

HAVANT BOROUGH COUNCIL

At a meeting of the Scrutiny Board held on 26 February 2013

Present

Councillor Keast (Chairman)

Councillors Mrs Blackett, Bolton, Cousins, Edwards, Farrow, Gibb-Gray, Gillet, Hart, Hilton, Kennedy, Lenaghan, Pierce Jones, Ponsonby, Smith G, Smith J, Tarrant and Wride

42. Apologies

Apologies for absence were received from Councillors R Bastin, M Fairhurst, R Galloway, R Heard, J Hunt Mrs M Smallcorn and K Smith.

43. Minutes

RESOLVED that the minutes of the meeting of the Scrutiny Board held on 4 February 2013 be approved as a correct record.

44. Matters Arising

There were no arising from the minutes of the last meeting.

45. Declarations of Interests

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

46. Chairman's Report

There were no matters the Chairman wished to report to the Board.

47. Leisure Strategy Review

The Board received a report from the Economy and Communities Panel, setting out findings and recommendations in relation to its Leisure Strategy review. In undertaking this review, the Panel investigated why Havant Borough Council should deliver sports development, assessed whether there should be continued support for cultural infrastructure and, if so, how it would be best delivered.

The Panel had made extensive enquiries within the resources available to it and had concluded that the Council's contribution to sports and leisure development within the Borough was valued by both clubs and individuals. A summary of the evidence gathered by the Panel, together with the Panel's recommendations, was set out in their report to the Board.

The Service Manager (Community) joined the Scrutiny Panel for the debate on this item and undertook to provide the following additional information to the Board following the meeting:

- An update on whether a model lease had been drawn up in relation to the self-management of sports pitches and whether any arrangements had yet been concluded;
- To what extent self-management of sports pitches might affect public access; and
- Membership of the Havant Sports Partnership;

RECOMMENDED to the Cabinet that

- (1) Havant Borough Council continues to invest in leisure and sports development, but should capitalise on opportunities to improve the offer without increasing budget costs;
- (2) the following opportunities, identified by the Panel, be pursued:
 - (i) actively promoting the self-management of pitches;
 - (ii) investigating the feasibility of outsourcing the sports development function;
 - (iii) exploring the advantages of amalgamating the functions of the three officers involved in leisure and sports development;
- (3) Havant Borough Council should maintain its current level of funding for sports development and cultural infrastructure.
- (4) officers be requested to undertake a comprehensive review of the usage of existing sports pitches in the Borough.

48. Social Media and Communications - 12 Month Review

The Board received a 12 month review from the Service Manager for Marketing and Customer Relations, setting out progress to date in relation to the recommendations put forward in February 2012 by the Marketing and Development Panel following its policy review of Social Media and Communications.

The Portfolio Holder for Marketing and Development and the Service Manager joined the meeting for the debate on this item.

The Board was pleased to note that significant progress had been made over the last 12 months in taking forward the Panel's recommendations, particularly with regard to the new Website and developing social media as an additional means of communication with residents. In response to a member, the Service Manager undertook to provide statistical information in relation to useage of the Council's Facebook and Twitter accounts.

Further work needed to be done to assess the suitability of various "Apps" for use by the Council and the Panel would be exploring this in conjunction with the Portfolio Holder and the officers.

Scrutiny Board (26.2.13)

RESOLVED that the report be noted and that the Marketing and Development Panel be requested to build upon the work done to date by undertaking a review of 'Applications' and how/when these might be used by the Council.

49. Street Cleanliness Review

The Board received a report from the Environment and Neighbourhood Quality Panel in connection with its review of street cleanliness. The Panel had been asked to investigate concerns from the Scrutiny Leads Panel arising from the Quarter 1 Corporate Performance Healthcheck report, which had indicated that there had been a reduction in levels of cleanliness during that period.

The Executive Head for Environment and Neighbourhood Quality, Operational Services Manager, Interim Service Manager for Neighbourhood Quality and the Environmental Quality Team Leader joined the Scrutiny Lead Councillor for the debate on this item.

The Panel had made enquiries and concluded that considerable work had been done, and continued to be done, to improve street cleanliness in the Borough. The Panel was pleased to report that, as a result, there had been a significant improvement in litter levels in Quarters 2 and 3 and that current levels were now well below the performance target.

Additional information was circulated for the Board's information, illustrating the wide variety of tasks undertaken by the Environmental Quality Team. The Board was also provided with statistics showing that, in the period from August 2011 to February 2013, the vast majority of customer complaints received had been in relation to fly tipping and abandoned vehicles and, in response, these issues were dealt with by the team as a priority.

The Environmental Rangers worked closely with the Frontline teams to identify and deal with problems associated with litter across the Borough, enforcing the legislation as and when this was possible and appropriate. Raising public awareness with regard to the environmental impact of dropping litter was seen as a priority in encouraging people to take more responsibility for their actions.

