annual leave amount in each leave year and therefore all staff had been encouraged to take their leave. However, in recognition of the disruption to normal working patterns and annual leave plans the following arrangements for carrying over leave had been put in place:

- Carry over of annual leave from 2019/20 of one working week as normal, plus any additional accrued annual leave, in agreement with the line manager, where, for operational reasons, more than one working week was outstanding by 31 March 2020
- Up to two working weeks of annual leave can be carried over to the next leave year (2021/22) and if necessary, a further two weeks can be carried forward to the following leave year (2022/23)

12.0 What plans do we need in place to deal with a second outbreak and our ability to react and respond?

12.1 The Panel was satisfied that the current continuity plans and monitoring processes were sufficient to enable the Council to respond in the event of another outbreak.

13.0 When and how can the workforce come into the office?

13.1 Before the Council could allow working from the Plaza, it had to undertake an appropriate COVID-19 risk assessment in consultation with Safety Champions and the Health and Safety Committee. This assessment was completed, and the Plaza adjusted to comply with government guidance within two weeks.

13.2 The Panel was advised that there were 54 available desks at the Covid Secure Plaza. However, the average attendance was between 25 and 32 people.

13.3 Some members of the Panel raised concerns that not all staff would be comfortable working from home. The Officers advised those members of staff whose mental wellbeing was at risk, if required to work from home, were allowed to work from the Plaza.

13.4 Some Councillors also raised concerns that a number of available desks were left vacant at the Covid Secure Plaza. These members argued that if the Council could encourage more staff to work from the Plaza, this might encourage other businesses to follow suit and as a result boost the local economy. The Panel was advised that the officers were looking at ways of increasing the number of staff who worked from the Plaza in a safe way.

14.0 How were Staff Redeployed and Trained?

14.1 The analysis of the current workforce, to determine future workforce needs referred to 4.3 above identified where there was a potential to move staff from one service to another service with a shortfall in staff. All those staff redeployed were volunteers and were trained in their new roles. The number of staff redeployed was monitored throughout the first wave of the pandemic.

15.0 Unison Response

15.1 The Panel received the following response from Unison

“What health and safety support was needed for staff working at home during the response and how did we enable it?”

IT equipment, chairs, desks even, insistence on staff completing workplace H&S

What wellbeing initiatives did we put in place to support staff during the pandemic?

Advice was given around MHFAiders (their phone no's etc.), EAP and team/service management support. I'm guessing that some team leaders/managers were better than others but that's 121/appraisal territory.

Skype and Teams meetings to stay in contact with colleagues, new for many of us but useful and I think we all kind of got used to it very quickly.

Encouragement to exercise, healthy lifestyle etc.

When and how did we recognise and thank staff during the response phase?

I know my colleague and I had a very nice emailed letter from Simon thanking us for our work in the town centres when the shops first opened. Some colleagues have mentioned their weekly skype meetings with their Manager where they were always thanked for the work they were doing BUT absolutely NO communication from HOS/Executive Head.

Not sure for majority; HBC has a varied history of saying 'thank you' over and above the pay packet.

How and when did we communicate with staff about the pandemic, our response and any future changes?

Regular emails, Kneller's News, Team Talk's, service and departmental Skype and Teams Meetings. It was mentioned that there was a need for information regarding future changes and that there still is, but in the greater scheme of things the average email connected staff member was reasonably well-informed.

What impact did this have?

Would want to straw poll some members around that. Many colleagues I am in contact with seem generally OK but since Kneller's News discussed the changes there is a definite apprehension and some dissatisfaction/demoralisation with an idea of the target, but no clear direction about what the future might hold for many of us.

What plans do we need in place to deal with a second outbreak and our ability to react and respond?

I think that's what we are all keen to know - this is new challenge for us all, and often based on information issued by central government days or hours before.

There needs to be a recognition that being a local government officer doesn't mean we are just subject specialists in our own fields. Dealing with the general public means we all have a set of core skills that has seen colleagues stepping out of their comfort zones and either driving out to or phoning those at risk and carrying out welfare checks and all kinds of things during lockdown.

I believe that we tend to have a certain 'robustness of character and ability to think on our feet' and despite changes they'll just get on with things the best way they can.

When and how can the workforce come into the office?

*Again, might want to ask the members about their feelings on that, many of the colleagues asked are getting quite used to the concept of home working – 'new normal' and that kind of thing, some are still keen to maintain the break between the office and home and would prefer returning to the plaza. There is still that very real 'having my work in my house where I can't escape it' issue. Some of us are lucky and have a spare room with a door that can be closed but if you're a single or a couple and rent a one bed flat your office is **always** going to be there, reminding you of what you've got to deal with tomorrow.*

At its most brutal - if there's going to be a permanent change then some financial recognition for the fact that staff now have to buy or rent, then heat, light and maintain their own office space. We appreciate that it's 'working from home' BUT when boiled down it's what it actually comes down to, then add the electricity bills to run their office machinery and supply a broadband signal worth having".

NON EXEMPT

HAVANT BOROUGH COUNCIL

Cabinet

2 June 2021

Hayling Island Emergency Planning Framework

Caroline Tickner
Head of Organisational Development

FOR DECISION

Portfolio: Deputy Leader and Cabinet Lead Community Safety and Organisational Development

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

Key Decision: Yes

1.0 Purpose of Report

1.1 This report proposes the implementation of a Hayling Island Emergency Planning Framework to provide guidance to all responders and act as a source of information and reassurance document to the public.

2.0 Recommendation

2.1 Cabinet is asked to approve the Hayling Island Emergency Planning Framework as set out at Appendix A.

3.0 Executive Summary

3.1 The development of a Hayling Island Framework was a recommendation from local councillors and the public following a water utility incident which caused disruption to services on Hayling Island. This incident highlighted the need to have a framework in place which

clearly set out the roles and responsibilities of all partners in the case of an emergency.

- 3.2 This Framework has been written in conjunction with Category 1 (statutory agencies i.e. blue lights) and Category 2 (utility partners) response partners under the Civil Contingencies Act (CCA, 2004) and is to be used in conjunction with Borough/District Emergency Response plan (ERP).
- 3.3 The purpose of this framework is twofold. The first is to provide guidance to agencies that are responding to emergencies on the island and the second is to provide reassurance to the public as to the type and scope of the response dependent on what the emergency is.
- 3.4 The key areas covered within the plan are trigger considerations, Hayling Island specific issues including access, key utilities, and potential incidents.
- 3.5 The Hayling Island Emergency Framework is to be used in conjunction with the Local Resilience Forum (LRF) Emergency Response Arrangements (ERA), individual agency plans, and specific risk plans.
- 3.6 The attached plan for approval by Cabinet captures all the suggestions from the consultation process held with key partners. It also captures the request by Executive Board to include specific scenarios.

4.0 Additional Budgetary Implications

- 4.1 There are no budgetary implications arising from this recommendation.

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

- 5.1 Under the Civil Contingencies Act there is a requirement for Councils to respond to emergencies in the most effective way, working with partner agencies to ensure the response is appropriate and proportionate. It is

therefore key that the Council understands potential risks to communities and can provide information and reassurance to both residents and responders.

6.0 Options considered and reasons for the recommendation

6.1 The creation of a plan was considered due to the unique position of Hayling Island and the need to ensure that an appropriate response could be provided in the case of an emergency.

6.2 The scope of the plan provides useful information, triggers and scenarios concerning the unique risks for Hayling Island. This document will be available to all partner agencies and it will also be published on the Council's website for the public to access.

7.0 Resource Implications

7.1 Financial Implications

None to report.

Section 151 Officer comments

Date: 10.12.2020

Reviewed, no further comments to add.

7.2 Human Resources Implications

This plan will be reviewed on an annual basis. This can be accommodated within existing resources.

7.3 Other Implications

None.

