

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



**Havant**  
BOROUGH COUNCIL

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## OVERVIEW AND SCRUTINY COMMITTEE AGENDA

**Membership:** Councillor Lloyd (Chairman)

Councillors Francis (Vice-Chairman), Briggs, Crellin, Howard, Hughes, Jenner, Kennett, Milne, Moutray, Sceal, Stone and Weeks

**Meeting:** Overview and Scrutiny Committee

**Date:** Tuesday 12 April 2022

**Time:** 5.00 pm

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

The business to be transacted is set out below:

Kim Sawyer  
Chief Executive

4 April 2022

Contact Officer: Mark Gregory 02392 446232  
Email: [mark.gregory@easthants.gov.uk](mailto:mark.gregory@easthants.gov.uk)

### Public Attendance

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

**Can Councillors Please Submit Any Detailed Technical Questions On The Items Included In This Agenda To The Contact Officer By 12 Noon On Friday, 8 April 2022**

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To receive any apologies for absence	
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To receive any declarations of pecuniary interest.	
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Papers to follow.	
<b>5 Report of the Overview And Scrutiny Task Force on Paperless Meetings</b>	<b>37 - 64</b>
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## **GENERAL INFORMATION**

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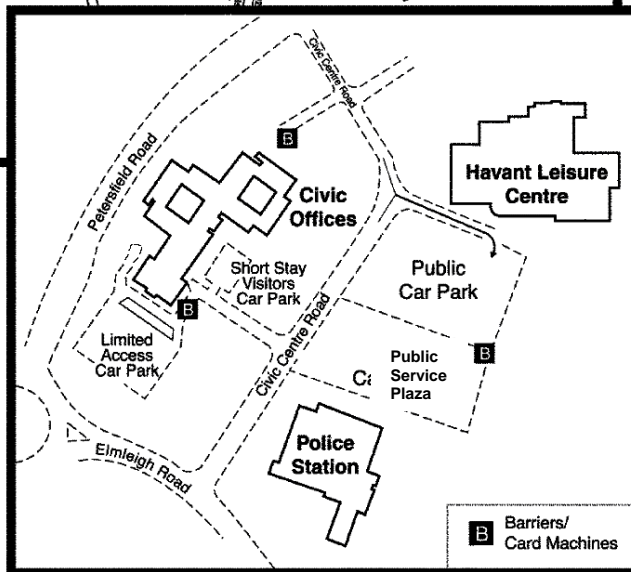
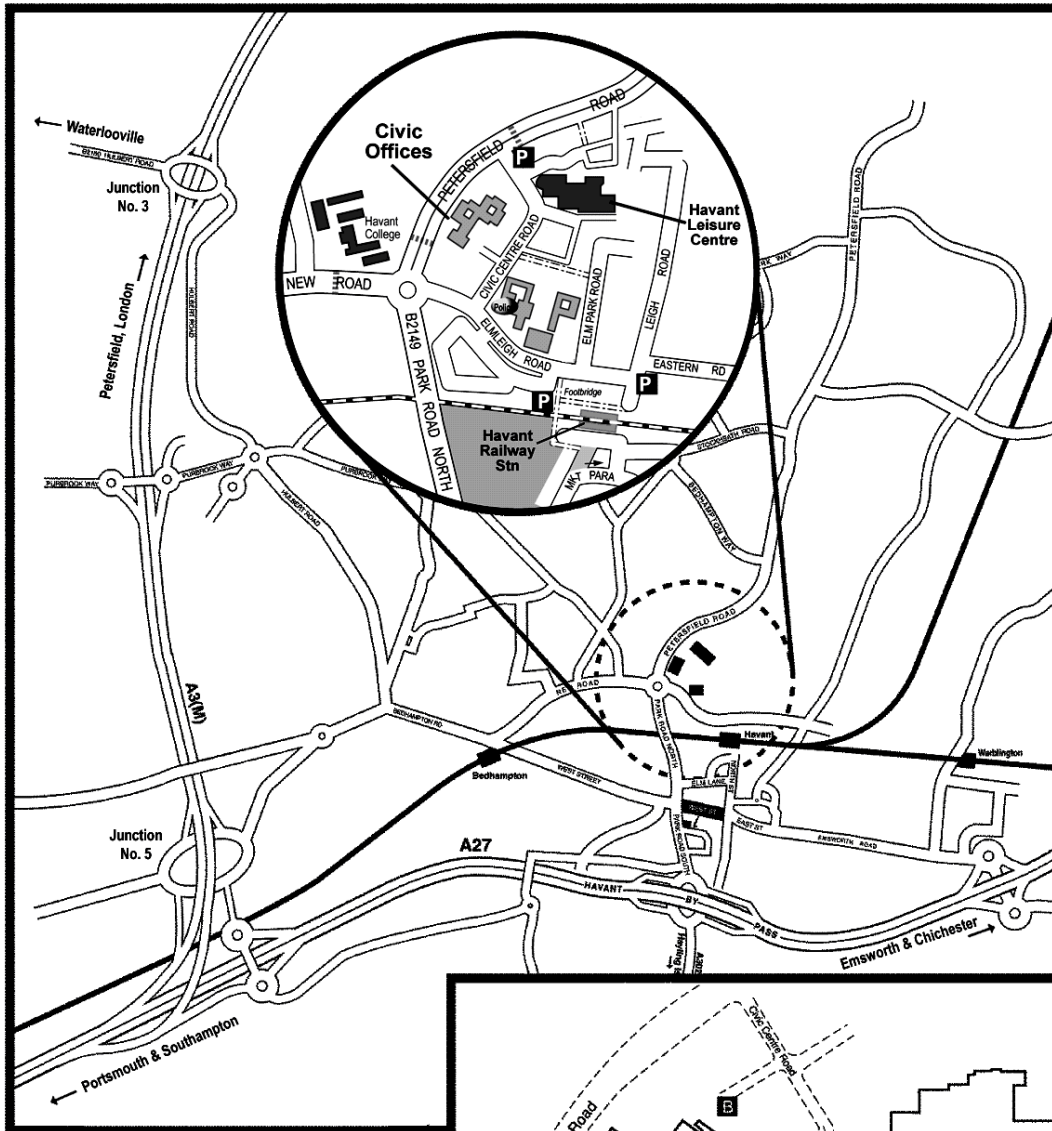
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# Havant

## BOROUGH COUNCIL

Civic Offices, Havant, Hants, PO9 2AX  
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## HAVANT BOROUGH COUNCIL

At a meeting of the Overview and Scrutiny Committee held on 9 February 2022

Present

Councillor Lloyd (Chairman)

Councillors Briggs, Francis (Vice-Chairman), Kennett, Moutray, Sceal, Scott and Stone

Other Councillors Present:

Councillor(s): Rennie, Inkster, Denton, Linger, Robinson, Satchwell, Keast, N Bains and Pike

### **24 Apologies for Absence**

Apologies for absence were received from Councillors Weeks, Hughes, and Milne.

### **25 Declarations of Interest**

There were no declarations of interests relating to matters on the agenda.

### **26 Minutes of the Previous Meeting**

The Minutes of the meeting of the Overview and Scrutiny Committee held on 2 December 2020 were agreed as a correct record and signed by the Chairman.

### **27 Draft Budget 2022/23**

(For the purposes of this review, the Chairman had invited members of the Audit and Finance Committee to attend the meeting to ask questions but not take part in the debate or vote)

The Cabinet Lead for Finance introduced the draft budget for 2022/23 by outlining the context within which the budget was drafted and gave a summary of the proposals for next year.

The Leader of the Council explained how the budget would help fulfil the Council's Corporate Strategy.

The Committee considered the submitted report on the draft budget and was also given an opportunity to ask questions and comment upon the draft budget proposals.

In response to questions raised by members of the Committee and members of the Audit and Finance Committee, it was noted that:

1. a 5% reduction on costs achieved overall;

2. some fees and charges had been bench marked and increased accordingly, while those related to sports facilities had not been increased;
3. there were sufficient funds identified to pay for any costs associated with the termination of the Inter Authority Agreement, without using receipts intended to support the Borough's regeneration; and
4. the Committee could clearly identify incidents of cost in the draft budget that directly related to the Corporate Plan.

(Details of the questions and answers raised are set out as an appendix to these minutes)

The Committee advised that it was looking forward to seeing how the next phase of the Shaping our Future - transformation programme, would deliver further cost reductions through efficiency measures.

RESOLVED that the report be noted.

**The meeting commenced at 5.00 pm and concluded at 6.47 pm**

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**Chairman**

<b>Appendix to the Minutes</b>	
<b>Overview and Scrutiny Committee – 9 February 2022</b>	
<b>Question</b>	<b>Answer</b>
Referring to Appendix A Pages 15 and 16	
i. Executive Office £469,000. This heading has not appeared in previous budgets. What does it cover?	This heading was included within the Customer Services lines last year. It was split out to aid transparency. This brings this report in line with outturn reports and regular monitoring. This covers the Executive Team and support staff as related costs.
ii. Head of Programmes Redesign £2,882,000. This heading has not appeared in previous budgets. What are we paying for?	This was in last year's base as £3,039,000. This covers a wide range of services such as ICT, Facility management and business solutions
i. Head of Neighbourhood Support (£681,000) Please remind me: is this income from Fees and Charges or where does it come from?	Neighbourhood Support consists of a number of front line, operational services. Currently this comprises Environmental Health, Parking and Traffic Management, Planning Enforcement and Neighbourhood Quality.  Fees and charges apply to most of the services within Neighbourhood Support, by way of example these include parking tariffs, Licensing fees and Pest Control fees. The income generated as a result of the collective activities undertaken by these services, produces a forecast surplus for 22/23, that being £681,000

<b>Appendix to the Minutes</b>	
<b>Overview and Scrutiny Committee – 9 February 2022</b>	
<b>Question</b>	<b>Answer</b>
<p>li Head of Property (£1,849,000) This looks promising. What are the main sources of income? What are the continuing outgoings?</p>	<p>The main sources of income primarily relate to the council's commercial portfolio, which generates income in the form of rent. The asset value of the council's commercial portfolio is in the region of £30m and includes a range of commercial, retail and leisure, grazing land and industrial premises. A variety of outgoings exist in relation to the management of that portfolio. In addition, the council's wider property portfolio has an asset value in the region of £70m and includes operational assets and items such as community centres and car parks. The most significant outgoings for both are inspections, commercial negotiations, maintenance (including capital investment) and staffing.</p>
Appendix C Page 19	
<p>i This year we are supporting Community Leisure Projects, but there is nothing in the Capital Programme for this in future years. Many of our Communities, especially young people and the sick and elderly, are badly in need of support.</p>	<p>The £178k for 21/22 was for the Hayling Bowls Club Artificial Green and Floodlights and for the Bidbury Mead Artificial Cricket Pitch. All the spend on the Community Leisure Projects code is financed by external grants, S106, CIL. No internal budget.</p> <p>In 22/23 Hayling Skatepark is the only project confirmed to spend on this code in 22/23 again this will be financed by external grants, S106 and CIL, no internal capital budget. We have several other projects in development which will spend against this code. Some will be in 22/23 and others beyond. We cannot confirm when or guarantee delivery as</p>



<b>Appendix to the Minutes</b>	
<b>Overview and Scrutiny Committee – 9 February 2022</b>	
<b>Question</b>	<b>Answer</b>
	<p>they are dependent on design, planning approvals and securing funding first.</p> <p>The Skatepark and our play areas will be used by the young people in our area as will the Community Buildings we support which are also used by the older residents. The Council does not have the remit to provide support services for the sick and elderly.</p>
Will the working relationship with Community First continue?	Yes
li An inordinate amount is going to Hayling Island Projects. Why have our less affluent areas not been supported?	<p>Many of the projects referred to relate to works or schemes relating to coastal defence and/or flood defence works and as such, are specific to our coastline on Hayling Island. The Regeneration &amp; Economy Strategy and associated work programme will cover the whole borough, with a focus on Havant Town Centre, Hayling Seafront, Waterlooville and Leigh Park.</p>

<b>Appendix to the Minutes</b>	
<b>Overview and Scrutiny Committee – 9 February 2022</b>	
<b>Question</b>	<b>Answer</b>
Appendix E Page 23 RESERVES	
Most of the reserves are to be maintained steadily, but there are great demands on S31 Grant Reserve. Please may we be reminded of what these funds cover? Is it proposed to try to build these up?	The Government has given Councils the s31 grant to compensate them where they have made decisions on changes to the business rate scheme, such as granting extra reliefs to businesses. This grant is used to help fund the overall business rates in the funding part of the budget. The Government gave Councils a lot upfront during the pandemic, but it is all ring fenced for futures funding and as such not available for other spend. The size of this reserve depends on government decisions on reliefs granted.
APPENDIX I – Fees and Charges	
Do we influence the charges for services provided by Norse?	The fees and charges set out by the Council.
General Observations	
Why has the time period for scrutiny of the budget been shortened this year?	The budget setting timetable was delayed this year to integrate with the shaping out Future work stream. Will look at future years' timetables. The Committee can be assured that O & S members would be involved in the newly created Budget Working Group
Where are the Council's assets reported?	On the Council's website

<b>Appendix to the Minutes</b>	
<b>Overview and Scrutiny Committee – 9 February 2022</b>	
<b>Question</b>	<b>Answer</b>
How much has been set aside for the split with East Hampshire District Council?	£1.3M
Will business case include an estimate of the financial costs of the withdrawal?	<p>It is anticipated that the business case will be submitted by the end of February this year. The final amount is not known. but up to £1.95m has been set aside in the reserves. The cost will be equally funded.</p> <p>£418,000 has set aside for the restructure of the senior officer posts.</p> <p>It is anticipated that the delivery of the transformation programme will result in some savings that could be used to offset some of the costs</p>
What direction were officers given when devising the Budget?	Looking for in year savings of 5% across the services
Provision made for filling vacancies?	yes
Referring to page 15 (to each Cabinet Lead)	

<b>Appendix to the Minutes</b>	
<b>Overview and Scrutiny Committee – 9 February 2022</b>	
<b>Question</b>	<b>Answer</b>
How are the costs made up for each of the services you hold in your portfolio please, e.g. % for HR, IT, overheads, transport etc.?	<p>It is a central core a core admin budget which budget holders cannot currently influence but it is hoped to open this up in the future.</p> <p>A breakdown of services has been circulated which show that a majority of the recharges are held in each individual service's budget</p>
What element of the Strategic commissioning is included in each of the services/portfolios?	Strategic commissioning made up by Norse and Capita. Recharged into five Council budget and charged across.
What does programme design encompass?	Services led by Programme Quality and Design Service. The biggest cost is the CAPITA IT contract
How is democratic services broken down?	The service falls under Legal Services. The service was the subject of an in depth review last year and it was felt that an appropriate budget is in place. It is anticipated that there may be a need to review the service in view of the proposed withdrawal from the shared management arrangements with EHDC. In the meantime, the Council is looking into ways of enabling Councillors to obtain information and services without having to use Democratic Services.
Referring to Page 59.	