In response to a member of the Board, the Operational Services Manager undertook to ensure that litter bins are suitably located within the Borough and of adequate capacity to cope with demand.

- (A) RESOLVED that the report be noted; and
- (B) RECOMMENDED to the Cabinet that further consideration be given to alternative forms of technology that may be used to improve the reporting system, enabling residents to report issues more quickly.

50. Marketing Strategy

The Board received an interim report from the Marketing and Development Panel on its work to support the officers in developing a shared Marketing

Strategy for Havant Borough and East Hampshire District Councils.

In undertaking this review, the Panel sought:

- To build on work previously done in connection with the Customer Access Strategy, to better understand the needs and aspirations of our customers, so as to be able to target the services they require, within available finances;
- To consider how the Council's Corporate Strategy priorities could be delivered by offering a new, innovative, approach to providing the services our customers need, in a better and more cost-effective way; and
- To look at examples of best practice, the alternative service delivery models adopted by other local authorities, to consider what has worked well and whether any of the services this Council provides would neatly fit any of these alternative models.

(A) RECOMMENDED to the Cabinet that:

- (1) the draft Marketing Strategy be approved and adopted; and
- (2) direction be sought from the Cabinet with regard to the priorities that the Scrutiny Panels should focus on in taking forward this review in 2013.

(B) RESOLVED that all five Scrutiny Panels be tasked to formulate a timetable to review priority services as identified by the Cabinet.

51. Scrutiny Board - Annual Report 2012/13

The Council's Constitution required the Scrutiny Board to report annually to Full Council on its workings and to make recommendations for future work programmes and amended working methods, if appropriate.

The report provided a summary of the work undertaken by the Scrutiny Board in 2012/13 and gave the Board an opportunity to review its performance over the last year and make recommendations in respect of its 2013/14 work programme. The Chairman congratulated the Panels for their hard work in 2012/14.

RECOMMENDED to Full Council that the Scrutiny Board's annual report for 2012/13, amended at paragraph 5.1(v) to show that Cllr Faith Ponsonby joined the Marketing and Development Scrutiny Panel in January 2013, be noted.

52. Scrutiny Board Work Programme 2012/13

The Board was given an opportunity to review progress with regard to the work undertaken by the scrutiny/policy review panels since the last meeting and to identify any additional matters for inclusion in the Board's work programme.

Scrutiny Board (26.2.13)

RESOLVED that progress to date with regard to the Board's work programme be noted and that no additional matters be selected for scrutiny/policy review at the present time.

The meeting commenced at 5.00 pm and concluded at 6.48 pm

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NON EXEMPT

HAVANT BOROUGH COUNCIL

SCRUTINY BOARD

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LEISURE STRATEGY REVIEW

Report By the Economy and Communities Panel

ITEM NO 6

Economy and Communities Portfolio: Councillor Yvonne Weeks

Key Decision: N/A

1.0 Purpose of Report

- 1.1 To present the research and findings of the Economy and Communities Panel in connection with its Leisure Strategy Review.

2.0 Recommendation

That the Scrutiny Board recommends to Cabinet that:

- 2.1 Havant Borough Council should continue to invest in leisure and sports development, but should capitalise on opportunities to improve the offer without increasing budget costs;
- 2.2 the following opportunities, identified by the Panel, should be pursued;
- (i) Actively promoting the self-management of pitches;
 - (ii) Investigating the feasibility of outsourcing the sports development function; and
 - (iii) Explore the advantages of amalgamating the functions of the three officers involved in leisure and sports development.
- 2.3 Havant Borough Council should maintain its current level of funding for sports development and cultural infrastructure.

3.0 Summary

- 3.1 The Economy and Communities Panel has undertaken a review to investigate why Havant Borough Council should deliver sports development, assess whether support should continue to support cultural infrastructure and if so how this would be best done.
- 3.2 The Panel's report, giving details of the research undertaken, together with their conclusions and recommendations, is set out in their report at Appendix A.

4.0 Implications

4.1 Resources:

The recommendations in the report offer the opportunity to make better use of existing resources.

4.2 Legal:

None arising directly from this report

4.3 Strategy:

Revising the way the Council delivers its leisure services will contribute towards the Council's objective of providing excellent public services.

4.3 Risks:

None arising directly from this report

4.4 Communications:

The results of this scrutiny will be communicated with those organisations and individuals that contributed to this piece of work.

4.5 For the Community:

Improved coordination of services will improve the leisure offer to the community.

4.6 The Integrated Impact Assessment (IIA) has been completed and concluded the following:

- This service has a positive impact on the health and wellbeing of all aspects of the community
- The extensive free access, outreach sports delivery programme provides opportunities for those in the most deprived areas of the borough
- The delivery of sports activities provides opportunities for individuals to gain additional skills and experience, thereby improving their opportunities for employment.