8.0 Legal Implications

8.1 The Council has a duty under section 2 of the Civil Contingencies Act 2004 to assess, plan and advise on the risk of an emergency (as defined under the Act) occurring and to put in place plans on how best to perform its duties and functions in an emergency situation if such a

situation occurs in its area. The Framework to this report is in compliance with this duty.

Monitoring Officer

Date: 14.1.2021

The legal team have reviewed the paper and provided wording at para 8.1.

9.0 Risks

9.1 There is a risk that partner agencies may not fully understand the risk profile of Hayling Island. To mitigate this risk, this plan will support the response to a disruptive incident on Hayling Island for HBC and partner agencies.

9.2 There is a reputational risk for the Council from the management of an incident and the public's misunderstanding as to the appropriate response and by whom. To reduce this risk, it is intended that this document will be used with members of the public to engage and inform regarding emergencies on Hayling Island.

10.0 Consultation

10.1 The Hayling Island Emergency Planning Framework has been shared with Category 1 and 2 responders, and staff members from HBC who live on Hayling Island for comment. Feedback has been incorporated into this plan.

11.0 Communication

11.1 The updated Hayling Island Emergency Planning Framework will be shared with HBC Cabinet for review and agreement. Once approved the plan will be shared with Hayling Island Councillors and the wider public.

Appendices:

Appendix A – Hayling Island Emergency Planning Framework

Agreed and Signed Off by:

Director: Lydia Morrison 18.03.2021

Section 151 Officer: Matthew Tiller 19.03.2021

Monitoring Officer: Daniel Toohey 19.03.2021

Portfolio Holder: Cllr. Lulu Bowerman 24.03.2021

Contact Officer: **Rebecca Mundy**

Job Title: **Safety and Emergency Planning Officer**

Telephone: **01730 234120**

E-Mail: **Rebecca.mundy@easthants.gov.uk**

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**HAYLING ISLAND EMERGENCY
PLANNING
FRAMEWORK**

2021

Introduction

Hayling Island is an Island which is surrounded by the sea; it has harbours on three sides and a shingle coastline on the southern side. The harbours are tidal and have very large expanses of mudflats at low tide.

The demographics of Hayling Island is over 70% of the population are over 60.

Key risks for Hayling Island include coastal flooding, severe weather, Highways issues as a result of limited access routes and loss of utilities.

The LRF Community risk register provides more detail for Hampshire-wide risks.

Purpose

The scope of this framework is to identify key local issues and risks for Hayling Island and provide guidance to responding agencies. This is a publicly available document to be used alongside plans held by responsible agencies.

Havant Borough Council can use this document in conjunction with the Borough Emergency Response Plan for planning, preparation and response to an incident.

Access

Highways: The Island is accessed by a two-lane metalled highway carried by a bridge from Langstone on the mainland to Northney on Hayling Island. The road bridge is the only fixed means of gaining vehicular access to the Island. The bridge and the highway are managed and maintained by Hampshire County Council (HCC) as the Local Highways Authority.

Any traffic issues on Hayling can lead to knock on impacts on the A27 and A3M as well as local roads. There is an HCC traffic management plan, which details use for planned or emergency works and events. It may be implemented in full for congestion.

The only north-south through-road on the island is the A3023. There are several smaller roads which are generally unsuitable for HGV's.

Hayling Ferry

Hayling Ferry is a small passenger ferry which runs between Eastney, Portsmouth and Ferry Road, Hayling Island.

Slipways

There are many slipways on the island which could be used by suitable vessels, hovercraft and vehicles. These are identified by Chichester Harbour and Langstone Harbour authorities

Helicopters

Landing sites for a variety of helicopters have been identified by the relevant authority.

The air ambulance, search and rescue, and MOD have plans in place for emergency use.

Hovercraft

Specific permission would be required to use a hovercraft in Langstone Harbour from Langstone Harbour Master.

The Pilot of the hovercraft will make the final decision as to the use and the landing site in case of emergency.

Hovertravel, as the operator of hovercraft in the Solent, may be able help to supply hovercraft in an emergency.

Vessels and landing crafts

It would be difficult to use large ships and boats to access the island due to the mud flats at low tide. In storm conditions it would be impossible to use landing craft due to wave action landing on the southern foreshore.

Smaller private vessels frequently access Hayling Island

Emergency Services

Police

Hampshire Police do not have a permanent 24/7 presence on Hayling Island. Police have public access points in Mengham Library that operate during shift patterns.

Fire

Hampshire Fire and Rescue Service (HFRS) have a Fire Station at Elm Grove, Hayling Island staffed by retained personnel with two fire appliances. All retained fire crew live on Hayling Island. HFRS ensure constant cover on Hayling Island.

Ambulance

South Coast Ambulance Service (SCAS) maintains Community First Responders on the Island with Ambulances and Paramedics being made available, as required. Helicopters are available to SCAS for severe cases and emergencies.

Coastguard

There is a Coastguard station on Hayling Island which is not manned 24 hours. Several Coastguard officers live on or close to Hayling Island. There is an RNLI Lifeboat Station on the island, manned by local volunteers.

Harbour boards

Both Langstone Harbour Board and Chichester Harbour Conservancy have emergency plans in place. These emergency plans include access to several small vessels.

Langstone Harbour Board is located on the island and has access to two large slipways and a pontoon accessible at all levels of the tidal range.

Health Services providers

There is a Health Centre at Elm Grove, Hayling Island, which is staffed by doctors and a range of other healthcare clinicians, during the working day. There is no specific emergency health provision overnight.

Public Utilities

Gas

Southern Gas Network (SGN) is responsible for the supply of natural gas and the gas infrastructure to Hayling Island.

Electricity

SSEN is responsible for the supply of electricity to Hayling Island.

Water

Portsmouth Water is responsible for supplying and managing drinking water to Hayling Island. They have a 4", 10" and 15" supply to the island.

Foul Water

Foul water and sewage on Hayling Island are managed by Southern Water. All foul water on Hayling Island is pumped by electric pumps to the main land, where it is treated at Budds Farm sewage works.

Surface Water, Tidal and Drainage

Surface water on the highway is managed by HCC Highways (HCC). Most surface water is fed into roadside ditches, which are then directed out to sea via tidal flaps. The drainage and tidal flaps are owned and maintained by HCC, private landowners and other agencies. In case of emergency HCC would work with the landowner to clear any grills to ensure free flow of water via their contractor.

In heavy rain this system can become tide locked (heavy rain and high tides combined preventing surface water escaping out to sea) which can cause surface water flooding across the island.

Telephone

Telephone and mobile telephone services are delivered by several providers.

Media (Warning and Informing)

Communications to the public will be initiated by the lead agency. Clear communications on a variety of channels is important, including social media.

The Communications Team for the lead agency will be responsible for ensuring consistent messaging.

Depending on the incident, advice given to the public will need to be discussed with the relevant responding agencies.

Consideration will be given to using Hayling Island Councillors to keep local residents informed of an event and the Council's response.

HBC and HCC Emergency Planning resources

The Island has a prepared rest centre in place at Hayling Community Centre and this site was exercised in 2015. There are two further rest centres identified in Havant. Rest Centres will be activated by Hampshire County Council if required.

In addition to this depending on the incident other community locations may also be used.

The Beachlands office could be used as a control room and a rendezvous point. Norse SE and representatives of HBC have keys to the office including out of hours access.

Under the Civil Contingencies Act (2004), HBC, HCC and other agencies have a duty to respond to any large incident and support the community.