## Appendix to the Minutes

### Overview and Scrutiny Committee – 9 February 2022

#### Question

Almost £1m of savings have been made in this budget, from last year's by a 5% cut, in costs, is that correct?  
Can you advise how those savings have been achieved please, for the services you hold in your portfolio?

#### Answer

Savings breakdown is included and can be discussed

#### Planning Policy

Savings had been identified in the delivery of the Local Plan

#### CIL

No savings put forward for CIL because the levy covers the administration costs

#### Communities

Looking at options to make savings in this service

#### Housing

It was estimated that by bringing Brent House into use, the Council could save £250,000

#### Parking

**Appendix to the Minutes**

**Overview and Scrutiny Committee – 9 February 2022**

**Question**

**Answer**

HCC require on street parking to be delivered at cost neutral. There are no plans to make a 5% saving but charges had been adjusted to encourage greater use of underutilised car parks and at the same time ensure the total costs of parking is covered by these charges.

The propose fees and charges appendices will be reviewed to ensure that they are correct

**Customer Services**

The costs of the service is reducing yearly as envisaged under the CAPITA contract

**Neighbourhood Quality**

A structure review has led to savings in this service

**Animal Welfare**

<b>Appendix to the Minutes</b>	
<b>Overview and Scrutiny Committee – 9 February 2022</b>	
<b>Question</b>	<b>Answer</b>
	Envisage a saving of £57,000 saving.
Referring to page 19 Appendix C	
<p>i How is the sum of £1.6m for Disabled Facilities Grants set please?</p> <p>Do we spend it all every year?</p>	<p>The grant funding amounts to be distributed to local authorities are set centrally by the Department of Health and Social Care. The funding is taken from the Better Care Fund (BCF) programme.</p> <p>When the DFG became a part of the BCF in 2015 there was an increase in the amount distributed to local authorities. Prior to 2015 we usually spent our entire allocation, however since the increase in 2015 we have not done so, despite doing more with the funding. Our local policy has recently been reviewed and will be going through the approval process imminently, and this will give us more freedom to use the funding to assist our residents.</p>
<p>ii. How is the £250k going to be spent on Nutrient Neutrality Mitigation?</p>	<p>This allowance could be spent in a number of ways. This allows for a further land transaction to continue the Council's award-winning mitigation scheme at Warblington Farm. Alternatively, it could fund a strategic acquisition of nutrient neutrality mitigation at a suitable third party scheme, of which there are now many</p>

<b>Appendix to the Minutes</b>	
<b>Overview and Scrutiny Committee – 9 February 2022</b>	
<b>Question</b>	<b>Answer</b>
	<p>(<a href="https://www.push.gov.uk/work/mitigation-schemes-available-to-developers/">https://www.push.gov.uk/work/mitigation-schemes-available-to-developers/</a>).</p> <p>Will need to negotiate with landowner to move into Phase 2. The scheme will be fully funded by developers. The Council's capital investment will be repaid in full through developer contributions.</p>
iii. How is the £500k going to be spent on Hayling Island BMA – what is BMA?	<p>BMA is the annual Beach Management Activity for Eastoke, Hayling Island where we have secured ~£3.3million of GiA now over seven years to recycle beach material and recharge from licenced dredging extraction areas; this also allows us to recover officer time. More detailed info <a href="https://coastalpartners.org.uk/project/south-hayling-beach-management-plan/">https://coastalpartners.org.uk/project/south-hayling-beach-management-plan/</a></p>
iv. How is the £292k going to be spent on the Hayling Island Strategy?	<p>Spend profile attached. The project has completed various technical assessments to understand the flood and erosion risks to Hayling Island, following this has undertaken an "options appraisal" which will shortly be presented as a draft Coastal Management Strategy to manage the Hayling Island Coastline for the next 100 years. More details can be found</p>



<b>Appendix to the Minutes</b>	
<b>Overview and Scrutiny Committee – 9 February 2022</b>	
<b>Question</b>	<b>Answer</b>
	<a href="https://coastalpartners.org.uk/project/hayling-island-coastal-management-strategy-2120/">https://coastalpartners.org.uk/project/hayling-island-coastal-management-strategy-2120/</a>
v. How is the £337k going to be spent on the Langstone FCERM – what is FCERM and why does it increase by >600% in 2023/24?	Spend profile attached. FCERM is Flood and Coastal Erosion Risk Management. We have previously worked through the appraisal phase to develop an outline design which was approved by Cabinet 28th October 2020 and have since been developing the Detail Design for the project. Upon completion of the design and subject to further Cabinet approval and closing any funding gaps the scheme will move into a Construction Phase which I assume reflects the reported financial figures in the Overview & Scrutiny paper. More information on the project can be found <a href="https://coastalpartners.org.uk/project/langstone-coastal-defence-scheme/">https://coastalpartners.org.uk/project/langstone-coastal-defence-scheme/</a>
vi. Can you please explain the difference between the various elements of Capital Funding, e.g. difference between the REFCUS and Specific Reserves.	The legislation is strict on how capital spend can funded.  Specific ear marked reserves are money put aside in previous years for funding future capital.

<b>Appendix to the Minutes</b>	
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<b>Question</b>	<b>Answer</b>
	Refcus stands for Revenue Expenditure Financed by Capital under statute. These are revenue items allowed to be finance by capital. In this case it is disabled facilities grant.
What would the impact on reducing play areas	Funding had been received to upgrade 3 play parks per year  Undertaking a review – using CIL to finance upgrading. No reduction but large increase in play parks
It is proposed to introduce CCTV in parks to prevent vandalism?	Included in Corporate Strategy as one of the options available to protect CI assets.
Once the Budget has been agreed in February each year, how often does the S151 officer report on the Actual state of the finances versus the Budget, throughout the year and how widely and often is that reported to Members please?	Reports are made monthly to EB and cabinet liaison and quarterly to cabinet. This is currently being embedded
Appendix M	
How far along the process have each of the services in your portfolio come, and what are the outcomes for those services looking like?	In a state of pause due to split with EHDC. Preliminary has been completed but not proceeded with the applied programme

## Appendix to the Minutes

### Overview and Scrutiny Committee – 9 February 2022

Question	Answer
Are the high energy costs still negotiated with Horizon Leisure Trust?	The Council purchases energy through the HCC framework and it anticipated that this will not significantly increase as a result of the increase in energy costs generally. There is no arrangement with Horizon Leisure Trust.
Will the income from the disposal of Brockhampton Lane land be used for business Transformation?	The money gained from the disposal of the Brockhampton land has been retained as a capital receipt. There is no intention to use this money other than for regeneration
Could the charges on page 8 enforcement fantasy charges could we have them rounded up?	Feedback noted
Could the officers advise on what the total additional annual cost will be on our salary bill as a result of the Government's 1.25% increase in National Insurance?	We have included a provision of £128k within the revenue budget to cover the additional Employer NI contribution, this is currently only an estimate as the pay negotiations have not yet been concluded for 2021/22.

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## **HAVANT BOROUGH COUNCIL**

At a meeting of the Overview and Scrutiny Committee held on 1 March 2022

Present

Councillor Lloyd (Chairman)

Councillors Briggs, Francis (Vice-Chairman), Crellin, Hughes, Milne, Moutray, Scott, Stone and Weeks

Other Councillors Present:

Councillor(s): Pike and Satchwell

### **28 Apologies for Absence**

Apologies for absence were received from Councillors Kennett, Sceal and Weeks.

### **29 Declarations of Interest**

There were no declarations of interests.

### **30 Hayling Seafront Regeneration**

The Committee was given an opportunity to review the recommendations set in the Cabinet Report “Hayling Seafront Strategy – Developing a Regeneration” which was due to be considered by Cabinet on 7 March 2022.

The Committee examined, via a question and answer session with the relevant Cabinet Lead and officers, the following aspects of the draft strategy:

- The aims, ambitions, and objectives of the strategy
- The timing of the implementation of the strategy
- The impact of the rising sea levels on any proposed development on the seafront
- The viability of the ambition of the strategy given the potential impact of climate change and the vulnerability of the seafront
- How the strategy related to the climate change and environment strategies
- how this strategy related to previous work undertaken to develop the seafront
- The ability of the infrastructure to deliver the draft strategy
- The role of the Hayling Billy Trail and the ferry in the delivery of the draft strategy
- A funding strategy, including commercial investment, for the delivery of the strategy
- early deliverables under the draft strategy
- The purpose of creating a new brand for Hayling Island

(Details of the questions and answers are set out in an appendix to these minutes)

**RESOLVED** that the report be noted.

### **31 Havant Regeneration & Economy Strategy - A Refreshed Approach**

The Overview and Scrutiny Committee was given an opportunity to review the recommendations set in the Cabinet Report "Havant Regeneration & Economy Strategy - A Refreshed Approach" prior to its submission to Cabinet on 7 March 2022

The Committee examined, via a question and answer session with Councillor Pike, the Cabinet Lead, and the relevant officer, the following aspects of the programme:

- Budgetary implications
- The funding plans for the programme and the fall back position
- The inhibitors or dependencies that were known in 2005, and which were still present, and what action has been taken to overcome them
- How the strategy would encourage the development of private land in the Waterlooville Town Centre
- The decline in Waterlooville Town Centre and how this could be addressed
- The timeframe for the bespoke engagement and consultation approach for each of the four key spatial priority areas and in particular Waterlooville Town Centre
- The parking provisions for new developments in the town centres
- Ways of increasing the footfall in Waterlooville Town Centre
- The future of the BAE site in Waterlooville
- Progress made since the 2018 Regeneration Strategy and what progress had been delivered
- short-term actions that could bring about swift and real tangible progress
- How the Council was leading with the local educational establishments to ensure there were adequate students in the STEM subjects
- Projects that would deliver a capital receipt
- The options available to the Council when developing its assets
- The governance arrangements for the delivery of the strategy
- The viability of the strategy given the Council's MTFS
- The elements of the strategy which were truly feasible and viable, the dependencies and the time frame for the delivery of the strategy
- The ability of the current infrastructure to support the strategy and work undertaken to bring about improvements to the infrastructure.

(Details of the questions and answers are set out in the attached appendix)

**RESOLVED** that the report be noted.

### **32 Havant Town Centre Regeneration Priority Projects**

The Overview and Scrutiny Committee were given an opportunity to consider the recommendations set in the Cabinet Report “Cabinet be recommended to consider the full range of options available to the Council in addition to selling its assets for development agreed” prior to its submission to Cabinet on 7 March 2022.

The Committee examined, via a question and answer session with Councillor Pike, the Cabinet Lead, and the relevant officer, the following aspects of the programme:

- The impact on parking provision in Havant Town Centre if the Bulbeck Road Plaza car parks were developed for housing
- The provision of social housing in the Civic Plaza and Bulbeck Road Car Park development sites
- Whether the Council would sale or retain a share of the ownership of the Civic Plaza and Bulbeck Road Car Park development sites

(Details of the questions and answers are set out as an appendix to these minutes)

During the question and answer session, the members expressed a wish to discuss the details set out in the exempt appendices. It was therefore

*RESOLVED that the public be excluded from the meeting during consideration of the remainder of this item because it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during that item there would be disclosure to them of exempt information of the description specified in paragraph 3 of Part 3 of Schedule 12A (as amended) of the Local Government Act 1972 and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.*

The Committee considered that the full range of options available to the Council, in addition to selling its assets for development, needed to be considered to realise the full potential of Council sites in terms of long term revenue to the Council and opportunities to provide social housing.

**RESOLVED** that Cabinet be recommended to consider the full range of options available to the Council in addition to selling its assets for development.