5.0 Consultation

The Leisure Scrutiny Panel undertook extensive consultation with organisations and individuals that use the Council's leisure services.

Appendices:

Appendix A – Leisure Strategy Review – report by the Economy and Communities Panel

Background Papers:

None

Agreed and signed off by:

Executive Head of Economy and Communities: 18 February 2013

Service Manager – Legal and Democratic: 12 February 2013

Executive Head of Governance and Logistics: 18 February 2013

Contact Officer: Claire Hughes
Job Title: Service Manager (Community)
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LEISURE SCRUTINY REVIEW

Report by the Economy and Communities Panel
Councillor Caren Tarrant (Scrutiny Lead)
Councillors Ray Bastin, Ken Smith and Jenny Wride

1.0 PURPOSE OF REPORT

- 1.1 To present the recommendations being made to the Economy and Community Portfolio holder in connection with the leisure scrutiny review.

2.0 SUMMARY

- 2.1 The borough benefits from a variety of leisure activities and facilities, some of which are delivered by the Council, others of which are delivered by the private sector.
- 2.2 The purpose of this scrutiny was to understand and then evaluate the Council's role in leisure infrastructure which includes supporting cultural and sporting events, activities & organisations in the borough.
- 2.3 The Leisure Scrutiny Panel determined that the scope of the scrutiny should focus on the activities delivered by the Council's Sports Development Officer, and the sporting and cultural events delivered by HBC.
- 2.4 The Panel also determined that the scrutiny would not include a review of leisure centres as work had already been undertaken on this over the last few years. Equally, the Panel felt that private leisure clubs were outside the scope of this review. The Scrutiny team recognised the role of private leisure clubs in the borough, however theirs is a solely commercial function and does not have a place in delivering community outcomes.
- 2.5 Having defined the scope of the review, the Panel then outlined the key objectives of the scrutiny:
- Evaluation of the benefits of having sports development delivered by HBC
 - Consideration of whether the Council has a role in supporting cultural infrastructure
 - Review of the way events are managed across the Council
 - Consideration of the role of partnerships in delivering sports development
 - Evaluation of the role of Hampshire County Council
- 2.6 In order to answer the key objectives, the panel undertook a series of interviews with partner organisations, and visited a number of clubs and activities. Reports from those visits have helped inform the conclusions of this review.

3.0 SUBJECT OF REPORT

The Council's Leisure Provision

3.1 There are seven key functions of the Council's Sports Development service:

1. Developing and supporting local sports clubs, which involves working with the Havant Sports Partnership, supporting new and developing clubs to increase their membership and secure external funding.
2. Supporting the development of coaches, volunteers & young leaders, ensuring that coaches who run local sports are well trained and qualified thereby offering young people an excellence in sport and the opportunity to volunteer across a broad spectrum of sports.
3. Working with sports organisations and the community, using sport as a tool for community development.
4. Raise the profile of sport and physical activity, looking to increase participation levels to improve the health and wellbeing of the population.
5. Supporting the development of talented athletes to achieve their potential and who in turn act as role models for those engaging in sport at a grass roots level.
6. Supporting the development of new & improved sports facilities to ensure residents have access to the best quality provision.
7. Providing opportunities for all to access a range of sports across the Borough, from grass roots to international excellence

3.2 The Council also has an Events Management function, and its purpose is to:

1. Support voluntary sector organisations to host community events by providing information and guidance on the safe running of their event.
2. Deliver large scale council run events for the benefit of the community.
3. Act as the main contact point for all departments within the council regarding event management.
4. Play an active role on the council Safety Advisory Group advising other departments on the legal and safety requirements of running an event.
5. Ensuring that events have a positive impact upon Tourism and Economic Development outcomes.

3.3 Details of the outcomes of both sports development and events management work can be found at Appendix 3.

- 3.4 The Council has a number of sports pitches and the management of these spaces is the responsibility of the Open Spaces Team Leader based in Environmental Services. The Council is actively promoting the self management of pitches and a number of bowls clubs are already taking responsibility for their pitches. This approach is cost effective for the Council and ensures the sustainability of those spaces.
- 3.5 Through budgetary reductions in 2011/12, the Council has reduced its involvement in directly delivering cultural activity, such as arts programmes. The council still has a role to play in enabling cultural activity and this is done through working in partnership with arts organisations in the borough, such as The Spring and Making Space. The Community Team Leader works with these and other organisations to secure external grant funding, ensuring that the community can access free cultural opportunities
- 3.6 The Council continues to receive investment in public art as a result of developers contributions. Without a dedicated Arts Officer, the delivery of public art is managed between the Senior Landscape Architect and the Community Team Leader. The Council uses public art contributions to further community engagement, with residents contributing to the final product.