Possible Incidents

- As long as vehicular access is maintained along the A3023, any problem involving the provision of essential utilities would be the same as on the mainland. We would continue to maintain access through A3023 wherever possible to ensure essential utilities can be maintained.
- Utilities failure i.e. electricity, water, gas, telecommunications, sewage occurs occasionally i.e. power cut, burst water main, failure of a sewer pipe are the most likely problem with, (to date) the failure of the gas supply being the most infrequent. The response by the utilities companies would be their standard response to restore supplies as soon as possible with other agencies and organisations involved if required.
- Highways: roadworks, planned or emergency, traffic accident, general volume of traffic, bridge access, harbour incident, property fire of incident.
- Flooding is a major concern as the area is tidal and in storm conditions it is possible for Havant Road to be closed north and south of the Hayling Bridge. The road and the bridge have been closed several times in 20 years, due to very high tides for a limited time only; this was before the reconstruction of new sea defences at Northney foreshore. Northney Road and West lane are impacted by high tides and coastal flooding.
- Coastal Flooding and surface water flooding (large puddles) has occurred on the highway south of the fuel station. This was due to the tidal flaps on Northney foreshore being jammed open. These are maintained and inspected by HCC Highways.

Response

If a major incident is declared, this would be managed by Blue Lights Services and other Category 1 and 2 responders (e.g. Council, Utilities, EA) as set out by CCA 2004. This would also include any requests for military support. Responding agencies would work with community groups where appropriate. Smaller incidents would be managed by individual agencies as required.

Recovery

HCC/HBC will lead the recovery of Hayling Island following any incident.

Recovery will depend on the length of time, the type of incident and what is required to support the community. The recovery phase of an incident is the final phase from an emergency planning perspective. The type of incident will determine the timescales from initial response to subsequent return to normal.

Community Resources on Hayling Island

Holiday villages
Hayling first responders
Hayling Island Round Table local bus
Neighbourhood watch
Langstone flood group
Help the Aged

Personal vessels
And others, this is not an exhaustive list

The use of Councillors and Community groups will be invaluable to help and support the community in any event. HFRS are working with the community, HCC, the LRF and HBC to build community resilience on Hayling Island.

The Councillors role in a civil emergency as stated in the LGA 'A Councillors' guide to civil emergencies' is not to be involved in the operational response led by officers unless requested to do so, but to provide a focal point for the local area during an emergency situation, to help support the local community during the emergency and to be a representative when communication representation is required

This framework should link to other organisations emergency plans

HBC Plans

Emergency Response Plan
HBC Oil Pollution Plan
Out of Hours Services (procedures)

HCC EPRU Plans

HCC Oil Pollution Plan

LRF Plans

Mass Casualties Plan
Evacuation and shelter Plan
Warning and informing Plan
Emergency Response Arrangements plan (ERA plan)
Flooding Part 1 and 3

Military

Military Aid to Civil Authorities

Langstone Harbour Board

Langstone Harbour Board Emergency Plan
Langstone Harbour Board Oil Pollution Plan

Chichester Conservancy

Chichester Conservancy Oil pollution Plan

This is not a definitive list

Trigger Table for Hayling Island Specific Considerations

Risk		Potential Impact	Recovery Time Expectation	Trigger Considerations/Mitigations	Responsibility
Flooding	Coastal	<p>Coastal flooding is as a result of high tides and/or adverse weather.</p> <p>This risk occurs on a regular basis.</p> <p>Properties at high risk should have property level flood protection.</p> <p>If the flooding exceeds the normal expectations, then responding agencies may be required to support public welfare.</p>	1 day	<p>Height and duration of tide.</p> <p>Number of people impacted.</p> <p>Duration of impact.</p> <p>Use of flood mitigation.</p> <p>Cause of coastal flooding.</p>	<p>Coastal Partners (CP) – Coastal Incident Officer, tide alerts</p> <p>Environment Agency - flood alerts</p> <p>HBC - support to residents if required</p> <p>Norse – sandbag provision</p> <p>HCC Highways – road signage and traffic management</p> <p>HCC EP – evacuation of residents to rest centres</p> <p>Blue Light Services – emergency response where there is a threat to life</p>
	Surface Water	<p>Surface water flooding may occur as a result of high tides or severe weather.</p> <p>If the surface water is on the highway it is the responsibility of HCC Highways and the clearing of tidal flaps maybe required.</p>	1 day	<p>Infrastructure impacted</p> <p>Maintenance of tidal flaps</p> <p>Weather warnings</p> <p>Access implications</p> <p>Number of properties impacted</p>	<p>Environment Agency - flood alerts</p> <p>HBC - support to residents if required e.g. sandbags, temporary relocation.</p> <p>Norse – sandbag provision</p>

		If the surface water is not from the highway and is impacted property then it is the responsibility of the home owner to ensure the protection of their property.			<p>HCC Highways – road signage and traffic management</p> <p>HCC EP – evacuation of residents to rest centres</p> <p>Blue Light Services - emergency response where there is a threat to life</p>
Utility Loss	Gas	Loss of mains supply would be inconvenient for residents that use gas for heating and cooking. Emergency repairs could impede the highway and cause a traffic issues.	1 day	<p>Consequence management dependant on number of properties off supply and time of year.</p> <p>If the impact is over the capability of the gas supplier to respond, then other agencies will become involved.</p> <p>Gas companies should alert Local Authorities to any long term impact on the highways.</p>	<p>SGN/Gas network – emergency response/engineers</p> <p>HBC - support to residents, if required</p> <p>HCC Highways – invoke Road Traffic Management plan, location dependant</p> <p>HCC EP – evacuation of residents to rest centres</p> <p>Blue Light Services - emergency response where there is a threat to life</p>
	Electricity	<p>Loss of electricity supply for a significant period could have a considerable impact including knock on effects.</p> <p>Potential considerations include; vulnerable people, heating,</p>	12 hours	<p>Consequence management dependant on the timeframe, scale of repairs and number of people impacted.</p> <p>If the impact is over the capability of the electricity</p>	<p>SSEN/Electricity network provider – emergency response/engineers</p> <p>HBC - support to residents, if required e.g</p>

		<p>lighting, street lighting, welfare implications, foul water pumping, lifts etc</p> <p>Emergency repairs would impede the highway and cause traffic issues.</p>		<p>supplier to respond, then other agencies will become involved.</p> <p>Electricity distributor should alert Local Authorities to any long term impact on the highways.</p>	<p>communications and supporting the electricity company</p> <p>HCC Highways – invoke Road Traffic Management plan, location dependant</p> <p>HCC EP – evacuation of residents to rest centres, if required</p> <p>Blue Light Services - emergency response where there is a threat to life</p>
Water	<p>Water to the island is gravity fed by 4 inch, 10 inch and 15 inch pipes.</p> <p>Loss of water for a significant length of time would impact residents, specifically those with vulnerabilities.</p> <p>Loss of water would cause issues for the fire service and their ability to response.</p> <p>Emergency repairs would impede the highway and cause traffic issues.</p>	1 day	<p>Consequence management dependant on the loss of water, the timeframe, scale of repairs and number of people impacted.</p> <p>If the impact is over the capability of the water supplier to respond, then other agencies will become involved.</p> <p>Water companies should alert Local Authorities to any long term impact on the highways.</p>	<p>Portsmouth Water/ Water network provider – emergency response/engineers</p> <p>Notification to Police and Fire service (due to impacts on water supply in the event of a fire)</p> <p>HCC EP – evacuation of residents to rest centres, if required</p> <p>HCC Highways – invoke Road Traffic Management plan, location dependant</p>	