**The meeting commenced at 5.00 pm and concluded at 8.17 pm**

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**Chairman**

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## Appendix to the Minutes of the Overview and Scrutiny Committee – 1 March 2022

### Questions and Answers

Item 4 - Havant Regeneration & Economy Strategy - A Refreshed Approach		
1	Can you outline the inhibitors or dependencies that were known as at 2005, and which are still present, and what action has been taken to overcome them please?	The inhibitors and dependencies were the same as in 2005. The aim of the new strategy is to overcome these and implement the strategy
2	Can you advise members what direction has been given to officers to pursue, for example, the threat of compulsory purchase for land in Waterlooville town centre, or other interventions, and is there a comprehensive plan for this part of the “clear spatial focus” in the making?	The Council is seeking to engage and with the support of the local Member of Parliament, encourage private landowners, to make better use of their land. To date this approach has resulted in the improvement in the Boulevard.
3	Regarding consultation: Can you tell us what the plan is to include the 13 non-cabinet members west of A3M, that’s 42% (13/31) of the Council, in the first instance of any <b>consultation</b> please, in order to take account of their views plus those of the residents of the wider Waterlooville area please? AND	The aim is to complete the Havant Town Centre project first. Lessons learnt from this project could be useful when planning the regeneration of Waterlooville Town Centre.
4	Page 57/23: Can you tell members <b>when</b> we can expect to see the bespoke engagement and consultation approach for each of the four key spatial priority areas please?	The first step will be secure funding to finance the studies required to support a development plan for the

		<p>regeneration of Waterlooville Town Centre.</p> <p>The Council is currently working with the local Member of Parliament to secure this funding.</p> <p>If external funding is not forthcoming the Council will have to use its own budget; the capacity funding needed to fund the Havant Town Centre studies and identify gaps was approximately £150,000.</p> <p>O &amp; S Committee will be kept updated on the development of this project</p>
5	<p>Why is the activity in Waterlooville centred on the retail parks and not the town centre?</p>	<p>The Local Plan has acknowledged that that too many of the retail outlets are located in the retail parks.</p> <p>The vitality of the town centre has been affected more by the covid lockdowns as it relied upon chain stores which have been damaged most by the pandemic.</p>
6	<p>Could you advise members and residents if there is has been any consideration whatsoever of regenerating the key area of Waterlooville Town Centre, in this way, and if not, could you explain why this very modern way of living hasn't been considered please? E.g bus terminus where Curzon Rooms are?</p>	<p>The future lies with high quality town centre apartments. Although the town centre lacks a train station, the County Council, with the support of this Council, is seeking to improve the bus</p>

		links to Portsmouth and Havant town centres
7	Would a change in the car parking charges lead to a greater footfall in Waterlooville Town Centre?	Unlikely
8	Can you elaborate for us, <b>where and what type</b> those homes are thought to be? I was advised at the time when I enquired that these 600 were <b>not</b> those within the planning application for Wellington Way so can you confirm that please?	It is envisaged that the apartments will be 1 or 2 bed. The resubmission of the Local Plan will give residents a greater opportunity to inform the Council on the type of apartments required.
8	However, can you advise members what level of <b>contact</b> has been <b>made</b> with any of the <b>landowners</b> , other than those for Wellington Way or Boulevard please?	The Council is actively seeking to engage with all landowners in Waterlooville Town Centre
9	Given the situation with our Local Plan, plus the direction towards development of brown field sites over green fields, as part of the Levelling Up ambitions of the Prime Minister, what 'clear spatial focus' is on the <b>BAE site</b> in Waterlooville?	The site has outline permission for commercial development and was previously allocated for leisure use. The Council is currently processing an application for 3 more units on this site.
10	Pages 36/2 & 41/6: Cllr Pike, in your introduction you say that we have made <b>significant progress</b> since the Regeneration Strategy of <b>2018</b> . Can you please summarise for members what that progress has delivered?	Work is being undertaken to build relationships with businesses, developers, and landowners. The land at Brockhampton Lane had been sold and the Merdian Centre had been

		<p>purchased to generate income for future regeneration projects.</p> <p>Investment had also been put into submitting funding bids to raise the Borough's profile and attract interest from businesses.</p>
10	<p>Pages 37/3 &amp; 41/7 Can you tell members about some of the <b>short-term actions</b> that will bring about swift and real tangible progress please?</p>	<ul style="list-style-type: none"> <li>• The Council has purchased the Meridian centre has is now seeking occupants.</li> <li>• Building partnerships to encourage mor businesses with the Borough</li> <li>• The Council was looking at the development of HI seafront, Havant TC with the aim of changing the perception of the Borough and encourage more investment</li> </ul>
11	<p>Skills: Page 39/5, 49/15: Successful people: Can you advise <b>how</b> the Council is <b>leading</b> with the local <b>educational</b> establishments to ensure there are adequate students in the STEM subjects?</p>	<p>This is being achieved by building up a relationship with the local college and schools. The Council is focussing on helping the college identify key employers and persuading employers to engage with the college.</p>
12	<p>Page 63/19: You say that '<i>the delivery programme will be structured so that projects that ... will generate a <b>capital receipt</b> will be prioritised</i>'. Can you give us an example of a project that will give us a capital receipt – e.g., Bulbeck Car Park and Plaza East car park – <b>are there any others?</b></p>	<p>The aspiration is to establish income generation models. The Council will consider the type of income to be generated on a project by project basis.</p>

		<p>The Council continually reviews the performance of its assets to ensure that are reaching their full potential.</p> <p>The Bulbeck Road and Plaza sites are owned by the Council. A decision has not been made on the type of income which would be generated by these projects.</p>
14	<p>Pages 55/21 &amp; 56/22: There's mention of three new governance bodies –</p> <ol style="list-style-type: none"> <li>1 Regeneration and Economy Steering Group</li> <li>2 Strategic Regeneration Partnership and</li> <li>3 Delivery Regeneration Partnership</li> </ol> <p>While it's clear how the Strategic Regeneration Partnership will add value to our ambition, can you please explain how the Regeneration and Economy Steering Group and the Delivery Regeneration Partnership will fit with each other and the Overview &amp; Scrutiny committee?</p>	<p>Page 21 of the reports sets out decision making process</p>
16	<p>Pages 41/7, 43/9, 49/15, 51/17: <b>Costs</b> – I see the caution written throughout the presentation pack, which states that <i>actions will only be taken forward where they are affordable ... and will not put a strain on the council's revenue budgets</i>. Again, how <b>realistic</b> is this Strategy given the robust warnings about the MTFs from the S151 Officer which have quite rightly found their way into this pack of documents?</p>	<p>Projects need to stand on their own feet. If a site is retained, the income generated could give potential uplift to the MTFs</p>

17	<p><b>In summary</b> - which elements of this Regeneration &amp; Economy Strategy do you see as truly feasible and viable, the dependencies and within what time frame?</p>	<p>The strength of the strategy is that it is</p> <ul style="list-style-type: none"> <li>• supported by the Executive</li> <li>• supported by Corporate Strategy</li> <li>• supported by the Council's partners.</li> <li>• third parties have already expressed an interest in the strategy.</li> </ul> <p>All these factors are conditions for growth</p>
<p><b>Item 5 - Hayling Seafront Regeneration</b></p>		
1	<p>I believe there are 18,000 residents living on HI. How inclusive do you feel the engagement programme was with 1.5% responses to the online survey, 0.4% to the online mapping tool, 0.4% of the population sent in an email and 1.5% of the population attended the two events. Page 72 plus page 78 point 10.1</p> <p>(comment – figures low but recognised used Hayling Herald)</p>	<p>The engagement programme (such as the online survey, mapping tool and the drop-in events) were promoted through a variety of different online and offline channels (such as social media and local press) to not only raise awareness of the programme, but to reach and encourage as many stakeholders (including residents) as possible to engage and take part.</p>

		<p>This included a four page pull out that was delivered to all homes in Hayling Island and was also available online.</p> <p>As highlighted in the recommendations of the report (Appendix 2, section 2.3), we are keen to ensure future phases of the Hayling Seafront Regeneration continues to communicate and engage with stakeholders (including residents) and to encourage further uptake in participation and inclusion to ensure we hear from a diverse range of stakeholders and communities.</p> <p>Considered more than 1.5%. Not consulting wider engagement programme. 650 residents were consulted together with the residents association, who were aware of the Council's ambition.</p>
2	Can you summarise the overall aim of the ambition– e.g. additional tourism, protection of the natural environment, more amenities for the residents or revenue generation for the council etc?	This is the beginning of the process to develop a long-term sustainable future for Hayling Island Seafront. No direct relationship with individual aims e.g.

		<p>more car parking. Will help identify areas in which to spend</p> <p>The Ambition can be found in section 2 of the seafront ambition. The overall aim in summary is to:</p> <ul style="list-style-type: none"> <li>• Protect and enhance the natural environment</li> <li>• Increase the quality of visitor and resident experience and opportunities for visitor spend</li> <li>• Improve sustainable access to the seafront – including wayfinding</li> <li>• Look at how any opportunities address climate change issues</li> <li>• Create more opportunities to support active lifestyles, health and well being</li> <li>• Create a new approach to managing the seafront</li> </ul>
3	Has the Council established changing places funding?	Awaiting a final decision.
4	Can you advise members specifically what has happened since O&S committee last saw a report from you in August 2021 please?	Appendix 1 of the report outlines specific work that has happened since September 2021.



		In addition, the engagement programme which is summarised in points 5.4 – 5.9 and a full report can be found in appendix 2.
5	On page 73 point 5.11 – please can you expand on the six points of the high-level implementation plan?	<p>Section 5.11 highlights the council’s approach within the Havant Regeneration Strategy to Regeneration across Havant borough.</p> <p>In summary:</p> <p>The council cannot deliver regeneration on its own. Our role in regeneration projects is to lead the regeneration ambition. Promote, lobby and work with both public and private sector strategic partners. Look at opportunities for incremental change which should act as catalyst for change. Use our land and assets to deliver projects where we can. Develop a funding strategy, the council needs to position itself to apply for funding once it becomes available and also build strong partnerships with other stakeholders</p> <p>The delivery plan in appendix 4 is an indicative plan. It is split into 4 areas:</p> <ul style="list-style-type: none"> <li>- Catalyst projects</li> <li>- Commercial Approach</li> </ul>

		<ul style="list-style-type: none"> <li>- Promotion of place</li> <li>- Public realm and access</li> </ul>
6	What is the potential of land in Council ownership?	We own a large majority of the seafront however a large proportion is environmentally designated and undevelopable
7	What is special about HI?	<p>The Havant Regeneration Strategy highlights two priorities areas; Havant Town Centre and Hayling Island are the first two priorities.</p> <p>HI was chosen as the Council wished to look at how the many responsibilities associated with the island and its multiple uses complemented each other</p>
8	Where is the ambition, Ambition will be halted by time with the increase in water levels will erode the area. Cannot see anything saying “will” and “can”	The aim is to create a long term accessible location. Need a sustainable coastal community.
9	What will be do with doc to attract investment	Overlay to every decision made in the area and demonstrate how the Council wishes to go.
10	How much of previous study was used?	The work in the ambition is based on the existing studies. Detail of which is within the report.
11	What will the Council do with this plan and what is the Time Frame?	<ul style="list-style-type: none"> <li>• Making changes to Season 22</li> </ul>

		<ul style="list-style-type: none"> <li>• Inform the use of seafront finance</li> <li>• May lead to a masterplan</li> </ul>
12	What type of private investment is the Council looking for?	Will vary
13	Page 73 point 5.12 – What was the old brand for HI and who identified the re-branding as an early prioritisation? What do you see as the branding doing to meet the main aim of the ambition?	<p>There has been no previous brand for Hayling Island Seafront.</p> <p>The branding was highlighted as a priority in the previous discussed a O&amp;S in August 2021.</p> <p>It is common practice in developing a sense of place to create a palette and language of identity for consistent application. Branding in this context is a loose term, there is a palette of colours and a standardised font. This was used consistently across the engagement held last Autumn with no negative comments received.</p> <p>Our in house communications team will be leading on this.</p>
14	Page 77 point 8.1 – How likely is it that external consultants will be engaged and what level of expenditure are you anticipating for this please?	There are currently no proposals for expenditure from external consultants. Costs will be met by existing staffing

		<p>budgets or other successful grant funding bids.</p> <p>As projects are developed, any future costs (capital and revenue) associated the delivery of those projects will be considered in detail. This will follow the councils decision making processes, as appropriate.</p>
15	Page 78 point 11.2 – What’s the time frame for the Communications Plan and what media will be used?	<p>This will be developed following agreement of the revised ambition.</p> <p>The approach used will align with the agreed stakeholder engagement framework agreed at Cabinet Meeting on the 8<sup>th</sup> September 2021. The guiding principles are:</p> <ul style="list-style-type: none"> <li>- Two way communication and engagement</li> <li>- Clear and consistent messaging</li> <li>- Open and transparent</li> <li>- Approachable</li> </ul>

		<p>The media used will align with that used for the engagement programme and may include those outlined in section 5.8 of the report.</p> <p>This will be developed by our in-house communications team.</p>
16	Page 82 – point ii - HI Seafront Season 22 Plan – What are the reasons for developing this Season 22 Plan and what do you hope to gain from it?	<p>The Season 22 Plan will provide an approach for all key stakeholders on how we intend to manage Season 22. This plan will enable a more managed and structured approach to managing the busy summer season bringing together stakeholders and ensuring a safe and successful season for the island. e.g. single officer to manage all activities at the seafront</p> <p>Season 22 should be invisible but will give appoint of contact</p>
17	If Norse are responsible for bins and cleaning why not use them instead of a management company?	We are but need to deliver in a better way.
18	Does the Council intend to stop illegal encampments?	Yes

19	Why outsource to a Management Company?	A management company proposal has not yet been developed but is an ambition. The ambition would be that this would be council owned. Any business case would go through the normal decision making process and this would be via O&S
20	In summary – Who is the coloured documentation directed at and what do you hope it will deliver, and for what cost in what time frame please?	If agreed, the strategy will be used to communicate and guide the regeneration of the seafront
21	In view of the antagonism of local residents, and the rising sea, is it not unwise to create expensive luxury flats in a vulnerable position on Hayling Sea Front?	The Ambition document does not replace the local plan or any planning process. Any development will be subject to planning and risks such as risk to sea level rise is included within this.
22	Do you agree that National, and local, reports regarding sea water quality at Hayling are not conducive to attracting holiday makers? What can we do about this?	A real time water quality testing project has been announced today.
23	Are you aware that, while the Hayling Billy Trail is a delightful walking/cycling route, it is not very stable, and that the sea breaks over it at times? Because of its instability it took many years before the original rail line could be built. This is not a viable route for heavier traffic	Detailed report to be published shortly on the future of Hayling Billy Trail. It is envisaged that the trail will continue to be safeguarded for walkers cyclists. However, there may be times when emergency vehicles will need to use the trail

24	Do you agree that, until the traffic problem is solved, our ambitions for Hayling cannot be as great as envisaged in this plan? It can take a very long time to get to (or escape from, if the weather breaks) the sea.	The strategy will help inform good decisions to mitigate the long standing traffic issues
25	Quick fixes identified in assessment going ahead?	The quick fixes reviewed in light of the Local Plan Inspector's comments. Consultation is being undertaken to look at traffic issues raised by planning inspector
<b>Item 6 - Havant Town Centre</b>		
1	Could not the development of the Bulbeck Road and Plaza car parks lead to situation where there are not enough car parks to service the town centre?	It has been demonstrated that there is currently an excess of parking spaces in the town centre
2	Does the trend to use Solent Road car parks and walk through to the town centre explain the reduction in the use of the Bulbeck Road car park?	See 1 above There is a need to identify parking for each development and its impact on the local area The Council's aim is to encourage greater use of public transport to and from the town centres.