Resources

- 3.7 In 2012/13, the Council allocated a total revenue budget of £36,600; £21,600 for Sports Development (managed through the Community team) and £15,000 for Leisure Promotion (managed through Economic Development). This reflects a 40% reduction on the 2011/12 Sports Development budget and a nil reduction on the Leisure Promotion budget. Details of the budget can be found at Appendix 1.
- 3.8 The Council's investment in sports development realises significant income which enhances the Sports Development Officer's ability to deliver a wide range of activities for local residents. For example, the Streetsport programme costs £80,000 to deliver; the Council's contribution towards this is £5,000.
- 3.9 The Council employs one FTE member of staff to deliver sports development. Further leisure work is undertaken by the Open Spaces Development Officer on events management and by the Open Spaces Team Leader on the management and development of our open spaces. These three posts are held within the Community, Economic Development and Environmental Quality service areas respectively.

Interviews

- 3.10 Interviews were undertaken with the following:
- John Hogg, representing Havant Sports Association
 - Lorna Culnane, representing Streetsport
 - Bedhampton social Hall
 - Bedhampton Social Hall – short mat bowling group
 - Paul Foxley, representing Purbrook Park School
 - Peter Vince, representing Leigh Park Boxing Club

- John Howard, representing Purbrook Cricket Club
- Howard Broad, representing Horizon Leisure Trust
- Mike Chase, representing Bedhampton Bowling Club
- Peter Carrigan, representing Havant Indoor Bowling Club

3.11 Reports from those interviews can be found at Appendix 2 and a summary of conclusions reached by the Panel are found at section 4 below.

4.0 CONCLUSIONS

The Council's Leisure Provision

- 4.1 The Council has a key role to play in delivering sports development, particularly the role it plays in promoting and raising awareness of activities and clubs. It also is the sole champion of community based programmes, ensuring that all residents have access to sport. As well as improving the health and wellbeing of residents, there are broader benefits which have a positive impact on other work of the council, for example, reducing anti-social behaviour, increasing school attainment, reducing health inequalities.
- 4.2 The Panel felt that the Council should continue to invest in an events management function as it plays a key role in ensuring that community events are well managed and run. Equally, the delivery of large scale events for the community increases a sense of community belonging and has a positive impact on the wellbeing of residents.
- 4.3 The role of the Sports Development Officer includes working with partners, including schools, to develop sporting infrastructure (such as sports pitches) using developers contributions and external funding. This enabling role ensures the borough maintains a high quality sporting infrastructure and is a function that therefore should continue to be supported.
- 4.4 The move to club self-management of pitches has proved financially beneficial to the Council, and is advantageous to clubs welcome the ownership of these sites. This process should continue to be promoted, and the Council should actively move to more self-managed sites.
- 4.5 Early conversations have taken place with Horizon Leisure Trust on the feasibility of outsourcing the sports development function. This is an avenue that should be explored further by the Service Manager (Community) with an evaluation done on the advantages and disadvantages of outsourcing. The results of this evaluation should be reported back to the Council before any decisions are made.
- 4.6 Budgetary reductions in the sports development budget have had a direct impact on the amount of sports development work undertaken in the borough. For example, there is unfortunately now less investment in coach development which, in the medium term, will have an impact on the quality of sports coaching offered to our residents. The Panel felt that it would be difficult for this service area to sustain further budgetary reductions and still be able to deliver a service.

- 4.7 There are three posts involved to varying degrees in the overall leisure offer – the Sports Development Officer, Open Spaces Team Leader and Open Spaces Development Officer. Although these officers work closely together, there is the risk of duplication or service overlap. Consideration should be given to amalgamating the functions of these officers into one service area.
- 4.8 The Council has determined not invest in officer resource in terms of culture, however it does support the two key cultural organisations in the borough, Making Space and The Spring, and also invests in public art. This level of service appears to support a cultural environment in the borough, and the Council should maintain this level of service.

Partnerships

- 4.9 The Scrutiny Panel concluded that the Council has a role in furthering the valuable work the various partnerships do in terms of delivering sport and leisure to the community.
- 4.10 The Havant Sports Partnership would benefit from an enthusiastic Councillor representative to sit on the Partnership, who could work with the Partnership to raise its profile and therefore grow membership.
- 4.11 The Streetsport Partnership is dependent on external funding to enable it to continue to expand the variety of sports on offer to young people. HBC Councillors could help open doors to business contacts to try to secure local funding for the programme.

5.0 CONCLUSIONS INCLUDING ANY SUGGESTIONS FOR FUTHER ACTION

That the Scrutiny Board recommends to Cabinet that:

- 5.1 Havant Borough Council should continue to invest in leisure and sports development, but should capitalise on opportunities to improve the offer without increasing budget costs;
- 5.2 the following opportunities, identified by the Panel, should be pursued;
- (i) Actively promoting the self-management of pitches;
 - (ii) Investigating the feasibility of outsourcing the sports development function; and
 - (iii) Explore the advantages of amalgamating the functions of the three officers involved in leisure and sports development.
- 5.3 Havant Borough Council should maintain its current level of funding for sports development and cultural infrastructure.