					HBC - support to residents, if required
	Foul Water/Sewage	<p>Foul water is pumped off the island to a treatment works.</p> <p>Loss of pumps or electricity could cause internal flooding or environmental impacts.</p> <p>Emergency repairs could impede the highway and cause traffic issues.</p>	1 day	<p>Consequence management dependant on the timeframe, scale of repairs and number of people impacted.</p> <p>If the impact is over the capability of the water supplier to respond, then other agencies will become involved.</p> <p>Water companies should alert Local Authorities to any long-term impact on the highways.</p>	<p>Southern Water/ Water network provider</p> <p>Notification to Police and Fire service (due to impacts on water supply in the event of a fire)</p> <p>HCC EP – evacuation of residents to rest centres, if required</p> <p>HCC Highways – invoke Road Traffic Management plan, location dependant</p> <p>HBC - support to residents, if required</p>
	Telecoms	<p>Telecoms is available for landlines and mobiles through a number of providers. Complete loss of telecoms for all providers is unlikely.</p> <p>Due to the demographics of the island landline usage is likely to be higher than mobiles.</p>	1 day	<p>Alternative communication methods for 999 calls etc to be relayed to public in the case of loss of telecoms.</p> <p>Telecoms providers are responsible for restoring the service.</p>	<p>Various providers on the island.</p> <p>Initial report to the Police</p> <p>HCC EP</p> <p>HBC support to residents, if requested by Police or HCC EP</p>

Access to Island	Traffic	<p>Traffic is a regular issue on the island. Summer pressures cause frequent issues, as well as the timings of the traffic lights at the Havant/A27 roundabout.</p> <p>Significant road closures can have an impact for several hours across a large part of the road network.</p>	12 hours	<p>Implement traffic management plan. Communicate with public. Consider places that people can leave cars if necessary. Timescale of cause of traffic. Time of year and welfare implications.</p>	<p>Initial report to the Police</p> <p>HCC EP – coordination if required</p> <p>HCC Highways - invoke Road Traffic Management plan</p> <p>HBC - support to residents, if requested by Police or HCC EP</p>
	Loss of bridge	<p>This is a low likelihood, high risk scenario. The bridge could be temporarily closed for highways purposes, utility repairs or as a result of an incident. Permanent loss of the bridge is unlikely but would cause widespread issues for the island as the only access route.</p>	3 days	<p>The traffic considerations would be in place for a temporary closure of the bridge.</p> <p>For a loss of bridge scenario, alternative access to the island would need to be considered. This would involve delivering any welfare, managing public interest, managing public movements, concerns such as schooling, healthcare, 999 services. The MOD would need 3 days to construct a temporary bridge.</p>	<p>Initial report to the Police</p> <p>HCC EP</p> <p>HCC Highways - invoke Road Traffic Management plan</p> <p>HBC - support to residents, if requested by Police or HCC EP</p>
Highways	Planned Closure exceeds dates specified	<p>Planned closures are usually overnight, communicated in advance with diversion routes in place where possible.</p>	1 day	<p>Risk of over-running and impact on traffic. Road closures are communicated to blue lights services. Some businesses might be</p>	<p>Initial report to the Police</p> <p>HCC EP</p>

				inconvenienced by day or night closure (farms, shop delivery).	HCC Highways - invoke Road Traffic Management plan HBC - support to residents, if requested by Police or HCC EP
	Emergency Closure	Emergency closures can be the result of utilities failure, flooding, RTC management or another emergency situation (i.e. fire truck access to a building)	1 day	<p>Consideration of impact on traffic, communication to the public, how to manage access/egress to the island, alternative parking places for residents that wish to continue by foot, impact on surrounding road network, timescale of repair/incident, time of year, traffic management plan. Public transport would be impacted, but could be used to transport residents parking on the mainland.</p> <p>If the island is cut off, blue light services will be severely compromised.</p> <p>If the closure is deemed to have a significant impact then an emergency response should be considered.</p>	<p>Initial report to the Police</p> <p>HCC EP</p> <p>HCC Highways - invoke Road Traffic Management plan</p> <p>HBC - support to residents, if requested by Police or HCC EP</p>

				<p>Utilities companies should alert the Highways agency to any emergency closures.</p> <p>Blue lights services would dynamically manage a road closure, but can request assistance from highways authority.</p>	
Severe Weather	<p>Surface water flooding</p> <p>Trees down</p> <p>Impact on access</p> <p>Bridge usage</p> <p>Coastal flooding</p> <p>Utility loss</p>	1 day	<p>Consequence management dependant on number of people/infrastructure impacted.</p>	<p>Coastal Partners (CP) – Coastal Incident Officer, tide alerts</p> <p>Environment Agency flood alerts</p> <p>HBC support to residents, if required</p> <p>Norse – sandbag provision</p> <p>HCC Highways – road signage and traffic management</p> <p>HCC EP – evacuation of residents to rest centres</p> <p>Blue Light Services</p>	
Other	Other risks contained within the Community Risk Register would be managed dynamically by the responding agencies				

Scenarios

Coastal Flooding

Key considerations:

Flooding along the coastline at South Hayling usually appears with long period swell waves with a southerly direction wind. With overtopping of the beach defences and storm boards, causing flooding on to the prom, car parks and footpaths. The tides should be closely monitored for action on site when you have a combination of these triggers:

Wave period is between 10 and 18 seconds (indicating the swell)
Wind speed is Force 6+ with any southerly directions (SE/S/SW etc.)
Tides of 5m CD and above (tables or with a surge forecast)

Storm boards are placed in situ at the start of the autumn.

HBC Considerations:

CP Coastal Incident Officer monitors the above and notifies the Safety and Emergency Planning Officer (SEPO) of any concerns, following the Eastoke Flood Response Guide. (if SEPO on leave DUTY Corporate Management Team (CMT) Officer will be notified out of hours if required)
Environment Agency also notify us of areas of concern well in advance.

If several properties affected and evacuation required:

- SEPO/CMT notify HCC EP Duty Pager for support to move residents to rest centre if required (some residents may make their own arrangements)
- Police should also be notified
CMT Duty Officer to follow the check list and consider impacts on other Council services, during the working day, waste collections if roads closed.

Command and Control Resources Required / Specialist Knowledge:

HBC lead, with support from Norse, HCC EP, HCC Highways, Police
If requiring multi-agency support escalate through HCC EP for any multi-agency meetings

Responsibilities:

- Sandbags are deployed by Norse as and when required at Eastoke Corner, prior to notification of an event.
- Call for assistance may come to HBC out of hours, request Norse duty officer attend site and assess the situation.
- OOH's coordinator notifies SEPO
- SEPO or OOH's coordinator notifies CMT Duty officer
- If large scale event CMT duty officer may decide to open up ECC. OOH's coordinator is the Link Officer role and will instigate calls to staff ECC.

Burst Water Main, with disruption to supply

Key considerations:

Initial responsibility is Portsmouth Water (PW) to report to the Police, who should notify HCC EP Duty Pager, who then notify HBC.

The Police will make other Blue Light services aware, especially the Fire Service who may have limited water supply on the island.

Road closure is the responsibility of PW and traffic management at the scene.

HBC Considerations:

HBC role is to monitor the situation and support PW/HCC EP where it can, this may be with communication. HBC needs to consider if Norse are carrying out waste collections on the island on that day.

There are alternative means of emergency evacuation by air/sea should there be a medical emergency.

Command and Control Resources Required / Specialist Knowledge:

If requiring multi-agency support escalate through HCC EP for any multi-agency meetings

Responsibilities:

HCC Highways may instigate their Road Traffic Management plan, depending on the location of where the repairs are required.

PW are responsible for the distribution of emergency water supply (bottled water) to residents but may seek support from HBC. Vulnerable locations are pre identified by PW, care homes, Dr's surgeries etc..

Road Traffic Collision on the bridge

Key considerations:

Initial responsibility Blue Light services, with the police taking the lead.

Repairs to the carriage way will be for HCC Highways, with traffic management jointly between Highways and the Police.

HCC EP will be notified, if going to be a long duration event and HBC may be required to support.

If the closure is deemed to have a significant impact, then an emergency response should be considered.

Utilities companies should alert the Highways agency to any emergency closures.

HBC Considerations:

- Impact on traffic
- Communication to the public
- How to manage access/egress to the island
- Alternative parking places for residents that wish to continue by foot
- Impact on surrounding road network
- Timescale of repair/incident
- Time of year
- Traffic management plan
- Public transport would be impacted, but could be used to transport residents parking on the mainland.