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NON-EXEMPT

## HAVANT BOROUGH COUNCIL

Overview and Scrutiny Committee

23 March 2022

### REPORT OF THE OVERVIEW AND SCRUTINY TASK FORCE ON PAPERLESS MEETINGS

**Scrutiny Lead:** Councillor Scott

Key Decision: No

Report Number: HBC/448/2022

#### 1. Purpose

- 1.1 To consider the recommendations of the overview and scrutiny task force, which scrutinise how best to proceed towards sending agenda papers & supplementary papers to members by soft copy only.

#### 2. Recommendation

- 2.1 That the recommendations set out in the task and finish force’s report (Appendix A) be agreed.

#### 3. Executive Summary

- 3.1 The task force (panel) was appointed by the Overview and Scrutiny Committee to scrutinise how best to proceed towards sending agenda papers & supplementary papers to members by soft copy only. The findings and recommendations of the panel are attached at Appendix A.

#### 4. Additional Budgetary Implications

- 4.1 The additional costs of providing the laptops, as recommend by the panel are:

	Year 1	Year 2	Year 3	Year 4
<b><u>Costs</u></b>				
<b><u>One-Off</u></b>				
<b>Devices</b>	24,474			
<b>Build (estimated)</b>	2,000			
<b><u>Recurring</u></b>				
<b>Capita Support</b>	8,381	8,381	8,381	8,381
<b>Support FTE</b>	18,464	18,464	18,464	18,464

<b>Modern.Gov Tool</b>	3,000	3,000	3,000	3,000
<b>TOTAL COSTS</b>	56,319	29,845	29,845	29,845
<b>Savings - Cashable</b>				
<b>Print &amp; Postage (major committees estimated)</b>	970.02	970.02	970.02	970.02
<b>Paper</b>	670.77	670.77	670.77	670.77
<b>TOTAL SAVINGS</b>	1640.79	1640.79	1640.79	1640.79
<b>Modernisation Allowance</b>	17518	17518	17518	17518
<b>TOTAL CONTRIBUTION</b>	19158.79	19158.79	19158.79	19158.79
<b>COST IMPLICATION PER ANNUM</b>	37,160	-10,686	-10,686	-10,686

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

5.1 The Council's Corporate Strategy is committed to financial sustainability, and innovation and creativity. Within these priorities is one key principle:

*Evaluate the way we do things and transform our services, so we are more effective and agile – allowing us to focus our resources on prevention and intervention where required*

5.2 The Council is clear about the values that underpin its work. Firstly, that the customer and their diverse requirements sit at the very heart of everything the Council does. Secondly, services should be delivered at a high quality and an affordable price, and in achieving this quality the organisation should be innovative in its approach to service delivery and seek to learn from others. The move towards paperless committee meetings supports these two aims.

5.3 The Corporate Strategy also sets out the Council's ambition to harness the capabilities of the Fourth Industrial Revolution, which refers to the continuing use of digital, green and physical technologies. The move towards paperless committee meetings can be seen as a key outcome of this approach.

### Options considered

6.1 The report (Appendix A) sets out in detail the variety of options, evidence and issues considered in order to reach its' recommendations.

**6. Resource Implications**

6.1. Financial Implications: As set out in 4.1 above.

**Section 151 Officer comments**

No comments received

6.2. **Human Resources Implications:**

The recommendation will result in the establishment of a full time equivalent post to support members.

6.3. **Information Governance Implications:**

**Head of Service Comments**

No comments received

**Cabinet Lead comments**

No comments received

**Other resource implications:**

The recommendation, if agreed, will lead to the provision of a laptop to all members

**7. Legal Implications**

The legal implications are set out in paragraph 8.2 of the report

**Monitoring Officer comments**

Date: 7 March 2022

The provision of laptops to councillors will enable electronic access to agendas/reports and encourage, by consent, a reduction in the production of paper copies. Such a measure will be consistent with the Council's wider ambitions to modernise processes and seek economies in service provision.

Alan Harrison

**8. Risks**

Not applicable

**9. Consultation**

10.1 All members of the Council were given the opportunity to complete the Panel's questionnaire

**10. Communication**

11.1 N/A.

**11. Appendices**

Appendix A – Independent Remuneration Panel Report

**12. Background Papers**

N/A

Agreed and signed off by:

Deputy Monitoring Officer:

Section 151 Officer:


**Contact**

Councillor Issy Scott

Chairman of the Task and Finish Force

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# REPORT OF THE OVERVIEW AND SCRUTINY TASK FORCE ON PAPERLESS MEETINGS 2021

## **ABSTRACT**

**AN INVESTIGATION INTO WAYS OF ENCOURAGING MEMBERS TO RECEIVE  
AGENDA PAPERS IN ELECTRONIC FORM**

**OVERVIEW AND SCRUTINY TASK FORCE LED BY  
COUNCILLOR SCOTT**

## **1. Purpose**

- 1.1 The Panel was appointed by the Overview and Scrutiny Committee to scrutinise how best to proceed towards sending agenda papers & supplementary papers to members by soft copy only.

## **2.0 Recommendation**

- 2.1 That Cabinet be recommended to agree to the provision of laptops to all Councillors

## **3.0 Conclusions**

- 3.1 Legal restraints prevent the Council from going completely paperless for its Council meetings
- 3.2 The Council cannot impose electronic agendas upon members; the decision whether to receive electronic agendas rests with each member
- 3.3 There are many reasons to reduce the reliance on paper agendas which include a need to make savings in the Council's budget, to help fulfil the objectives of the Council's Corporate Strategy, to promote a more efficient and environmentally-friendly way of working and the need to protect the Council against cyber attacks.
- 3.4 A move away from a reliance on paper agendas would require a significant shift in practice at the Council and this would need to be carefully managed.
- 3.5 A survey of members indicated that it is unrealistic to expect all Councillors to consent to receive electronic versions of the agendas for Council meetings
- 3.6 When considering the options available the Panel considered that:
  - 3.6.1 Option 1 – Remain the Same  
The disbenefits of the current practice outweighs its benefits. In particular, it is considered that the current practice made the Council vulnerable to cyber-attacks and is not in accordance with the Council's corporate or environmental strategies
  - 3.6.2 Option 2 - Council Provides A Laptop to Members  
This is preferred option. Although this option will incur costs it will largely overcome the problems associated with Option 1 and could encourage the 18 Councillors who still rely upon paper copies of committee papers to consent to receiving electronic versions of committee papers
  - 3.6.3 Option 3 – The Council provides Surface Pro 7s to Members  
Although this option overcomes a majority of the issues with Option 1, it is considered too costly.
  - 3.6.4 Option 4 – The Council provides iPads to Members  
This option is considered too costly in monetary and resource terms.

## **4.0 Findings**



## **4.1 Current Practice and Costs**

4.1.1 At present, the Council prints agendas (including the summons, associated reports and any supplementary information) for:

- Councillors who are a member of the meeting
- Relevant officers
- Councillors who have requested a copy of the agenda
- If a public meeting, a 'reasonable'<sup>\*1</sup> number of copies for members of the public

4.1.2 In addition to the above, copies are also sent to the British Library (this is a statutory requirement), Full Council agenda packs are printed and sent to Honorary Aldermen, and a resident group receives posted copies of Full Council and Planning related agenda packs.

4.1.3 Currently 52% of the members receive paper agendas and committee papers.

## **4.2 Why Do We Need to Move Towards Paperless Meetings**

### **4.2.1 Corporate Strategy**

4.2.1.1 The Council's Corporate Strategy is committed to financial sustainability, and innovation and creativity. Within these priorities is one key principle:

*Evaluate the way we do things and transform our services, so we are more effective and agile – allowing us to focus our resources on prevention and intervention where required*

4.2.1.2 The Council is clear about the values that underpin its work. Firstly, that the customer and their diverse requirements sit at the very heart of everything the Council does. Secondly, services should be delivered at a high quality and an affordable price, and in achieving this quality the organisation should be innovative in its approach to service delivery and seek to learn from others. The move towards paperless committee meetings supports these two aims.

4.2.1.3 The Corporate Strategy also sets out the Council's ambition to harness the capabilities of the Fourth Industrial Revolution, which refers to the continuing use of digital, green and physical technologies. The move towards paperless committee meetings can be seen as a key outcome of this approach.

### **4.2.2. Financial Costs**

4.2.2.1 Local Government continues to face significant challenges in terms of budget constraints, the drive to do more with less and rising customer expectations. To date, Havant Borough Council has pursued and secured efficiencies and service improvement through business transformation. It is felt that alternative ways to deliver further efficiencies should be considered.

### **4.2.2.2 Printing and Postage Relating to Council Meetings**

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<sup>1</sup> An assessment of 'reasonable' number is conducted by the relevant Democratic Services Officer, taking into account the matters to be discussed at the meeting and the likely public interest.

The total approximate costs for Agendas during 20/21 £2,781.92. During a five year period the costs equates to £13,909.60

The detail provided below is taken from the two most recent HBC meetings for each of the main committees.

The table below illustrates the costs that are associated with printing and posting Agenda Packs for meetings. The illustration shows the additional postage cost element attached to this paper based process. To aid extrapolation across all meetings (where packs are printed) a figure for the percentage for the postage element against the total cost incurred has been included below. This shows that the most significant cost associated with the current process is postage.

Meeting Name (2 most recent dates as examples)	Date	Number of Cllrs / attendees packs sent to or at meeting <sup>2</sup>	Number of pages in agenda pack	Total pages printed	Total print cost for packs	Total Postage cost for packs Pack No x postage rate. (£1.14-£2.05)	Total cost (pages*pack no*click <sup>3</sup> cost + postage cost)
Full Council	22 <sup>nd</sup> Sept	23*	215	4945	£17.30	£47.15	£64.45
	16 <sup>th</sup> June	40*	45	1800	£6.30	£45.60	£51.90
Cabinet	8 <sup>th</sup> Sept	6	64	384	£1.34	£6.84	£8.18
	30 <sup>th</sup> June	9	152	1368	£4.78	£18.45	£23.23
O&S	29 <sup>th</sup> Sept	10	114	1140	£3.99	£20.50	£24.49
	23 <sup>rd</sup> June	16	69	1104	£3.86	£18.24	£22.10
Planning	9 <sup>th</sup> Sept	9	169	1521	£5.32	£18.45	£23.77
	12 <sup>th</sup> Aug	9	69	621	£2.17	£10.26	£12.43
					19.54%	80.45%	100%

<sup>2</sup> Additional copies of Council Agendas are also sent to outside bodies e.g. libraries  
Paper costs are below

<sup>3</sup> The click charges are those HBC are charged by the company that looks after the print room machines – this covers the costs of toners and maintenance. The machines are owned by HBC but the company supplies the servicing.

<b>Cost Item</b>	<b>Unit cost</b>	<b>Rate</b>
Print room cost	Per click cost	£0.0035p
Postage Rate	Small agenda / Supplementary information	£1.14 per pack
Postage Rate	Large agenda	£2.05 per pack

### Number of meetings per year

To arrive at an order of magnitude on an annual basis, the cost of providing posted paper copies to the major meetings has been calculated.

<b>Meeting Name</b>	<b>Number of Meetings per year</b>	<b>Ave Print cost per meeting</b>	<b>Ave Post cost per meeting</b>	<b>Split print / post costs</b>	<b>Total PA</b>
Full Council	7	11.80	46.37	82.60 / 324.59	£407.19
Cabinet	7	3.06	12.65	21.42 / 88.55	£109.97
Overview & Scrutiny	7	3.93	19.37	27.51 / 135.59	£163.10
Planning Committee	16	3.75	14.36	60.00 / 229.76	£289.76
Licensing Committee / Sub Committee	1-2				
Audit & Finance Committee	6				
Standards Committee	4				
Total					£970.02

### Print Room – Committee Agendas / Papers 2020/2021 – Paper and Staff Costs<sup>4</sup>

<b>Item</b>	<b>Unit Cost</b>	<b>Volume</b>	<b>Total</b>
Paper	£2.61 per ream	257 reams (128,500 sheets)	£670.77
Staff*	£10.65 ph	3 hours per week	£1661.40
			£2332.17

### 4.2.3 National Trends

- 4.2.3.1 There are an increasing number of Councils moving towards paperless meetings, with some of these authorities being highlighted as examples of best practice. For example, Teignbridge Borough Council's Democratic Services were awarded the MJ Achievement Award 2010, with the award noting that the Council's use of laptops and paperless working had helped *'to improve efficiency and participation by both Councillors and the public ... the scheme has helped Councillors work more effectively, putting democracy first while cutting costs and supporting Teignbridge's green agenda'*.

<sup>4</sup> No on costs added to this around NI, pension etc. This is the average time spent on Agenda's. The staff costs are there regardless of how many Agendas are printed.