Appendices:

Appendix 1 - 2012/13 budgets

Appendix 2 – Scrutiny Panel visit reports

Appendix 3 – Outcomes of Sports Development and Events Management

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Budget 2012/13

Account description	2012/13 budget	
GRANTS	£500.00	HBC (Community)
COACHING SCHEMES	£5,000.00	HBC (Community)
FEES & CHARGES	(£1,500.00)	HBC (Community)
EVENTS	£3,100.00	HBC (Community)
H& IOW SPORT PARTNERSHIP GAMES	£7,000.00	HBC (Community)
OLYMPICS	£2,500.00	HBC (Community)
SPORTS ACTION PLANS	£5,000.00	HBC (Community)
LEISURE PROMOTION	£15,500.00	HBC (Econ Dev)
FEES & CHARGES	(£500.00)	HBC (Econ Dev)
HBC total budget	£36,600.00	
WELLBEING FUND EXPENDITURE	£5,500.00	External
WELLBEING FUND INCOME	(£5,500.00)	External
Sport Unlimited Exp	£8,600.00	External
TABLE TENNIS EXPENDITURE	£600.00	External
INSPIRING YOU EXPENDITURE	£1,700.00	External
Sport Unlimited Income	(£8,600.00)	External
TABLE TENNIS INCOME	(£600.00)	External
INSPIRING YOU INCOME	(£1,700.00)	External
RETURN TO SPORT EXPENDITURE	£300.00	External
FAMILY ACTIVITIES EXPENDITURE	£0.00	External
RETURN TO SPORT INCOME	(£300.00)	External
DISABILITY SWIMMING INCOME	£0.00	

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Havant Borough Sports Partnership (HBSC)

Interview: John Hogg, Chairman, and Cllrs C Tarrant, Y Weekes, R Bastin

Background

HBSC has been in existence for over 30 years. During this time, most district councils had a local Sports Councils but now many have ceased to function. In Hampshire, the following still retain their Sports Councils:

- | | | |
|-----------------|-------------------|---------------|
| (1) Basingstoke | (2) Isle of Wight | (3) Eastleigh |
| (4) Havant | (5) Rushmoor | (6) Alton |

Membership now stands at about 30, and the Sports Council is constantly recruiting new members. The success of the Sports Council is dependent on the commitment and enthusiasm of the Chairman; this is an area of risk for HBSC as there is no natural successor to the excellent Chairman that currently runs the Sports Council.

Activities

a) Sports Awards

Annual Sports Awards event which celebrates sporting achievements in a number of categories. Winners of the awards are put forward to the Hampshire Sports Awards event. Applications encouraged from all sports, including disabled sports. Trophies for the awards are sponsored, but the event as a whole does not receive sponsorship

b) Awarding grants

The HBSC awards grants to junior and senior athletes who show exceptional talent in their sport, generally those who are participating at a county/national standard. A maximum of £200 is awarded to any individual to assist with travel expenses, sports kit. HBC funds the junior grants and HBSC funds the senior ones.

c) Developing partnerships

The Sports Council makes sure it links to other organisations in the borough involved in sport. Very strong links with HBC Sports Development Officer, and good links with Horizon Leisure Trust – John Hogg attends their Board meetings.

Finance

HBSC receives funding from membership fees. HBC contributes £800 for the junior grant awards

Opportunities for development

- Need to do more work on raising the profile of the Sports Council
- An enthusiastic Councillor representative to sit on the Council!

Streetsport

Interview: Lorna Culhane, Streetsport Coordinator, and Cllrs C Tarrant, J Wride. R Bastin

Background

Lorna described the development of Streetsport, which originated from an amalgamation of Havant Borough Council's summer sport programme and the Stakes Lodge Project. Streetsport has evolved to encompass many different sports, offering a wide variety of free access choice to the young people of the borough. The event has progressed from being just a summer programme to one that operates over each of the school holidays, except for Christmas. A formal partnership, the Streetsport Partnership, was created to lead and oversee the expansion of the programme.

Staffing

Historically, HBC had a number of staff involved in sports development and initially they absorbed most of the work associated with delivering the programme. As HBC resource reduced (lost the dedicated Support Officer and a number of externally funded posts), the Streetsport Partnership decided to recruit to a temporary Streetsport Coordinator to oversee the development of the programme. After three years this post was absorbed into Guinness Hermitage's establishment. The Streetsport Coordinator's role is to:

- Organise the sports programme
- Secure external funding

The Streetsport Coordinator works closely with HBC's Sports Development Officer in setting the programme. The Sports Development Officer has a critical role in linking the sports clubs to the programme.