Command and Control Resources Required / Specialist Knowledge:

If requiring multi-agency support escalate through HCC EP for any multi-agency meetings

If the island is cut off, blue light services will be severely compromised.

Responsibilities:

- Warning and informing
- Support to residents as required
- Alternative transportation

Incident Action Checklist		
Action/Consideration?	Status	Notes
Initial information required from any requesting control room/reporting individual: <ul style="list-style-type: none"> • METHANE (or equivalent) • Where (including postcode) • When (including timings of any key actions) • How many people are impacted (include any specific needs) • Phone number for the key contact at the scene • What action are they expecting from you? 		
Have you referred to the District Emergency Response Plan for scenarios and numbers?		
Consider the wider implications of the incident. Refer to the trigger table.		
Do you need an ILO?		
Do you need the support of HCC Emergency Planning?		
Have you started a logbook?		
What council services do you need to contact? e.g. Housing, Waste (Norse), Coastal Partners		
Contact comms to make them aware. <ul style="list-style-type: none"> • Do you have any specific comms requests i.e. rest centre location, lead agency etc • Do you need social media scanning? 		
What other agencies do you need to talk to for the big picture or to make them aware? <ul style="list-style-type: none"> • HCC • Utilities • Highways Authority (HCC or HE) • Blue Lights 		
Do any individuals require shelter? <ul style="list-style-type: none"> • Does it require a rest centre? • Does it need housing support? 		
Do you need any maps or GIS?		
Do you need to open the ECC?		
Any other considerations?		

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NON EXEMPT

HAVANT BOROUGH COUNCIL

Cabinet

02 June 2021

CONFLICTS OF INTEREST POLICY

FOR DECISION

Cabinet Lead:

Key Decision: No

1.0 Purpose of Report

- 1.1** HBC is required to ensure governance compliance broadly across its organisation. This policy will assist in managing appropriate decision making in the event of an existing conflict of interest and ensure compliance with overall general principles of good governance.

2.0 Recommendation

- 2.1** Cabinet is invited to approve the Conflicts of Interest Policy.

3.0 Executive Summary

- 3.1** A conflict of interest, as defined by the National Audit Office is a “...set of circumstances that creates a risk that an individual’s ability to apply judgement or act in one role is, or could be, impaired or influenced by a secondary interest. The perception of competing interests, impaired judgement or undue influence can also be a conflict of interest.”
- 3.2** This policy outlines the importance of recognising and managing conflicts of interest and the Council’s position should a conflict arise. This policy focuses on organisational or institutional conflicts and is not

intended to replace the requirements of any other existing codes of conduct or Council policies.

- 3.3 The Council expects all Officers, members, employees or consultants of the Council to read and comply with this policy and to be alert to the ongoing risk of organisational conflicts arising, attend or complete training in relation to conflicts of interest and act honestly and promptly volunteer information about conflicts.
- 3.4 HBC and EHDC recognise that because of their close integration and their relationships with third party organisations it is inevitable that certain conflicts of interest will arise.
- 3.5 Each council understands that a transparent and pragmatic approach is needed to manage the associated risks as it is not feasible nor realistic to eliminate totally the risk of conflicts of interest.
- 3.6 This report sets out what a conflict of interest is, with reference to the National Audit office's report of 27th January 2015, the potential conflicts of interest that may arise moreover also contains reference to potential cross-over with other policies. This report also explains the importance of recognising a conflict of interest at the time they occur, what to do if you suspect a conflict has arisen and how to manage that conflict.
- 3.7 This policy outlines the measures for managing organisational conflicts, which includes: appointing separate officers to represent each council, maintaining a separate case management file for each council and restricting the access on each file, using password encryption to protect documents, listing identified risks on the risk register, restricting verbal communications between officers on different sides of a conflict and ensuring that meetings between these officers are minuted, relocating these Officers to different parts of the building, enforcing the council's clear desk policy and engaging support from external audit services and professional advisors, etc.
- 3.8 There is potential for conflicts of interest to arise in contracts and procurement - for example, in the context of any inter-authority agreements between the councils. This policy advises Officer's on how to manage this.
- 3.9 Having this policy is advantageous to the council as it assists officers and members when conflicts arise, moreover, how to spot these and (when they do arise) how to best manage them.

4 Additional Budgetary Implications

4.3 None.

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

5.1 There is a high level of governance and organisational integration between both councils. This policy provides guidance on how to identify and manage conflicts of interest that may arise as a result of the close integration between EHDC and HBC and their relationships with these third parties.

6 Options considered and reasons for the recommendation

6.1 If this Policy is not implemented, it may result in conflicts of interest not being properly identified or managed. Failure to recognise a conflict of interest may undermine public confidence and give the impression that the council is not acting in the public interest.

7 Resource Implications

7.1 Financial implications should be minimal as all projects should highlight any potential conflicts of interests when agreeing finances and should therefore not require any further funding for this.

Head of Finance comments

No additional financial implications

Date: 10 May 2021

8 Legal Implications

The only possible legal implications are in relation to mitigation of risk in the form of training moreover managing any challenges to the Policy.

Monitoring Officer comments

Date: 7 May 2021

The Conflict of Interest Policy will ensure the Council identifies and manages potential or perceived conflicts in accordance with principles of good governance.

9 Risks

- 9.1 If this Policy is not implemented, it may result in conflicts of interest not being properly identified or managed. Failure to recognise a conflict of interest may undermine public confidence and give the impression that the council is not acting in the public interest.

10.0 Consultation

- 10.1 Executive Board, Governance Board and Cabinet Briefing.

Appendices:

Appendix A – Conflicts of Interest Policy

Background Papers:

N/A

Agreed and signed off by:

Monitoring Officer: **Daniel Toohey – 07.05.21**

Head of Finance: **Matthew Tiller – 10.05.21**

Contact Officer: Daniel Toohey
Job Title: Head of Legal & Democratic Services
Telephone: 02392 446 228
E-Mail: daniel.toohey@havant.gov.uk

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ORGANISATIONAL CONFLICT OF INTEREST POLICY

Final Draft 01.11.2019

Dated: 01.11.2019

FINAL DRAFT

REVISION HISTORY

Rev No.	Date	Initials	Reason for Issue
1.0	09.10.2019	CO'M	First Draft
1.1	11.10.2019	CO'M	Second draft incorporating comments from David Brown, Monitoring Officer.
1.2	16.10.2019	CO'M	Third draft incorporating comments from Carl Mathias and instructions from Jane Ryan.
1.3	01.11.2019	AF	Fourth draft incorporating comments from David Brown, Chris Bradley and Janette Gill.

APPROVAL HISTORY

Rev No.	Date	Approved by
EB		

ASSOCIATED DOCUMENTS

Documents relating to Havant Borough Council
Constitution https://www.havant.gov.uk/constitution
Plaza - Clear desk policy http://intranet/sites/default/files/Plaza%20User%20Booklet%20V2.5%20June%202019.pdf
Whistleblowing http://havant.moderngov.co.uk/documents/s20446/Whistleblowing%20Policy.pdf
Anti-bribery policy http://havant.moderngov.co.uk/documents/s20433/Anti%20Bribery%20Policy.pdf
Anti-fraud and corruption policy http://havant.moderngov.co.uk/documents/s20436/Anti%20Fraud%20and%20Corruption%20Policy%20and%20Response%20Plan.pdf

Document relating to East Hampshire District Council
East Hampshire District Council Constitution https://www.easthants.gov.uk/constitution
Whistleblowing http://easthants.moderngov.co.uk/documents/s7672/Whistleblowing%20Policy.pdf
Anti-fraud and corruption policy http://easthants.moderngov.co.uk/documents/s7935/Anti-Fraud%20and%20Corruption%20Policy.pdf

Who should read this policy?