At a local level, Hampshire County Council has issued all County Councillors with tablets to access meeting documentation and mainly restrict printed copies of papers to members of the public only. Winchester City Council and Eastleigh Borough Council have also made similar moves towards paperless committee meetings.

#### **4.2.4 Security Implications**

4.2.4.1 The Council is experiencing more frequent cyber attacks leading to an increasing need to ensure equipment in use is up to date in terms of anti-virus and application security controls in order to protect the Councils services and data. How this is delivered via the options outlined below has implications for the level of assurance the Council can have that adequate protection is in place.

#### **4.2.5 Business Need**

4.2.5.1 There is a commitment to make savings across the Council.

The move towards producing fewer paper agendas would also promote a more efficient and environmentally-friendly way of working

#### **4.2.6 There a System in Place to Accommodate Paperless Meetings**

4.2.6.1 Since 2013, the Council has used the modern.gov committee administration system for the administration of all agendas, reports and minutes. The system allows for remote access to historic papers, while also providing links to the published documentation for forthcoming meetings.

4.2.6.2 This system in its current form can facilitate a move towards paperless committees. There is a free-to-download application which enables the user to download all public papers for Council meetings to a tablet device, while Councillors are also able to access exempt papers by logging in to the main system. Accessing exempt papers in this fashion can be a laborious process however, with additional log-in information required.

4.2.6.3 There is an additional 'paperless meeting application' available from modern.gov that reduces the need for multiple passwords and enables the smooth access of confidential or private papers. To provide some local context, Hampshire County Council has purchased this application as part of its move to paperless meetings. Uniquely, one license allows unlimited users to access it. This would represent an annual cost of £3,000 to the Council, but Councillors may wish for the Council to purchase this to help the transition to paperless meetings. Purchase of this application would allow for a more effective move toward paperless committee meetings. This application is referred to as 'software' throughout this document.

4.3.6.4 The current costs for the modern.gov system are covered within budgets for Business Transformation. It is assumed that any additional expenditure towards this software would also be funded from budgets for this service.

**5.0 Barriers to Change**

5.1 The Panel has identified the following barriers that may hinder a move towards paperless meetings:

**a Legislative Restraints**

The below table lists the relevant legislative requirements for local authorities in providing summons, agendas and reports to Councillors and members of the public.

<p>The Council is required to send a summons to Councillors to attend a meeting, specifying the business to be transacted, time and place of the meeting (further details in 5.2).</p>	<p>Paragraph 4, Schedule 12 of the Local Government Act 1972</p>
<p>A summons must be sent by post unless a Councillor has consented to receiving electronic versions of the summons to a meeting</p>	<p>Paragraph 4, Schedule 12 of the Local Government Act 1972 (as amended by the Local Government (Electronic Communications) (England) Order 2015)</p>
<p>Any document in the possession of the Council (or its committee or sub-committee) is open to inspection by a Councillor (with certain exceptions i.e. exempt / confidential information)</p>	<p>Section 100F of the Local Government Act 1972 (extended to executive meetings by Section 16 of the Local Authorities (Executive Arrangements) (Meetings and Documents) (England) Regulations 2012)</p>
<p>The Council must make a 'reasonable' number of copies of agendas and reports available for members of the public at any public meeting of the authority (further details below)</p>	<p>Section 100B(6) of the Local Government Act 1972</p>

The Local Government Act 1972 requires a summons to specify *‘the business proposed to be transacted at the meeting and authenticated by the proper officer of the council’* be sent to all members of a meeting. In current practice, this is included as the front sheet of the agenda papers, which sets out the time and location of a meeting, the Councillors who are required to attend and the business to be considered at the meeting, signed off by the Monitoring Officer. Under the Local Government (Electronic Communications) (England) Order 2015) a member may consent to receiving a summons of a meeting by electronic means in place of paper copy (a member may, at any time, withdraw this consent).

There is also a requirement under Section 100B (6) of the Local Government Act 1972 that local authorities must ensure that where a meeting is held in public, *“there shall be made available for the use of members of the public present at the meeting a reasonable number of copies of the agenda and ... reports for the meeting”*. This requirement prohibits the Council from having fully paperless meetings. However, there is scope to reduce the number of public copies. In determining the ‘reasonable’ number of public copies of agenda packs, Democratic Services currently consider the matters to be discussed at the meeting and the likely public interest. The number of printed copies is then estimated as accurately as possible to meet the expected demand, but this is not an exact science and can lead to instances where the supply is under or overestimated. There are also cases however where members or officers use paper copies provided for the public.

Under common law principles councillors have the right to access information held by their authority where it is reasonably necessary to enable the member to properly perform their duties as a councillor. The principles of ‘need to know’ are set out in Standing Order 56 of the Council’s Constitution, stating that Councillors may be entitled to access certain committee papers, if they demonstrate a genuine ‘need to know’ in order to perform their duties. There is however no requirement for this to be supplied in hard copy.

Therefore, the current legislation and case law does allow for the Council to introduce paperless committee meetings for councillors and officers but not for members of the public. Documents available for inspection may also be provided in an electronic format. However, to comply with the law, consent must be given by each Councillor and a ‘reasonable’ number of copies of papers must still be made available at public meetings for members of the public.

## **b Culture and Practice**

Evidence from other Councils making similar moves towards paperless committee meetings has shown the challenges that such a transition presents. The main issues reported are commonly the shift in culture and practice, and the resource and support needed for such a move.

Several of the options explored in this report would result in a significant shift in practice at the Council and this would need to be carefully managed to ensure any move would be successful. Councillors may be opposed or hesitant to adopt new styles of working and may feel unable to properly contribute to meetings without access to meeting papers. There would need to be full support from political parties to ensure any move towards paperless committees was successful.

There may also be issues in ensuring Councillors have the correct equipment to enable full access to electronic copies of papers at meetings, whether this be the capabilities of individual devices or internet connections in meeting rooms.

Several Councils who have made the move to paperless committee meetings have commented on the importance of providing a number of training sessions, along with on-going support, to ensure all Councillors are able to effectively use the paperless solution (more at 10.6).

There may be resistance from Councillors that they are being forced to purchase expensive and complex IT equipment in order to fully operate and contribute to paperless meetings.

## **c Financial Restraints**

Local Government continues to face significant challenges in terms of budget constraints, the drive to do more with less and rising customer expectations. The Panel, when making its recommendations took into account the need to ensure that any additional costs incurred could result in a saving in the long term.

It has been suggested that the Councillor Modernisation Allowance of £461 could be used to help contribute towards costs of supplying standard IT equipment. This allowance is included in the Councillors Allowances Scheme using it for this single purpose may require a review by an Independent Review Panel.

## **6.0 The Way Forward**

### **6.1 Options Considered**

The Panel considered the following options:

1. Remain the Same

2. Council Provides Laptops
3. Council Provides Service Pros
4. Council Provides iPads

Detailed costings for Options 2, 3 and 4 are set out in Appendix A

### **OPTION 1 – REMAIN THE SAME**

<b><u>Pros</u></b>	<b><u>Cons</u></b>
This option would not require any further expenditure	This option does not fit in with the Council's ambitions for innovative and creative thinking.
This represents the current system and as such, would not need any encouragement or support for any Councillor to embrace new practices	This option does not fit in with a number of Councillors who would welcome a move towards a paperless committee solution.
This option would ensure the Council complies with current legislation.	The current environmental impact on printing agendas would continue without change.
	The current system represents a security risk
	It has however been demonstrated by other Councils that this is not the most efficient way of publishing and distributing papers and this does not fit with the Council's drive to be a modern, forward thinking authority.
	The private devices used by Councillors are not supported by Capita
	Council Officers have to try and provide advice and support a wide range of different devices

### **OPTION TWO – Council Provides A Laptop to Members**

<b><u>Pros</u></b>	<b><u>Cons</u></b>
This option would ensure that the Council complies with current legislation.	This option would represent a significant change to the current system and as such, would need to be fully communicated with Councillors and officers to ensure an effective transition.
This option fits with the Council's ambition for innovative and creative thinking.	Without the consent of all Councillors, the full savings under this option would not be realised.
This option would reduce the	This option would result in significant additional



environmental impact of the production of paper copies.	expenditure for the Council, and this would continue for the foreseeable future under this option for paperless meetings.
This option allows Councillors to move towards a fully paperless committee solution (if consent is given).	Council resource would be required to ensure all Councillors received sufficient training on IT equipment.
All Councillors receiving IT equipment would ensure consistent access for all Councillors. It would also be easier to support as all Councillors would be using Council-provided equipment.	The Council may receive complaints from Councillors or officers for the lack of printed supporting information.
This option provides easy access for all Councillors to meeting papers (including confidential papers)	There may be questions raised over the Council's decision-making, if Councillors were not to fully appraise themselves of all related issues via the electronic reports
A more user friendly application may encourage more councillors to opt out of paper copies of committee papers.	The Council would have liabilities in relation to providing equipment for Councillors
CAPITA will support this device	There may be issues in reclaiming equipment from Councillors following the end of their term
The provision of uniform laptops supported by CAPITA would reduce the security risk	This would require a full time equivalent post to support Councillors
	There would be an increase in expenditure (please see Appendix A)

### **OPTION THREE – Council Provides a Surface Pro 7 to Members**

<b><u>Pros</u></b>	<b><u>Cons</u></b>
This option would ensure that the Council complies with current legislation.	This option would represent a significant change to the current system and as such, would need to be fully communicated with Councillors and officers to ensure an effective transition.
This option fits with the Council's ambition for innovative and creative thinking.	Without the consent of all Councillors, the full savings under this option would not be realised.
This option would reduce the environmental impact of the production of paper copies.	This option would result in significant additional expenditure for the Council, and this would continue for the foreseeable future under this option for paperless meetings.
This option allows Councillors to move towards a fully paperless committee	Council resource would be required to ensure all Councillors received sufficient training on IT

solution (if consent is given).	equipment.
All Councillors receiving IT equipment would ensure consistent access for all Councillors. It would also be easier to support as all Councillors would be using Council-provided equipment.	The Council may receive complaints from Councillors or officers for the lack of printed supporting information.
This option provides easy access for all Councillors to meeting papers (including confidential papers)	There may be questions raised over the Council's decision-making, if Councillors were not to fully appraise themselves of all related issues via the electronic reports
A more user friendly application may encourage more councillors to opt out of paper copies of committee papers.	The Council would have liabilities in relation to providing equipment for Councillors
CAPITA will support this device	There may be issues in reclaiming equipment from Councillors following the end of their term
The provision of uniform devices supported by CAPITA would reduce the security risk	This would require a full time equivalent post to support Councillors
	There would be an increase in expenditure (please see Appendix A)

#### **OPTION FOUR – Council Provides an iPad to Members**

<b><u>Pros</u></b>	<b><u>Cons</u></b>
This option would ensure that the Council complies with current legislation.	This option would represent a significant change to the current system and as such, would need to be fully communicated with Councillors and officers to ensure an effective transition.
This option fits with the Council's ambition for innovative and creative thinking.	Without the consent of all Councillors, the full savings under this option would not be realised.
This option would reduce the environmental impact of the production of paper copies.	This option would result in significant additional expenditure for the Council, and this would continue for the foreseeable future under this option for paperless meetings.
This option allows Councillors to move towards a fully paperless committee solution (if consent is given).	Council resource would be required to ensure all Councillors received sufficient training on IT equipment.
All Councillors receiving IT equipment would ensure consistent access for all Councillors. It would also be easier to support as all Councillors would be	The Council may receive complaints from Councillors or officers for the lack of printed supporting information.

using Council-provided equipment.	
This option provides easy access for all Councillors to meeting papers (including confidential papers)	There may be questions raised over the Council's decision-making, if Councillors were not to fully appraise themselves of all related issues via the electronic reports
A more user friendly application may encourage more councillors to opt out of paper copies of committee papers.	The Council would have liabilities in relation to providing equipment for Councillors
CAPITA will support this device	There may be issues in reclaiming equipment from Councillors following the end of their term
The provision of uniform devices will reduce the security risk	This would require a full time equivalent post to support Councillors
	There would be an increase in expenditure (please see Appendix A)
	Apple devices are not currently supported by Capita and there is no standard support model i.e., something off the shelf. If support for IPADS is required, a full impact assessment to determine the intended usage would be needed to consider (among other things) the following: 1. Operating system support, 2. Application support, 3. Patching, 4. Break/fix and or swap out, 5. Security, Any integration requirements into the current environment.

## **7.0 Additional Budgetary Implications**

7.1 As set out in Appendix A

## **8.0 Resource Implications**

### **8.1 Financial Implications**

See Appendix A

## 8.2 Legal Implications

- 8.2.1 The potential for paperless meetings was introduced by the Local Government (Electronic Communications) (England) Order 2015. This order amended Schedule 12 of the Local Government Act 1972 and allowed local authorities to send summons for meetings in electronic format in situations *“where the member has given consent for the summons to be transmitted in electronic form to a particular electronic address (and consent has not been withdrawn), sending it in electronic form to that address.”*
- 8.2.2 It is important to note that Councillors must provide consent to receive electronic copies of all papers. Relating to this, the Cabinet has also requested that political group leaders encourage their members to consent to receiving electronic versions of all committee papers.
- 8.2.3 There is also a requirement under Section 100B (6) of the Local Government Act 1972 that local authorities must ensure that where a meeting is held in public, *“there shall be made available for the use of members of the public present at the meeting a reasonable number of copies of the agenda and ... reports for the meeting”*. This requirement means there will still be a small printing cost for the Council at each meeting, but this will be considered on a meeting-by-meeting basis to ensure ‘reasonable’ copies are available.