Finance

Lorna's post is mainstream funded by Guinness Hermitage. The Streetsport programme itself now costs £70,000 to deliver, with HBC contributing £5,000. The balance of the funding is gained from sponsorship or by securing grants from external organisations. Sources of funding have been: Portsmouth City Council, the Lord's Taveners, the Environment Agency, the Football Foundation

The Streetsport Partnership had considered implementing a small charge for some of the activities to enable the programme to try and cover some of its costs. Having explored this further, the decision has been made that it would be too costly to do this; additional members of staff would be required in order to collect the monies, to bank them and prepare financial reports at the end of each programme.

A contribution box is placed at each event for voluntary contributions from parents – some funding is received from this, although not a significant amount.

Activities

As each programme is developed, the Streetsport Coordinator tries to incorporate new sports. The aim of the programme is to allow young people to try different sports, and then direct them into local sports clubs. E.g. badminton – Streetsport ran junior badminton sessions which led the Badminton Club to establish 2 junior badminton clubs

Opportunities for development

- Use HBC Councillors to open doors to business contacts to help secure external funding for the programme.

Horizon Leisure Centre

Interview: Peter Crane, Chairman of the Board of Management; Howard Broad, Chief Executive; Cllr Jenny Wride, HBC; Richard Walton, Strategic Services Advisor HBC

Background

This interesting meeting covered the current position of the Horizon Leisure Trust, and where they expressed the very positive aspirations to expand their current operations. The HLT Board meets bi-monthly.

Attached is the question sheet put to HLT and the detailed responses provided. Additional topics of interest discussed were as follows:-

- i) Link to the activities at The Spring
- ii) Alert to other activities eg PSV Café
- iii) Beachlands Tourist Information Centre
- iv) Use of senior schools/colleges to maximise use of facilities
- v) Links to Southdowns College
- vi) Protection of Charitable Status – [£400,000]
- vii) Review leases > expand WaterlooVille facility > adjacent land required.
- viii) S106 monies £1.2 million [Grainger] W/V
- xi) S106 monies £200,000[Taylor Wimpey] - WCC
- xii) Would like to acquire land adjacent to HLT/WVille [Owned by HBC]
- xiii) Lease car parking
- xiv) Provide assistance to other groups
- xv) 7,000 members

NB: Aspiration to build - Phase 1 A Gym; Phase 2 a Sports Hall, adjacent to exiting W/Ville building using S106 monies.

Havant Indoor Bowls Club, a sub-tenant, is income light due to reduction in membership. HLT have assisted them by reducing rental. Not considered to be a good use of the premises and needs to be reviewed.

Average annual HBC contribution is £225,000.

HLT Community Impact Report 2010/11

- * Turnover £3.2 million
- * Reserves £400,000
- * 1.2 million separate customer visits
- * 80% of their staff live in the Borough

Horizon Leisure Trust - questions:

Financial

Q: Approximately how much do HLC spend per year on repairs and maintenance to the two centres?

A: £90K (average last 2-years) – this is on top of HBC Life Cycle Programme.

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Q: Approximately how much do HLC spend per year on investing in sports equipment and facilities?

A: £62K (average last 2-years) – purchases and leasing.

Operational

Working with other organisations in the Borough

Q: Which sports clubs are based at your centres?

A: Havant and Waterlooville Swim club; Havant Indoor Bowling Club; The Fun Club (over 50's); HBC Badminton club; Victory Athletics; Havant Junior Badminton Club; Portsmouth Roller Wenchies; Portsmouth FC in the Community; ENSKA Karate Club; Portsmouth Synchro Club; Havant Triathlon Club; Swarm Taekwondo Club; Trident Scuba Club; The Dive Connection Club; Chichester Cormorants Swim Club; Area Swim Club; Hampshire ASA; South Downs Divers

Q: Which schools regularly use your centres?

A: Fernhurst; St Albans; St Thomas Moore; Riverside Community; Trosnant; Prospect; Bidbury; Front Lawn; Hart Plain; Hulbert; Moorlands; St Peters; Woodcroft; Rachel Maddocks; Mary Rose; Cowplain; Chidham; Ditcham Park; Barncroft; Barn Owls; Bosmere; Glenwood; Denmead; Oaklands; Hillcrest; Waite End; Warblington; Padnell; Purbrook; Springfield; Risers; Sharpes Copse; Queens Inclosure; Harbour Schools; South Downs College; Havant Academy; Crookhorn College; Havant College

Q: Are there other organisations using your centres regularly, if so which ones?