1.1. In this policy, Havant Borough Council is referred to as **HBC** and East Hampshire District Council is referred to as **EHDC**. A reference to “Council” means either or both HBC and EHDC.

1.2. The Council expects all Officers, Members, employees or consultants of the Council to read and comply with this policy.

2. What is a conflict of interest?

2.1. In its report on ‘Conflicts of Interest¹’, the National Audit Office (**NAO**) defines a conflict of interest as a “...set of circumstances that creates a risk that an individual’s ability to apply judgement or act in one role is, or could be, impaired or influenced by a secondary interest. The perception of competing interests, impaired judgement or undue influence can also be a conflict of interest.”

3. How is this relevant to the Council?

3.1. A high level of governance and organisation integration exists between HBC and EHDC which can be summarised as follows:

- HBC and EHDC operate under a joint management structure with a shared senior management team. Since 2010, the post of Chief Executive has been a joint role and since 2011/12 the Councils have shared directors and service managers;
- pursuant to an inter-authority agreement, HBC provides the following services to EHDC: procurement, finance, human resources and IT;
- the Councils share legal, executive support and environmental health services;
- HBC has delegated the following functions to EHDC: parking, traffic management and environmental enforcement; and
- EHDC has delegated its environmental waste services function (**ES Function**) to HBC.

3.2. Also of note is that:

- EHDC has contracts with numerous other local authorities for the provision of environmental enforcement services;
- EHDC has a shareholding in EH Commercial Services Ltd (**EHCS Ltd**) and Regeneration Services (**Regenco**);
- EHDC has delegated its environmental enforcement function (**EE Function**) to EHCS LTD;
- HBC has a shareholding in Norse South East Limited (**NORSE South East Ltd**); and

¹ National Audit Office, Report by the Comptroller and Auditor General, Cross-government “Conflicts of interest”, 27th January 2015

- HBC is host employer of the Eastern Solent Coastal Partnership team which is a partnership between Portsmouth City Council, Gosport Borough Council, Fareham Borough Council and HBC for the sharing of coastal defence management services.

3.3. HBC and EHDC recognise that because of their close integration and their relationships with third party organisations it is inevitable that certain conflicts of interest will arise.

3.4. Each Council understands that a transparent and pragmatic approach is needed to manage the associated risks as it is not feasible nor realistic to eliminate totally the risk of conflicts of interest.

4. Different types of conflicts have different policies

4.1. This policy focuses on *organisational* or *institutional* conflicts which may arise and is not intended to replace the requirements of any other existing codes of conduct or policies which the Council may have in place.

4.2. Whilst there may be some cross over issues, broadly speaking, if the conflict you have identified is:

- personal versus work, then you should refer to the relevant Council's Code of Conduct for Employees or Code of Members' Conduct as appropriate; or
- linked to corruption or bribery, then you should refer to the relevant Council's Anti-Bribery Policy and/or Anti-Fraud and Corruption Policy for further guidance.

5. What is expected of all Officers and Members

5.1. The Council expects all its Officers and Members to:

- read this policy and keep informed of any updates. If you become aware of any colleagues who have not read this policy, please encourage them to do so, especially if they are working in an area which is recognised as having a greater exposure to risk of an organisational conflict;
- be alert to the ongoing risk of organisational conflicts arising. At the start of each new project the Council's exposure to risk of conflicts should be assessed. The risk should then be monitored and reviewed on a regular basis;
- attend or complete any training which is offered in relation to conflicts of interest; and
- act honestly and to volunteer information about conflicts in a timely fashion.

6. Spotting conflicts of interest

6.1. The crucial first step is to identify the conflict. It is important to remember that the conflict may be actual, possible or perceived.

6.2. Set out in Schedule 1 of this policy are examples of conflicts/potential conflicts which exist/may arise. The list in Schedule 1 is not intended to be exhaustive, instead it gives examples of how and where conflicts of interest may arise. This may help Officers and Members to identify issues in the future.

7. Why is it important to recognise conflicts of interest when they occur?

- 7.1. Failure to recognise a conflict of interest can give the impression that the Council and/or its representatives are not acting in the public interest which could potentially lead to a decision being subject to challenge. Defending decisions is costly and risks damaging the reputation of the Council.
- 7.2. Failure to recognise a conflict of interest can ultimately undermine public confidence that the principles of public life such as integrity, objectivity and openness are being followed.
- 7.3. Having a clear approach to managing conflicts of interest improves transparency, ensures accountability and increases public confidence in the decision-making process.
- 7.4. Wherever the Council or its Officers or Members have multiple roles or interests then the potential for a risk of conflict will arise. As the risk cannot be eliminated, anyone involved in any decision-making process should be alert to the risk and know what to do next.

8. What to do if you suspect a conflict has arisen

- 8.1. If an Officer is worried about a potential conflict, they should discuss it with their line manager in the first instance. The line manager should assess the level of risk and consider what, if any, mitigation measures should be put in place. If there is any doubt in the line manager's mind as to whether there is a conflict, they should consult the Monitoring Officer for further advice.
- 8.2. If a Member is worried about a potential conflict, they should discuss the issue directly with the lead Officer for the project in the first instance. If the lead Officer for the project is unsure whether an actual, potential or perceived conflict exists, they should refer the matter to the Monitoring Officer for further advice.
- 8.3. If having considered the risk of exposure to organisational conflict, the line manager, lead Officer or Monitoring Officer considers there is an actual, potential or perceived conflict, then the Council should consider what measures are required to manage the organisational conflict identified.

9. Managing Conflicts of Interest

- 9.1. Public sector organisations in the UK are expected to develop their own approach towards managing conflicts of interest. Systems should reflect the level of risk of exposure to conflicts.
- 9.2. If a conflict is identified, a written record should be kept on the relevant project or issue, confirming which side of the conflict different Officers/Members are on and what measures have been or will be put in place to manage the risk in question.
- 9.3. Where a conflict relates to a third-party organisation or provider, the third party should be given a copy of this policy together with the list of measures being used to manage the risk. You should consider including a formal contractual requirement to ensure standards and processes are understood e.g., a letter of engagement with external solicitors could specify that instructions can only be given by certain members of the legal team.

9.4. There are many measures which could be used to manage a conflict of interest risk. The measures the Council puts in place should reflect the level of risk exposed by the conflict. Not all the measures listed below may be appropriate. If the risk exposure is high, then the Council may need to implement all these measures and/or another solution to adequately mitigate the risk identified.

9.5. Measures for managing organisational conflict risks may include:

- creating an information barrier by appointing separate Officers to represent the interests of each Council. If an information barrier is established, it should be confirmed in writing (by email) to all those concerned so that there is a written record of which side of the conflict the Officers stand. (Where an Officer and their line manager are on different sides of an organisational conflict, consideration should be given to identifying another line manager to support the officer in the conflicting role. Consideration should be given to the long-term implications of an Officer's involvement on one side of the information barrier and potential limitations on future activities);
- maintaining separate case management files for each Council and restricting access to those files to the relevant nominated Officer;
- the use of password encryption to protect important documents;
- listing identified risks on a risk register;
- a requirement restricting verbal communications between Officers on different sides of the conflict so that all communications must be in writing or at least confirmed in writing by email or through the production of file notes;
- a requirement that meetings between Officers on different sides of the conflict be minuted and the content approved by those who were present at the meeting;
- relocating Officers on different sides of the conflict to different office sites or to different parts of the building so that meetings, discussions and telephone calls can take place without Officers on the other side of the conflict overhearing. This is important given the open plan nature of our offices;
- enforcing the Council's clear desk policy;
- engaging with external audit services to ensure the measures taken by the Council are robust and appropriate to suitably manage the risk;
- engaging support from external professional advisors to ensure that competing interests are adequately represented.

9.6. Set out in Schedule 2 of this policy is a list of specific measures which the Council considers necessary to manage the organisational conflicts identified in respect of the areas listed in Schedule 2.