## Appendices

Appendix A - Councillors IT- Investment Options: Capita Quotation Dated 6th December 2021

Appendix B – Results of Members’ Survey

## Contact

Name: Councillor Scott

Telephone:

E-mail: [issy.scott@havant.go.uk](mailto:issy.scott@havant.go.uk)

## Appendix A - Councillors IT- Investment Options: Capita Quotation Dated 6th December 2021

	Option A - Laptop				Option B -Surface Pro 7				Option C - IPAD			
	Year 1	Year 2	Year 3	Year 4	Year 1	Year 2	Year 3	Year 4	Year 1	Year 2	Year 3	Year 4
<b>Costs</b>												
<b>One-Off</b>												
<b>Devices</b>	24,474				44,833				20,262 <sup>5</sup>			
<b>Build (estimated)</b>	2,000				1200				NA <sup>6</sup>	NA	NA	NA
<b>Recurring</b>												
<b>Capita Support</b>	8,381	8,381	8,381	8,381	8,527	8,527	8,527	8,527	NA <sup>7</sup>	NA	NA	NA
<b>Support FTE</b>	18,464	18,464	18,464	18,464	18,464	18,464	18,464	18,464	18,464	18,464	18,464	18,464
<b>Modern.Gov Tool</b>	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
<b>TOTAL COSTS</b>	<b>56,319</b>	<b>29,845</b>	<b>29,845</b>	<b>29,845</b>	<b>76,024</b>	<b>29,991</b>	<b>29,991</b>	<b>29,991</b>	<b>41,726</b>	<b>21,464</b>	<b>21,464</b>	<b>21,464</b>
<b>Savings - Cashable</b>												
<b>Print &amp; Postage (Major committees estimated)</b>	970.02	970.02	970.02	970.02	970.02	970.02	970.02	970.02	970.02	970.02	970.02	970.02
<b>Paper</b>	670.77	670.77	670.77	670.77	670.77	670.77	670.77	670.77	670.77	670.77	670.77	670.77
<b>TOTAL SAVINGS</b>	<b>1640.79</b>	<b>1640.79</b>	<b>1640.79</b>	<b>1640.79</b>	<b>1640.79</b>	<b>1640.79</b>	<b>1640.79</b>	<b>1640.79</b>	<b>1640.79</b>	<b>1640.79</b>	<b>1640.79</b>	<b>1640.79</b>
<b>Modernisation Allowance</b>	17518	17518	17518	17518	17518	17518	17518	17518	17518	17518	17518	17518
<b>TOTAL CONTRIBUTION</b>	19158.79	19158.79	19158.79	19158.79	19158.79	19158.79	19158.79	19158.79	19158.79	19158.79	19158.79	19158.79
<b>COST IMPLICATION PER ANNUM</b>	<b>,160</b>	<b>-10,686</b>	<b>-10,686</b>	<b>-10,686</b>	<b>-56,866</b>	<b>-10,832</b>	<b>-10,832</b>	<b>-10,832</b>	<b>-22,568</b>	<b>-2,305</b>	<b>-2,305</b>	<b>-2,305</b>

<sup>5</sup> Average cost of IPAD (64GB v256GB) (314.77 v 436.90)

<sup>6</sup> Device only not a Capita build

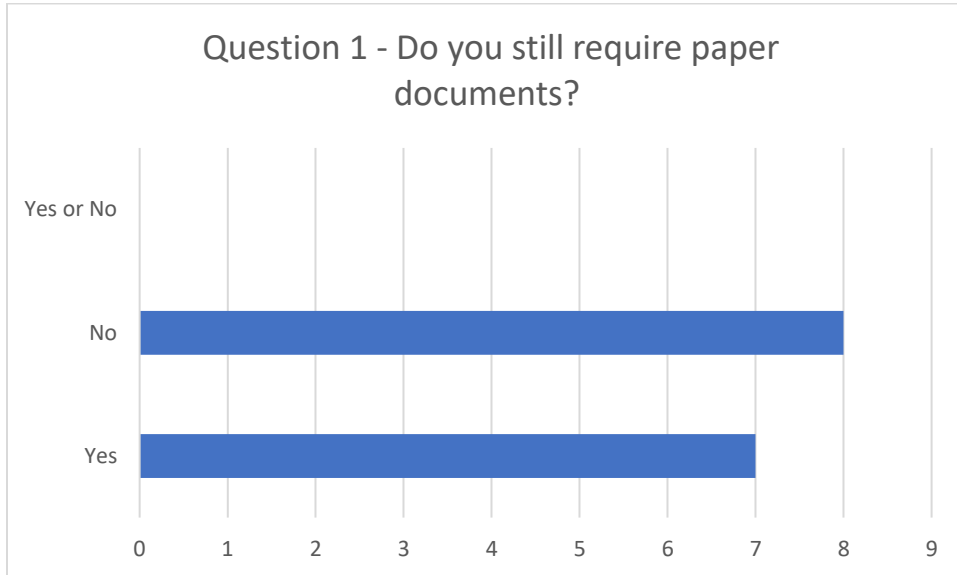
<sup>7</sup> Apple devices are not currently supported by Capita and there is no standard support model i.e., something off the shelf. If support for IPADS is required, a full impact assessment to determine the intended usage would be needed to consider (among other things) the following: 1. Operating system support, 2. Application support, 3. Patching, 4. Break/fix and or swap out, 5. Security, Any integration requirements into the current environment.

## Appendix B - Paperless Agendas: Members' Survey - Results

### Response Rate

42% (16 out of 38 Councillors responded)

### Question 1 – Do You Require Paper Documents



14 out of the 15 respondents answered this question

	Yes	No	Yes or No	Didn't answer
Do you still require paper documents?	7	8	0	1

### Question 2 - Why do you require paper documents?

Some documents are very long (200-300 pages or more). I do not expect to print them myself; I do not wish to read them from my computer; I like to write on them and fold pages for quick reference and carry them to the meeting.

Because I cannot read and rotate on my iPad or phone because it's too small. I use a laptop at home but do not want to bring my laptop ....the tool of my work and personal life - into the Plaza. plus it was difficult being in meetings on line through my laptop and looking up documents on my laptop or phone at the same time.

I find it easier to work through documents

I prefer paper copies as I use a laptop/computer mostly and as I have poor eyesight, paper gives my eyes a (relative) rest.

My current laptop/notepad needs replacing and I haven't got round to it

If it is a large document – e.g. Local Plan, I would still like a paper copy

### Question 3 - What experience of HBC computer work have you had?

I have been using my iPad for all HBC committees including planning.

I believe the Chairman of committees should have a paper agenda. (Not necessarily reports). I have needed this when I have chaired committees but have followed the reports on my iPad.

I have been happy to have online agendas for HCC meetings including council meeting which sometimes extend to 400 pages.


I currently sit on the overview and scrutiny panel and the licensing committee panel, which has yet to convene this electoral cycle. No it doesn't. So long as I am able to read anything electronically beforehand, I see no reason to use paper copies of anything whatsoever.

Over 3 years experience, Licensing Committee, Overview and Scrutiny Committee, Planning Policy Committee, Langstone Harbour Board,

I have been on the Council, on and off, since the 90s and have served on most committees except Planning, which I avoided. In former days all agendas and papers were delivered to our home addresses on Friday, and Friday nights (and at times, the weekends) were spent reading, thinking and preparing

DMC/Planning Committee, Scrutiny Board (old days), Panel Lead. Happy to have electronic documents, preferably accessible from 'Modern Gov'.

I've been on most committee's, Licensing, O&S, DMC, HR. I prefer paper copies, I can pick up and put down a paper copy.

Member of PLANNING Committee for 4 years, Chair of OPS SCRUTINY BOARD 3 years, Chair of OVERVIEW & SCRUTINY COMMITTEE 

I have been a councillor for nearly 4 years, My main reason for not wanting paper copies is purely environmental. I have a tablet, iphone and laptop so am fully able to locate all documents online

GAF/BACs

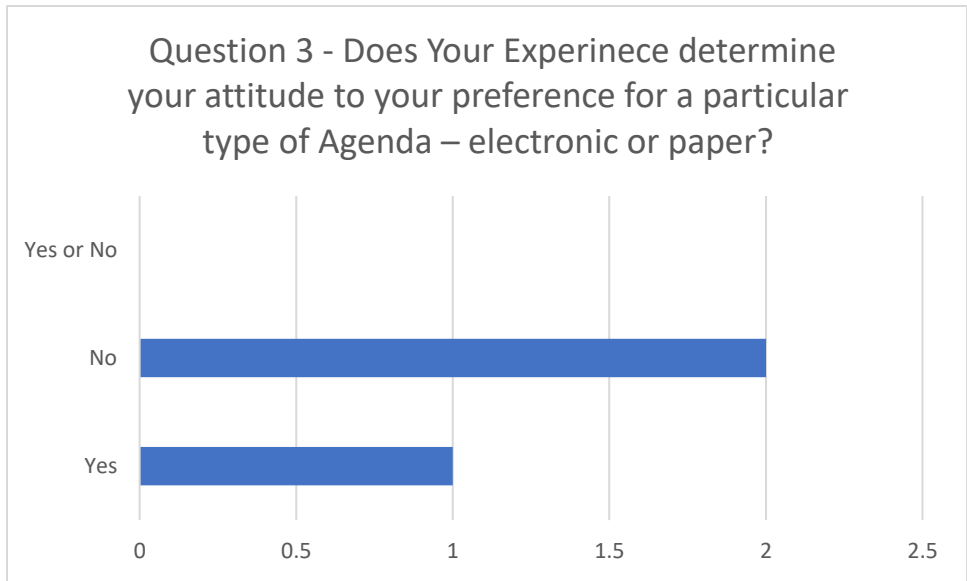
OPS, Councillor Development, Joint HR, Overview and Scrutiny, Planning, West of Waterlooville

I am a new councillor so have had very little experience of HBC committee work

Electronic

I have had experience working with all committees and this does not effect my requirement for a virtual agenda. I do have sympathy with planning committee members who have extensive documents to peruse

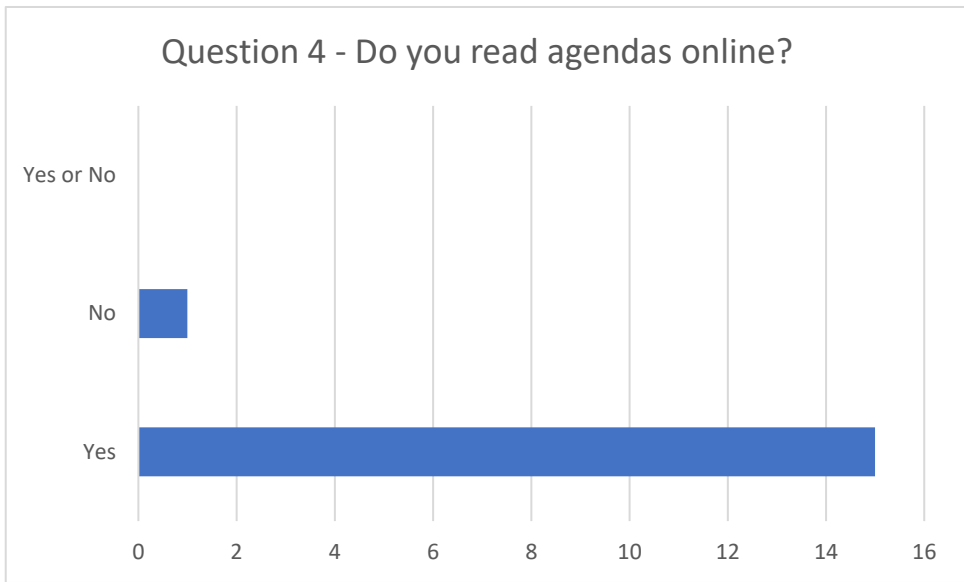
I don't have a lot of experience but am happy for electronic



3 out of 16 respondents answered this question

	Yes	No	Yes or No	Didn't answer
Does your experience determine your attitude to your preference for a particular type of Agenda – electronic or paper?	1	2	0	0

### Question 4 - Do you read agendas online?



16 out of 16 respondents answered this question

	Yes	No	Yes or No	Didn't answer
Do you read agendas online?	15	1	0	0



Do you read  
agendas online?      15      1      0      0

Comments Received

I will look at them, but I prefer to sit in my armchair and comfortably take my time to read, mark and digest.

I suspect that some Councillors use their phones which must be hell. Every Cllr should be equipped with a properly equipped and prepared HBC laptop.

DMC/Planning Committee, Scrutiny Board (old days), Panel Lead. Happy to have electronic documents, preferably accessible from 'Modern Gov'.

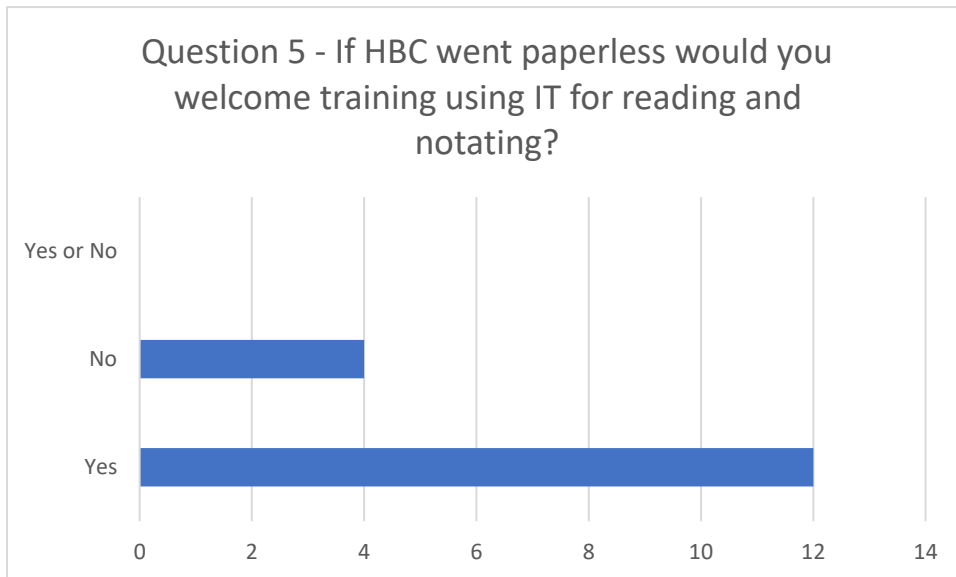
Not very often.