A: Personal trainer (gym), Catch 22 (training providers), Reactivate (physiotherapy & sports injuries clinic – sub-lease), WCBC Boxing; Jordanz; Altham Chase aeromodellers; Adventure College kayaking; Wing Chun Kung Fu Federation; International Baton Twirlers Assoc; Denmead Youth Football Club; Havant Netball league; St Johns Ambulance brigade; Scottish & Southern Electricity; Havant Borough Council; IBM

Q: What concessions do you offer to less advantaged groups to encourage their use of the centres?

A: Havant Day Services, Havant Home Start, Park Families, Flash disabled group, Enterprise Academy, Havant and East Mind, MEND, The Outreach Centre, Wrenford Centre, Gateway Card (HCC funded)

Q: In addition to the sports activities you provide at your centres what other types of leisure activities do you host whether in the Havant main hall or elsewhere?

A: Banter comedy nights, SNAP Discos (11 – 15 year olds Police sponsored), car boot sales, birthday parties (children 800+ pa), birthday parties (adults), anniversary parties, wedding receptions, Portsmouth and Southsea Kennel Assoc, Southern Counties lacemakers, MADD productions, Bangladeshi Community Group, Portsmouth Reptile and Amphibian Society, Havant and District Rotary Club; NHS blood donors, Phoenix Training Group, Big Brand Clothing sales, boat sales, flea market, hire of conference room for meetings, Havant Schools Partnership competitions, numerous commercial lobby sales, NHS health and wellbeing stands

Q: Can customers book through HLC activities that you do not directly provide?

A: Havant Hockey Club – Astro turf pitches – at Havant college

C: Strategic

Q: Would you be interested in providing an outline business case to provide sports development on behalf of Havant Borough Council?

A: Yes

Q: Could you please provide examples of how you deliver and support public health and local well-being across our community (as referred to in your introductory paragraph of the Community Impact Report 2010/11)?

A: We provide low-cost affordable access to sport and leisure facilities for everyone in the community - allowing more people access. Regular exercise benefits physical health - it helps people to become and maintain fitness which in turn results in improved health and well-being. Regular exercise burns calories and helps combat obesity (a recent NHS report showed the obesity level in Havant to be 25.7% of the population and growing) and type 2 diabetes as well as a host of other life threatening diseases. Regular exercise also benefits mental health, reduces stress and helps relaxation.

Horizon's Community Impact Report shows the visits made and numbers of activities undertaken over the past year (update due soon). Some key numbers (all to local people in Havant and Waterlooville):

- Total visits of 1.2 million
- Casual swims 475K
- Children swimming lessons 83K
- Gym attendances 160K
- Exercise classes attendances 50K
- Sports hall attendances 150K
- Children's attendances in the Play Centre 102K
- Fun Club attendances 10K

Q: What plans do you have over the next 5 years for further service development?

A: **Internal:**

Plans for next 18-months:

- Reaccreditation of Quest – WLC - July & HLC - August
- Continue review of activity programme – to meet customer demands and maintain modern offering
- Introduce Learn2 to the Swim School – enables direct debit payment option, real time update of children's progress through Swim Teachers using Ipods, automated emails reminding parents when payment is due next and parental access from home computer to view child's progress
- Introduce on-line membership joining – customers can sign up to a range of memberships from home computer completing application forms and setting up direct debits
- Introduce on-line bookings – customers can book facilities and pay in advance from home computer (e.g. squash court, badminton court, classes etc)
- Introduce Wi-Fi at WLC – already in use at HLC

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- Sub-let room off the lobby area at WLC for beauticians / massage operation to compliment sports injury clinic and Centre facilities
- Review and improve public benefit offering and community engagement
- Review and improve the 'customer experience' – all aspects of the customer journey to be improved
- To build on recent refurbishment of the Café to significantly improve usage and sales
- Introduce extended 50-week dry-side activity classes and courses
- Introduce fast-track entry system for members
- Review and update the website to be more informative and interational
- Erect / install new signage at HLC – plans changed due to trees staying

Capital Projects:

- Gym Extension at WLC using adjacent land owned by HBC – awaiting quote but cost circa £600K-£800K
- Gym Extension at HLC – awaiting quote
- Should Bowling Club close then options for alternative use of the Bowls Hall
- Development of the two-level space adjoining the Play Centre
- WLC Dry-Side Extension – MDA Sec 106 - £1.2M – although timescale unknown