10. Professional regulatory rules

10.1. Officers employed by the Council should ensure that they comply at all times with any rules imposed on them by any applicable professional or regulatory bodies. For

example, solicitors should ensure that they comply at all times with the SRA's Handbook rules on Conflicts of Interest².

11. Sanctions for non-compliance with this policy

- 11.1. Investigations of alleged breaches of this policy will be dealt with under the Council's disciplinary procedures and in line with the Council's Code of Conduct for Employees or the Council's Code of Conduct for Members (as appropriate).

² <https://www.sra.org.uk/solicitors/handbook/code/part2/rule3/>

Schedule 1: Examples of organisational conflicts

Here is a list of some conflicts/potential conflicts which at the time of writing this policy are relevant to HBC and EHDC. This list is not intended to be exhaustive, but it may help Officers and Members to identify issues in the future.

Part A: Delegation by EHDC to HBC of its environmental services function (ES Function)

1. HBC is a shareholder of NORSE South East Ltd, the company engaged to provide environmental services to HBC for the Havant and East Hampshire areas. The interests of NORSE South East Ltd may conflict with the aims or interests of HBC in its capacity as 'customer' and/or HBC's interests under the delegation.
2. A Senior Officer employed by HBC and a Member of HBC are directors of NORSE South East Ltd meaning that their legal fiduciary duty to NORSE South East Ltd may compete with their duty to HBC or residents within the borough of Havant.
3. In addition to the delegation of the ES Function, HBC and EHDC have shared service arrangements. Each Council will have their own interests to protect and will be competing for the use of resources, trying to influence it for its own benefit.
4. The Contract Liaison Manager for HBC's contract with NORSE South East Ltd and the Delegation Agreement is an EHDC employee. The Contract Liaison Manager may have conflicting demands placed upon them. For example, if both Councils needed a particular resource but that resource was limited, the Contract Liaison Manager might be required to decide which Council's interests should come first. Alternatively, if there was potential to make a financial saving for one Council but such saving would lead to a negative financial impact on the other Council, then an organisational conflict would be created and it might be difficult for the Contract Liaison Manager alone to decide what to do.
5. HBC is NORSE South East Ltd's landlord. HBC's interests as a shareholder of NORSE South East Ltd may compete with HBC's interests as landlord and its duty to the residents of Havant.
6. EHDC is NORSE South East Ltd's landlord. EHDC has delegated its ES Function to HBC. HBC is a shareholder of NORSE South East Ltd. EHDC financial interests as landlord may conflict with HBC's financial interests as a shareholder of NORSE South East Ltd and HBC's financial interests under the delegation agreement made with EHDC and the service agreement made with NORSE South East Ltd. EHDC may have its own competing financial interests i.e., a desire to maximise rental income whilst avoiding big increases in the cost of the ES Function.
7. HBC and EHDC share Legal Officers. No Legal Officer could advise both HBC and EHDC on a question of interpretation of the Delegation Agreement.
8. HBC and EHDC share finance officers and consultants. Finance officers may have conflicting demands placed upon them when for example, reviewing and updating the business plan for the ES Function.

Part B: Delegation of Environmental Enforcement Function (EE Function)

1. EHDC is a shareholder of EHCS Ltd, the company responsible for the delivery of the environmental enforcement function in the Havant and East Hampshire areas. The interests of EHCS Ltd may conflict with the aims or interests of EHDC and/or the interests of the delegation.
2. EHDC as shareholder of EHCS Ltd is supported by three regulated Officers who are shared employees. Shared officers may have conflicting demands placed upon them.
3. A Senior Officer employed by HBC and shared with EHDC is a director of EHCS Ltd meaning that their legal fiduciary duty to EHCS Ltd may compete with their duty to HBC, EHDC and/or the residents within the borough of Havant or district of East Hampshire.
4. A Senior Officer employed by EHDC and shared with HBC is a director of EHCS Ltd meaning that their legal fiduciary duty to EHCS Ltd may compete with their duty to EHDC and/or the residents within the district of East Hampshire.
5. A Senior Officer of HBC and a Senior Officer of EHDC act as nominated client representative for EHDC in relation to the EE Function for Havant and East Hampshire areas. Both officers are shared employees of HBC and EHDC. Their duties to each respective Council may compete with the interests of the other Council.
6. The Operations Manager responsible for managing employees of EHCS Ltd engaged in the delivery of the EE Function is an EHDC Officer. The interests of EHDC may conflict with the interests of EHCS Ltd.
7. An EHDC Finance Officer carries out work for EHCS Ltd. The Finance Officer may have conflicting demands placed upon them.
8. EHDC is EHCS Ltd's landlord. EHDC's interests as a shareholder of EHCS Ltd may compete with EHDC's interests as landlord and its duty to the residents of East Hampshire.
9. HBC and EHDC share Legal Officers. No Legal Officer could advise both HBC and EHDC on a question of interpretation of the delegation agreement between them or in respect of any court proceedings taken in connection with the EE Function.

Part C: Eastern Solent Coastal Partnership team (ESCP)

1. HBC is appointed as host employer of the ESCP for the delivery of the coastal defence management services. HBC is itself a recipient of those services. The interests of HBC may conflict with the aims of the ESCP and the interests of the other local authority partners.
2. A Senior Officer employed by HBC is Head of the ESCP. They may have conflicting demands placed upon them.
3. HBC provides HR, legal, administrative and finance support services to the ESCP. The interests of HBC may conflict with the interests of the ESCP and the officers involved in the delivery of those services may have competing demands placed upon

them. For example, if a dispute arose between HBC and the ESCP in respect of any of those support services then no legal officer could advise both HBC and the ESCP.

4. HBC's interests in deciding how much to charge the ESCP for its use of the support services mentioned above may conflict with HBC's interests as a partner of the ESCP.
5. Where HBC has engaged the services of third-party providers for the delivery of services to HBC and the ESCP, the interests of the ESCP may conflict with the rights and obligations of HBC under those third-party contracts.
6. The ESCP rents accommodation from HBC. HBC's interests as a partner of the ESCP may compete with HBC's interests as a landlord.

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Schedule 2: Specific Measures

The following specific measures have been identified by each Council as being necessary to manage the organisational conflicts identified in respect of each of the areas listed below. These measures are in addition to the general measures suggested elsewhere in this policy.

Part A: Measures relating to the Delegation of the ES Function

1. Maintenance of the information barrier established during the negotiation of the delegation agreement relating to the ES Function. In practice, this means:
 - a. that each Council will have a Legal Officer allocated to them to answer any questions which may arise relating to the delegation agreement relating to the ES Function or the ES Function itself;
 - b. that the Supplemental Agreement made between (i) HBC; (ii) Norse South East Limited; and (iii) Norse Commercial Services Limited dated 27th September 2019 (**Supplemental Agreement**) has been placed in the deeds strong room for safekeeping with a covering note clearly marking its financial contents as confidential;
 - c. if EHDC wishes to see a copy of the Supplemental Agreement, it is only entitled to a redacted version. Any financial information should be redacted. If an Officer is unsure whether something is capable of disclosure to EHDC, they should refer the matter to the Contract Liaison Officer in the first instance. If a second opinion is required, the matter should be referred to the Monitoring Officer for their decision.
2. Maintenance of a risk register for the ES Function.

Part B: Measures relating to the Delegation of the EE Function

1. Existence of a shareholder committee comprising of three Members nominated by EHDC Full Council. The Directors of EHCS Ltd have disclosed their conflict of interest to the shareholder committee which has in turn authorised the Directors to act and to participate in the decision-making process.
2. Maintenance of a risk register for the EE Function.
3. Preparation of quarterly accounts in respect of EHCS Ltd for the Section 151 Officer to review.
4. Arrangements are made for the accounts of EHCS Ltd to be externally audited each year.