Sometimes, ahead of paper copies being received.

Agenda Yes, Reports No

Yes, but attending and chairing requires paper

**Question 5 - If HBC went paperless would you welcome training using IT for reading and notating?**



16 out of 16 respondents answered this question

	Yes	No	Yes or No	Didn't answer
If HBC went paperless would you welcome training using IT for reading and notating?	12	4	0	0

Comments Received:

Yes, though I would likely not require it.

I would have to with regard to notating.

I'd give it a go.

Happy with Modern Gov

Yes, because I use my laptop for my work and for personal use

My iPad needs updating to cope with council papers but I do not feel I should have to buy a special piece of IT equipment and software for council work, when some councillors have been given kit for free. This is blatantly unfair.

I wouldn't need that, but I would prefer to still receive paper copies.

Yes – although I tend to use my ipad and it's pen to be able to notate documents already

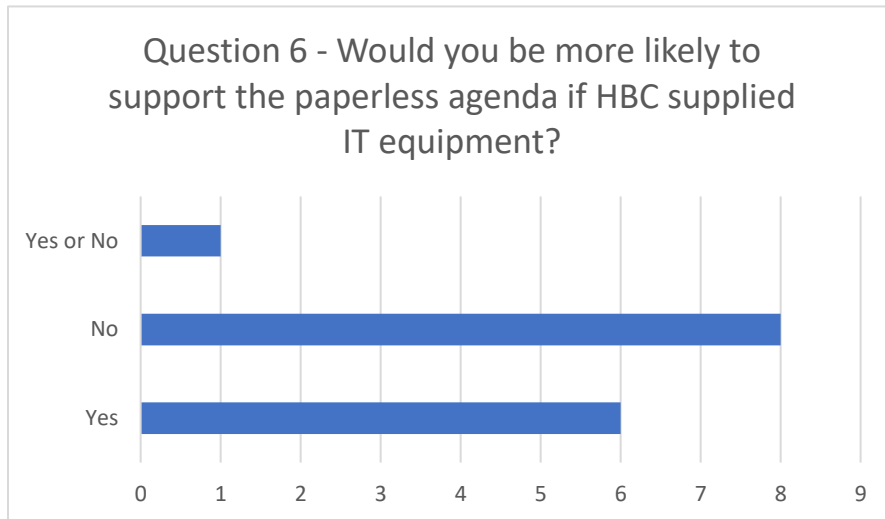
No, I wouldn't need that, but I would prefer to still receive paper copies

I would be prepared to try my method on a device after training. However, if I found that it didn't suit my way of working, I would revert back to paper documents

Yes I would, I have some knowledge

No not required

**Question 6 - Would you be more likely to support the paperless agenda if HBC supplied IT equipment?**



15 out of 16 respondents answered this question

Yes      No      Yes or No      Didn't answer

Would you be more likely to support the paperless agenda if HBC supplied IT equipment? 6 8 1 1

Comments Received:

I'll support it either way but do think supplying IT equipment is better for online security.

If it is necessary for us to do our roles, I don't really see why the money should come from our own pockets.

I have all my own IT equipment

NO - but I support the provision of IT equipment. Officers don't expect to load up their private equipment with HBC stuff and neither should Cllrs.. In addition, HBC equipment would be more secure.

I do not need any additional IT equipment to fulfil my role. The only time it is difficult, is large documents associated with planning applications where hard copies of A3 sized pages would be beneficial at formal Planning Committee meetings.

Yes, definitely.

I would not need any further IT. Maybe this should only be supplied to those who request it – to save money

Probably yes, but still have concerns as outlined above

Yes - A laptop would be extremely handy.

No but I would be supportive of equipment being offered to colleagues that required it

If we could get a grant towards it that would be helpful,

For me, the issue is how I work, not a lack of IT equipment

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NON-EXEMPT

## HAVANT BOROUGH COUNCIL

Overview and Scrutiny Committee

12 April 2022

### REPORT OF THE OVERVIEW & SCRUTINY TASK & FINISH PANEL ON THE COUNCIL'S BUSINESS GRANTS SUPPORT DURING COVID 19 LOCKDOWN 2020/201 & 2021/22

**Scrutiny Lead:** Councillor Lloyd

Key Decision: No

Report Number: HBC/448/2022

---

#### 1. Purpose

- 1.1 To consider the recommendations of the overview and scrutiny task force, which reviewed the Council's response to C19 regarding the disbursement of government funds to businesses as grants.

#### 2. Recommendation

- 2.1 That the recommendations set out in the task and finish force's report (Appendix A) be agreed.

#### 3. Executive Summary

- 3.1 The task and finish panel (panel) was appointed by the Overview and Scrutiny Committee to review the Council's response to C19 regarding the disbursement of government funds to businesses as grants. The findings and recommendations of the panel are attached at Appendix A.

#### 4. Additional Budgetary Implications

- 4.1 None arising from this report

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

- 5.1 The support provided during the pandemic to local business highlighted the key role the Council can play in helping business in the Borough. The pandemic also tested how the Council responds to changes in demand and the way it has to deliver new services to meet the changing needs of businesses and residents.

#### 6.0 Options considered

6.1 Not Applicable

**7.0 Resource Implications**

7.1 Financial Implications: As set out in 4.1 above.

**Section 151 Officer comments**

None Received

**7.2 Human Resources Implications:**

None arising from this report

**7.2 Information Governance Implications:**

**Head of Service Comments**

**None**

**Other resource implications:**

None

**8.0 Legal Implications**

None arising from this report

**Monitoring Officer comments**

The Monitoring Officer has no comments.

Mark Watkins

Date: 4 April 2022

**9.0 Risks**

Not applicable

**10.0 Consultation**

**10.1 Cabinet Lead(s) comments**

None Received

**11.0 Communication**

11.1 N/A.

**12.0 Appendices**

Appendix A – Panel’s Report

**13.0 Background Papers**

N/A

Agreed and signed off by:

Deputy Monitoring Officer:

Section 151 Officer:

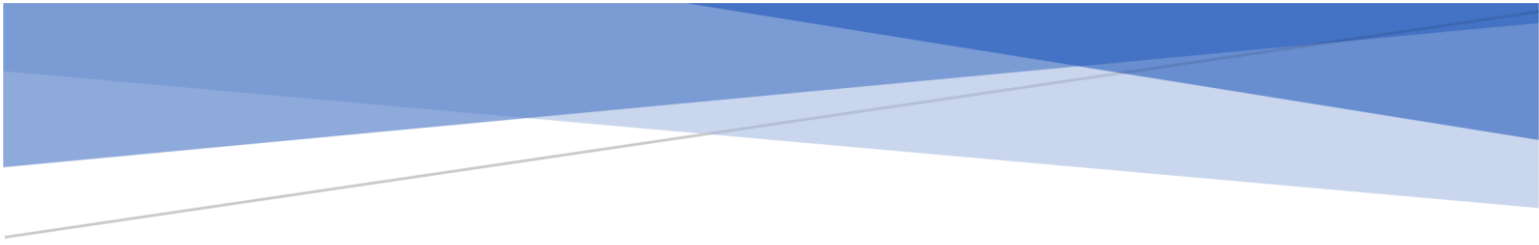
**Contact**

Councillor Elizabeth Lloyd

Chairman of the Task and Finish Force

[elizabeth.lloyd@havant.gov.uk](mailto:elizabeth.lloyd@havant.gov.uk)





# REPORT OF THE OVERVIEW & SCRUTINY TASK & FINISH PANEL ON THE COUNCIL'S BUSINESS GRANTS SUPPORT DURING COVID 19 LOCKDOWN 2020/201 & 2021/22

## **ABSTRACT**

TO REVIEW THE COUNCIL'S RESPONSE TO COVID 19 REGARDING THE  
DISBURSEMENT OF GOVERNMENT FUNDS TO BUSINESSES AS GRANTS.

**OVERVIEW AND SCRUTINY TASK & FINISH PANEL LED  
BY CLLR D E LLOYD**

## **1. Purpose**

- 1.1 To review the Council's response to C19 regarding the disbursement of government funds to businesses as grants.

## **2.0 Recommendation**

- 2.1 Overview and Scrutiny notes the uniqueness and complexity of the situation the council with which the Council was faced.
  - 2.1.2 Overview and Scrutiny notes that without the massive, personal effort made by the key officers in charge of working with Capita to disburse the funds to businesses, the Council would not have helped the Borough's businesses as it did.
  - 2.1.3 Overview and Scrutiny wishes to commend those officers who worked tirelessly to physically process those many cases which demanded further scrutiny at the time, under immense pressure, in order that Havant Borough Council incurred no penalty for any fraudulent activity being possible, within this unique process.

## **3.0 Conclusions**

- 3.1 The decision by the Chancellor of the Exchequer to support businesses with government funded grants paid out through Local Authorities linked to business rates records, was unique, involved huge sums of money, and came at a time of high anxiety on the parts of business owners who faced closure for at least a period of time, if not forever.
- 3.2 The council responded swiftly, communicating with its third-party contractor, Capita, who held the data for all the businesses in the Borough. Given the IT system used to hold the data was not designed to pay out money, it is commendable that the payments were paid systematically. It would not have been possible to turn round applications for business-saving money, in time to pay for some people's wages, if this system had not been used.
- 3.3 There were delays between the Chancellor's announcement, the application system going 'live' and processing; this is unsurprising given the uniqueness of the situation and the volume of claims.

## **4.0 Methodology**

- 4.1 The Panel was made up of Councillors Lloyd, Briggs, Kennett, Milne and Moutray. Members met in August, and October 2021 and January 2022. The Panel's meetings were held in private sessions to enable the Panel to interview members and officers in confidence.

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

- a) Meetings with the Head of Customer Services, the relevant Cabinet Lead at the time of the meetings, and the Client Relationship Director

The Panel wished to gain an insight into the volume of work involved with the distribution of business grants during the Covid 19 initial lockdown, the challenges faced by the Council, how these challenges were overcome, and lessons learnt.

- b) Interviews with the Leader of the Council, at the time of the pandemic lockdown and the relevant Cabinet Lead, at the time of the interview

## 5.0 Findings

### 5.1 What was the Volume of Work Involved?

5.1.1 The Council had at the time of the pandemic, 5485 businesses operating within the Borough. In total, a sum of £33.7m was paid out to businesses in the form of the grants funded by central government.

5.1.2 As of 3 August 2020:

- 1344 businesses within the Borough received a grant (£16m)
- A total cost of rate relief was £16m
- The total value of discretionary grants given was £840,000

The average time for payment was an estimated 20 days, with a further 2 – 4 business days before funds cleared in accounts.

5.1.3 Corporate Support have processed the following applications between November 20 and March 2022:

- Over 1,300 businesses were supported by various grant schemes – totalling £7,658,000 for the period November 20 to March 21
- A further £4,230,000 (Restart Grants) was paid to 604 businesses in the period April 21 to June 21
- From January 22 to March 22 £419,000 (Omicron Hospitality and Leisure Grants) were paid to 118 businesses
- Finally, discretionary grants (Additional Restrictions Grant) of £4,600,000 were paid from November 20 to March 22.

5.1.5 Between Nov 2020 and February 2021 the Economic Development Team dealt with over 120 enquiries. In total the team dealt with over 600 business enquiries between March 2020 and February 2021<sup>1</sup>.

### 5.2 How is this support coordinated for businesses?

5.2.1 The timescales expected for the payment of the grants, limited the number of options available to the Council to process grant applications. In view of the Council's close ties with Capita and Capita's in-house expertise, the Council, together with the other parties in the Five Councils' contract, accepted an offer by Capita for them to process the grant applications. This was to meet a tight set of timescales set by the Government, who, having announced the scheme the second week in March, were expecting payments to commence by early April. This is something they enforced via regular reporting, use of national performance tables, and interventions with Authorities up to ministerial level.

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<sup>1</sup> Information provided by the Business and Economy Management

It was unfortunate that a communication, based on Capita's usual turn-round times for their processes, was released, giving an unattainable timescale for the processing of the business grants applications. This oversight caused anxiety among the business cohort which led to more chasing communications coming into the council direct, or via agents and councillors. The Panel noted that this work was provided outside the 5 Councils' contract.

5.2.2 The Council created a Covid-19 business support taskforce, led by a senior officer and supported by a number of officers from across a range of teams - including Revenue and Benefits, Economic Development, Finance, Communications, Corporate Support and Programme Management - was established. It must be acknowledged that HBC officers with no previous business rates' experience took up their new roles with a flexible and positive attitude.

Initial work of this taskforce was to assist with business survival during the early weeks of the pandemic. This included the administration of the business rate relief scheme and business grants, signposting businesses to other support packages, query handling, guidance and bespoke support for complex or non-standard businesses.<sup>2</sup>

5.2.3 Although Capita processed grant applications, the payments had to be reviewed and signed off by the S151's team, uploaded onto the Finance System

5.2.4 As the processing of grants by Capita was part of a coordinated Five Councils response, a joint coordination group was set up, involving Authority leads, and key Capita representatives, which met twice weekly. Key developments were discussed and agreed via that forum and matters for specific local approval fed back via said leads. This included, for example, approval of the application forms for grants, discretions to be applied where cases were lodged with the Valuation Office Agency, and approval of any formal notification letters. In addition, the matter was also monitored via existent Five Councils Governance, notably the Joint Tactical Board and the Chief Executive's joint meetings.