Part C: Measures relating to the Eastern Solent Coastal Partnership team (ESCP)

1. The ESCP has in place a clear team structure showing the reporting channels for any issues which may arise.
2. The ESCP collectively agrees a business plan and strategy for the allocation of resources on an annual basis so that the Head of the ESCP knows how to prioritise spending across the 4 authorities.

3. Each local authority partner (including HBC) has a client manager with whom the Head of the Coastal Team regularly liaises.
4. Maintenance of a risk register.

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HAVANT BOROUGH COUNCIL

CABINET

2 June 2021

APPOINTMENTS TO OUTSIDE ORGANISATIONS

Report by the Deputy Democratic Services Team Leader

Head of Service: Daniel Toohey

Director: Peter Lewis

Key Decision: No

Report No: HBC/003/2021

1. Purpose

- 1.1 To appoint members to represent the Council on the governing bodies of various outside organisations for the 2021/22 municipal year.

2. Recommendation

- 2.1 That Cabinet appoints members to represent the Council on those outside organisations set out in Appendix A. Attendance at meetings of the organisations concerned to qualify as an Approved Duty and all appointments to have effect until the first meeting of the Cabinet in the 2022/23 municipal year.

3.0 Executive Summary

- 3.1 Appendix A to this report sets out the detail of those appointments that fall to be made by the Cabinet, together with an indication of any special requirements where these are applicable. All such appointments, when made, will have effect until superseded at the first meeting of the Cabinet in the 2022/23 municipal year.

4.0 Additional Budgetary Implications

- 4.1 None

5.0 Background and relationship to Corporate Strategy and/or Business Plans

5.1 It is essential that the Council has an input into the running of those organisations that either provide services to the Borough or use Council resources in order to function.

6.0 Options considered

6.1 Not applicable, as it is an annual requirement to appoint members to Outside Bodies.

7.0 Resource Implications

7.1 Financial Implications

As an approved duty, if members choose to claim subsistence allowance for attendance at meetings there be a charge against the Council's budget allocated for this purpose. This will be within agreed budgets.

7.2 Human Resources Implications

There are no human resources implications arising from the recommendations.

7.3 Information Governance Implications

There are no information governance implications arising from the recommendations.

7.4 Other resource implications

There are no other resource implications arising from the options.

8 Legal Implications

8.1 There are no legal implications arising directly from this report.

9 Risks

9.1 Having no involvement in the way these organisations are run may have an adverse effect on the Council should criticism arise.

9.2 Increasing the amount of meetings that members attend may draw their time and resources away from other work.

10 Consultation

10.1 Not applicable

11 Communication

11.1 The councillors appointed have been consulted with and the Outside Bodies will be notified of the appointments.

12 Appendices

12.1 Appendix A – Appointments to Outside Organisations to be made for 2021/22.

13 Background papers

13.1 None

Agreed and signed off by:

Portfolio Holder: Cllr Alex Rennie

Director: Peter Lewis

Monitoring Officer: Daniel Toohey

Contact Officer: James Harris
Job Title: Deputy Democratic Services Team Leader
Telephone: 01730 234098
E-Mail: james.harris@easthants.gov.uk

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APPENDIX A
Appointments to Outside Organisations 2021/22

	ORGANISATION	No. Appointments to be made	Appointments 2020/21	SPECIAL REQUIREMENTS
1	Armed Forces Covenant Representative	One	Cllr J Thain-Smith	None
2	Bedhampton Community Hall Association	One	Cllr G Robinson	None
3	Community First Wessex	One	Cllr B Francis	None
4	Cowplain Activity Centre Association	One	Cllr N Bains	Ward Councillor
5	District Councils Network	One	Cllr A Rennie	Must be the Leader of the Council

APPENDIX A
Appointments to Outside Organisations 2021/22

	ORGANISATION	No. Appointments to be made	Appointments 2020/21	SPECIAL REQUIREMENTS
6	Emsworth Maritime Historical Trust	One	Cllr J Thain-Smith	Clause in Lease states that the Council may appoint one representative to serve on the governing body of the Trust (which is the body concerned with the day to day management of the Trust and its premises)
7	Hampshire (South East) Road Safety	One	Cllr P Crellin	None
8	Hampshire and Isle of Wight Local Government Association	Two	Cllr A Rennie Cllr N Bains	Must be members of the Executive
9	Hampshire Buildings Preservation Trust	One	Cllr A Rennie	None
10	Havant Citizens Advice	One	Cllr G Robinson	None

APPENDIX A
Appointments to Outside Organisations 2021/22

	ORGANISATION	No. Appointments to be made	Appointments 2020/21	SPECIAL REQUIREMENTS
11	Havant Thicket Reservoir Stakeholder Group	One	Cllr C Satchwell	None
12	Hayling Island Community Centre Association	One	Cllr L Turner	None
13	Local Government Association (Assembly)	One	Cllr A Rennie	None
14	Local Government Association Coastal Issues Special Interest Group	One	Cllr C Satchwell	None
15	Norse South East – Strategic Liaison Board	One	Cllr L Bowerman	Must be member of the Executive (can be the same as Director)
16	Off The Record	One	Cllr Y Weeks	None
17	Parking Patrol Adjudication Panel and Traffic Regulations Outside London Adjudication Joint Committee (PATROL)	One	Cllr G Robinson	None
18	Portchester Crematorium Joint Committee	Two	Cllr A Rennie Cllr L Bowerman	Must be members of the Executive
19	Portsmouth City Council Health Overview and Scrutiny Panel	One	Cllr R Raines	None

APPENDIX A
Appointments to Outside Organisations 2021/22

	ORGANISATION	No. Appointments to be made	Appointments 2020/21	SPECIAL REQUIREMENTS
20	Project Integra Strategic Board	One plus non-voting Standing Deputy	Cllr L Bowerman S. Deputy – Cllr N Bains	Must be an Executive Member
21	PUSH Joint Management Committee	One	Cllr A Rennie Cllr N Bains (either may attend, dependent upon circumstances)	Normally but not necessarily the Leader of the Council
22	PUSH Overview and Scrutiny Committee	One	Cllr E Lloyd	To be non-Executive members
23	Solent Growth Forum	One	Cllr A Rennie	None
24	Solent Leader's Forum	One /Deputy	Cllr A Rennie Cllr N Bains (deputy)	None
25	South East Employers	One	Cllr A Rennie	None
26	South East of England Councils	One	Cllr A Rennie	None
27	Southern and South East England Tourist Board	One	Cllr C Satchwell	None

APPENDIX A
Appointments to Outside Organisations 2021/22

	ORGANISATION	No. Appointments to be made	Appointments 2020/21	SPECIAL REQUIREMENTS
28	Spring Arts and Heritage Centre	One	Cllr J Branson	None
29	Springwood Centre	One	Cllr D Patrick	None
30	Standing Conference on Problems Associated with the Coastline (SCOPAC)	One	Cllr C Satchwell Cllr A Rennie (D)	None
31	Staunton Country Park Management Committee	One	Cllr Y Weeks	None
32	Sussex Downs and Coastal Plain Local Action Group	One	Cllr L Turner S. Deputy – Cllr R Raines	None
33	Waterlooville Area Community Association	One	Cllr M Sceal	None
34	We Big Local	One	Cllr D Jenner	None
35	Wecock Community Centre Association	One	Cllr E Shimbart	None

APPENDIX A
Appointments to Outside Organisations 2021/22

	ORGANISATION	No. Appointments to be made	Appointments 2020/21	SPECIAL REQUIREMENTS
36	West of Waterlooville Forum	Four plus 2 Standing Deps	Cllr S Milne Cllr P Wade Cllr D Jenner Cllr Gwen Robinson	Must not be members of DMC
37	Westbrook Hall Association	One	Cllr D Keast	None
38	Police and Crime Panel		Cllr Narinder Bains	None