### **5.3 How was the support monitored?**

5.3.1 The Council established a tracking process to enable the Council to have oversight of the process and held two meetings a week with Capita to chart progress<sup>3</sup>

### **5.4 Were there any problems identified with arrangements for supporting businesses and how were they resolved?**

5.4.1 It became clear during regular review of progress by all 5Cs Authorities, with benchmarks made against national performance, that Capita did not commence this exercise with sufficient resources. This issue was taken up to the Chief Executives of the Councils involved, who persuaded Capita to increase the resources available for this process. The number of staff working within Capita on this process went from 3.5 FTE employees to 22 FTE employees, within a matter of weeks from the announcement of the available monies by government. This gives an idea of how working practices changed, by how much and how quickly. The work of Capita was supplemented by the Revenues and Benefits Client Team and the Capita Face-to-Face reception team.

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<sup>2</sup> Cabinet Report section 4

<sup>3</sup> Reported by officers at a meeting of the Panel held on 3 August 2020

5.4.2 Initially, limited help could be provided to businesses as not all Council staff had access to the rates system. As soon as this information was available via access to an extract of the Business Rates database and sight of the customers queries, the Council's teams were in a better position to help to business.

## 5.5 What were the challenges?

- Keeping up with the pace and speed of change in government advice and packages which evolved throughout the process
- Although rating system was the most appropriate system to use to distribute the grants, little thought had been taken on the impact of the schemes on local authorities and on how it could be implemented
- Although Capita hold a database, which gives details of business within the Borough, it was found that the contact details on this database, which is mandatory, was not up to date or was missing. There was also an issue where some business had given their contact address as the business premises, which during the lockdown were, in some cases, closed.
- Capita did not commence this exercise with sufficient resource, as it was an unforeseen development.
- To deliver a scheme using a system which was not designed to **give out** money
- The Council was under pressure from the Government and local businesses to deliver the payments quickly
- The sheer volume of applications generated by the schemes in a short period
- Working as a team within the pandemic restrictions

## 5.6 How were the challenges met?

- Regular meetings held with all parties concerned to identify issues and provide solutions
- Capita provided more staff resources to meet the demand
- A payments system was created to deliver the grants
- Council officers (and in some cases, councillors) provided support by dealing with queries
- Council officers (and in some cases councillors) directly dealt with business to deal with their queries and provide

## 5.7 Lessons learnt

- It is important to make sure the systems are in place before inviting applications
- Set realistic deadlines
- Control communications – to ensure action which follows can be enacted
- Councillors can play a role acting as advocates
- The lessons learnt from the delivery of the first grant scheme helped the Council to administer the following schemes more efficiently
- Businesses have learnt the importance to keep the Council informed of any changes in their businesses

## **6.0 Additional Budgetary Implications**

6.1 None arising from this report

## **7.0 Resource Implications**

### **7.1 Financial Implications**

None arising from this report

## **Appendices**

Exempt minutes of the meetings of the Panel held in October 2021 and January 2022

## **Background Papers**

None

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OVERVIEW AND  
SCRUTINY COMMITTEE  
ANNUAL REPORT  
2021/22

Councillor Dianne Elizabeth Lloyd

## Chair's Foreword



Councillor Dianne Elizabeth Lloyd  
Chair, Overview & Scrutiny Committee

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There's no doubt it's been an interesting year, with a dynamic Corporate Strategy following almost two years of coping with the Covid 19 pandemic and how it affected the council and our residents. Also, getting to grips with the new structure of scrutiny, in line with the new constitution that was adopted by Havant Borough Council on 1 March 2021, was a new challenge. This set the scene for the way of operating in the 2021/22 municipal year, seeing the membership of the scrutiny function as a whole reduce from 30 to 14. Interestingly, since I have chaired a scrutiny panel or board, there have been three different structures to this function of Havant Borough Council.

Given the rate of change to the scrutiny process, I was delighted that most of the Members of the 2018/19 to 2020/21 Operations and Place Shaping Scrutiny Board remained a member of the Overview & Scrutiny Committee as we entered 2021/22, allowing some element of continuity. Attendance at committee meetings has averaged 60%. Membership of this committee demands much attention but gives Members the opportunity to help shape the decision-making process.

Setting the Work Plan for the committee began with input from the Cabinet leads in line with the Corporate Strategy and how it affected their portfolios. This did lead to a large Work Plan, and it was doubtful from the outset that the committee would have time and resources to deal with all topics / services on that Plan. However, as the now current structure of Overview & Scrutiny allows for Task & Finish Panels to carry out their work in tandem with the committee, most of the work planned has been completed. Two items have been deferred to 2022/23: The Meridian Centre-ROI and Future Plan plus the service Enforcement-Building Control. Both of these items were proposed to be scrutinised by a working group, reporting to the O&S committee, and it is hoped they will be dealt with early in 2022/23.

I sincerely hope that Members and the public have found the scrutiny meetings, based on the reports presented and publicised, informative and helpful in understanding the aims of the Cabinet to enact the Corporate Strategy of Havant Borough Council.

I wish to extend my sincere thanks to the Democratic Services team for their support throughout the year. Thank you



## **A. Introduction**

The Work Plan was constructed by the committee but through collaboration with Cabinet members and the Overview & Scrutiny (O&S) Committee members, ahead of the beginning of the municipal year and again, reviewed at the half year point.

The aim of the Work Plan was to ensure that the right topics / services were included. Also, to make sure that the portfolio holders were aware of the reasons why each topic / service was put on to the Work Plan, and to plan such that the anticipated outcomes of any scrutiny would be worthwhile, realistic and achievable.

The Work Plan has been treated as a 'live' document, and the Chair of O&S committee has taken a flexible approach, based on the importance of topics coming from the Cabinet for pre-decision scrutiny, ongoing major strategic programmes and the available resource, particularly from the Democratic Services' teams.

Officers and Members have worked closely together to ensure the scrutiny process is transparent and meaningful, and able to put forward conclusions and recommendations to Cabinet. It has also been critical for the public to see the scrutiny process adding value not only to their understanding but also to the decision-making at the Council.

## **B. Scrutiny Main Achievements - 2021/22**

The main achievements of Scrutiny during 2021/22 are set out below:

- All topics / services reviewed have been put through the scrutiny process by either Full Committee, Working Groups or Task & Finish Panels. This has proved very successful management of resources.
- All topics / services for the scrutiny process have been through a validation and prioritisation process; all topics selected have had focussed objectives.
- The outcomes of the reviews have directly influenced policy development: this approach is recommended for future years.
- Scrutiny has become truly 'Member led' in line with best practice.
- Members of the Overview & Scrutiny committee have maintained an effective structure for managing the function: good planning in preparation for meetings in public.

- All topics / services and their associated reports have been discussed in public.
- The willingness of Cabinet to enable the Committee to comment on proposed strategies and policies at an early stage has made the decision-making process more transparent and helped shape a more robust policy making process.

### **C. Overview & Scrutiny Committee - Work undertaken 2021/22**

The Overview and Scrutiny Committee (O&S) has had a busy year focusing on the work coming forward from the Cabinet, linked to the Corporate Strategy, and Member-led reviews of certain policies. The following topics have been through the scrutiny process during the municipal year 2021/22:

- Ongoing Strategic Programmes' reviews:
  - Shaping our Future –Transformation – 1/4ly reviews.
  - Regeneration Programme – 1/4ly reviews.
- Post-decision scrutiny:
  - Disbursement of Business Grants money linked to Covid 19 Lockdown.
- Pre-decision scrutiny:
 

	<b>Meeting Date(s)</b>
○ Climate Change & Environment Strategy	24 August 2021
○ Changes to Glass Collections	2 December 2021
○ Draft Budget for 2022/23	9 February 2022
○ Hayling Island Regeneration Strategy	24 August 2021 and 1 March 2022
○ Havant Town Centre – Priority Projects' Regeneration Strategy	1 March 2022
○ Regeneration – A refreshed strategy	24 August 2021 and 1 March 2022
○ Climate Change & Environment Action	12 April 2022
- Policy development scrutiny:
  - 'Red Card' process related to planning application, changed in the new Constitution
  - Provision of Temporary Housing for the homeless within in the Borough
  - Paperless Agenda for Councillors

- Outstanding Actions from previous Recommendations from O&S agreed by Cabinet:
  - Training Programme for Members of the Planning Committee
  - Actions related to the Parking Review report
- Items earmarked for Scrutiny and deferred to 2022/23:  
The Overview & Scrutiny Committee, after consultation with the portfolio holders of services, identified the following topics for scrutiny, but time pressures and the availability of the relevant officers, has meant these topics / services have had to be deferred to the next municipal year:
  - The Meridian Centre – ROI and Future Plan – via a Working Group
  - Enforcement – Building Control service – via a Task & Finish Panel

**D. Other meetings:**

- The Chair convened a meeting of O&S committee in private but open to all members, to facilitate a question-and-answer session with the Leader and Deputy Leader of the Council following the decision announced on 5<sup>th</sup> January 2022 to dissolve the Joint Management Agreement with East Hants District Council.
- It must be noted that in order for lengthy and complex reports to be discussed adequately and in an organised manner in public, Members were sometimes convened in private to ensure comprehension of the report and to discuss themes and specific questions to be posed.
- The Chair also had regular bi-monthly meetings jointly with the Leader and Chief Executive of the Council and separately with the Monitoring Officer, to ensure Scrutiny could function unhindered, and that the committee and its panels / working groups were adequately supported by officers from the Democratic Services Team.

It is important to the Membership and the residents represented by them, that the Overview & Scrutiny committee maintains its position as a critical friend to the Cabinet in their decision-making process, and its stance as being Member-led.

**E. Consultation on Urgent Key Decisions**

- The Chair of the Overview & Scrutiny Committee was consulted on the following urgent key decisions in accordance with Standing Order 49:

- Purchase and installation costs of a charging point for the electric rubbish bin collection vehicle on Hayling Island.
- Cost of replacing some and repairing other beach huts following storm damage in February 2022.
- Process for disbursing monies, from central government, as discretionary cost-of-living help (max £150 per household) for homes in Council Tax bands E to H.

## **F. BACKGROUND**

### **What is Overview and Scrutiny?**

Good scrutiny is an essential part of the Council's governance framework and is integral to decision making. The Council's Overview and Scrutiny committee fulfils the statutory responsibility placed on local authorities to review and scrutinise decisions and actions taken, and it plays a vital role in influencing services and shaping policies and plans which affect the corporate strategy and in turn, the borough's residents.

### **What is an Overview and Scrutiny Committee?**

The Council's Constitution allows for one Overview and Scrutiny Committee

The terms of reference are approved by Council and are set out in the Constitution:

The Committee is made up of councillors proportionally represented from the different political parties.. They consist of a Chair, a Vice Chair (either position must be from a minority party of the Council) plus twelve members.

The Committee is designed to support and enhance the decision-making process and aims to make a positive impact by supporting the development of policy, monitoring performance and making important recommendations that will lead to improvements in services and make best use of resource in everything the Council does.

### **How Does Scrutiny Work?**

Matters that are of importance to local residents or business, or that are of strategic importance to deliver services in order to meet the Local Authority duty as required by law, are identified by the Overview & Scrutiny Committee, and form the work plan for the year ahead. The Committee can invite people to attend meetings or inquiry sessions to provide information, explain structures and situations and respond to questions. Committee meetings take place regularly, they are usually open for the public to attend, and they are broadcast on the Havant Borough Council website.

Methods of scrutiny, where members investigate a topic / service in depth, are either by Full Committee, Working Groups or Task & Finish Panels. These Panels are led by a member of the Panel and are supported by a Democratic Services officer. The reviews by a Panel take place over a set period of time and are scoped to ensure the right focus and evidence is gathered to inform a final report and recommendations. Panel Leads report progress and submit a final report to the Committee, which is then reviewed at a meeting of the committee in public.

### What is Pre-Decision Scrutiny?

*“Pre-decision scrutiny is also a vital part of a committee’s role. By commenting on and contributing to a decision before it is made, scrutiny committee are able to offer executives the benefit of their ability to focus on an issue in greater depth over a longer period of time”<sup>i</sup>*








The O&S Committee is given an opportunity to scrutinise and comment on a proposal before a decision is made. The intention of this is for the scrutiny process to add value to the decision. It can also prompt further investigation into the reasons behind the proposals if the Committee feel that it is appropriate. The use of referrals is recommended, especially regarding controversial issues, to prevent decisions taken by the Cabinet being ‘called in’.

### How Does Scrutiny Make a Difference?

By looking closely at a topic / service, Members gain an understanding of the facts, the issues arising and can proffer solutions to any challenge. Members can provide different perspectives on challenges and proposals leading to well-thought-out decisions.

Holding a matter up to scrutiny raises awareness	Helps to develop relationships between services, partners, Members, officers and the public	Shows us how we perform and why we do what we do
Invites people into the same space to hold an open and transparent discussion	Identifies and encourages good practice	Initiates ‘the difficult conversation’ between interested parties
Questions the issues, identifies barriers and consequences	Monitors and maintains oversight of issues that impact residents and businesses of Havant	Makes comments and recommendations to decision makers based on evidence gathered

**G. Summary of work carried out by Overview & Scrutiny in 2021/22**

	<b>The Committee Activity</b>	<b>2021-22</b>
	Number of formal meetings of the Committee, in public and broadcast	7
	Pre Scrutiny Reviews	7
	Number of Panel and Pre Scrutiny written reports considered	22
	External Partners at meetings	0
	Task & Finish Panels	4
	Call ins	0

<sup>i</sup> “Effectiveness of Local Authority Overview and Scrutiny Committee” – House of Commons Communities and Local Government Committee December 2017