Life Cycle Programme 2012/13

Centre	Item	2012/13 Submission £
HLC	Replace dryside boilers	
HLC	Replace roof covering above dryside changing	
HLC	Upgrade glazed areas to Dance studio and galleries	
HLC	Replace learner pool control valves for water & AHU	
HLC	Replace existing AHU for play area	
HLC	Replace lid&insulate water break tank in dryside plant	
HLC	Feasibility study for need for lightning protection	
HLC	Main sports hall replace obsolete lighting	20,000
HLC	Bowls hall replace flat roof	10,000
HLC	Replace / refurbish Auto entrance doors	15,000
HLC	Replace main and small hall floors (granwood)	100,000
HLC	Replace calorifiers upper level of wet side plant room	20,000
WLC	Replace roof covering main entrance area - Phase 1	
WLC	Overhaul pumps & valves to tank	
WLC	Sand Filter refurbishments X 3	16,000
WLC	Replace variable speed drive fans	10,000
WLC	Replace ozone pipe work	8,000
WLC	Replace SPM low level roof	56,000
Total Life Cycle Programme		<u>255,000</u>
 Other - HBC Budgets		
Both	Building Maintenance	20,000
	Consultants	20,000
Total HBC Other		<u>40,000</u>
 Carry Forwards to 2012/13:		
HLC	Replace roof covering above dryside changing	100,000
Total		<u>395,000</u>

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Bedhampton Bowling Club, Bidbury Mead, Havant, Hampshire PO9 3JG

Interview: Mike Case, Committee Member; Alan Greenhouse, Treasurer; Cllr Jenny Wride

Background

Bedhampton Bowling Club has 100 members. There is a strong committee that runs the club successfully. They have a good relationship with HBC depot.

Concerns

1. Overgrowth of trees also from adjacent tennis courts
2. No consultation regarding issues eg fencing of tennis courts.
3. Dampness of paving outside club house.

Future Plans

1. To hard surface the Bowling Green.
2. To expand Pavilion facilities, as the hard surface will allow a longer season and attract more members.
3. A grant from HCC to part-cover the cost of hard surfacing agreed. CCllr Liz Fairhurst facilitated this funding. NB: Support from HBC to be requested to deal with financial matters to obviate the need to pay VAT
4. Hire out expanded club facilities.
5. Recruit younger members.

NB: The hard surfacing of the Bowling Green will reduce the current maintenance cost to HBC cutting the grassed bowling green.

I asked whether the Bowling Club would consider undertaking responsibility for the Tennis Courts, which does suffer from anti-social behaviour, impacting on adjacent residents and the Bowling Club. It was agreed that this would be put to the Bedhampton Bowling Club committee.

Cllr Jenny Wride

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26 February 2013

Meeting with Paul Foxley, Head Teacher at Purbrook Park School
October 12th 2012

Mr Foxley took over as Head Teacher of the School in January 2012. He is very keen to establish the school as a place that offers lots of facilities and activities for the local community.

Purbrook Park has two large sports halls plus extensive grounds.

Purbrook Cricket Club uses the largest hall for practice on occasions, while the smaller hall is used by a slimming group one evening a week.

There is also a main hall with a stage that in the past has been hired for concerts, parties and other functions; there is a plan for this to start to happen again.

There are also tennis courts/netball courts on site that are no longer fit for purpose, as well as an area that Mr Foxley would like to turn into a garden where the pupils could grow vegetables for the school and sell to the local community with local residents helping to maintain it.

The school also has a refurbished conference room that could be hired out to local business for meetings or training sessions and a computer suite that could be used for adult learning.

Mr Foxley is very keen to work with our Sports Development Officer to enable the school to make ideas into reality. He is also keen to work with leisure centres, other local colleges and schools to bring activities to residents and community groups by offering another venue.

Cllr Caren Tarrant

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Meeting at Bedhampton Social Hall
6th June 2012

Provides a range of leisure activities all of which are very well supported

Monday

9.30 – 12.00	Stroke Club
14.00 – 16.00	Women's Guild
17.15 – 20.15	Urban Vocal Group
18.30 – 19.45	Aerobics
19.45 – 22.15	Line dancing

Tuesday

10.00 – 11.30	Yoga
12.00 – 13.00	Tai Chi
13.30 – 15.30	Yoga
20.00 – 22.15	Country dance group

Wednesday

10.00 – 12.00	Short mat bowls (see note below)
13.30 – 16.30	Short mat bowls
18.30 – 19.30	Zumba dance
20.00 – 22.00	Social sequence dancing

Thursday

9.00 – 10.45	Weight Watchers
14.00 – 16.30	Tea dance (first Thursday)
17.45 – 20.45	Yoga

Friday

9.30 – 10.30	Free style yoga class
13.30 – 14.30	Exercise for the disabled
20.00 – 22.30	Modern Sequence dance group

Short mat bowling

- Been established for 11 years
- Meet weekly on Wednesday mornings
- 18 members, with membership increasing
- Very happy with the location

Another group meets on a Wednesday afternoon – the Wednesday PM short mat club. They have three mats and 6 players per mat. Membership is stable

Cllr Ken Smith

**Meeting with Peter Vince re Leigh Park Boxing Club
30th August 2012**

Leigh Park Boxing Club has been running for approximately 40 years. Peter has been involved with the club for many years. As well as being a committee member, Peter is also a qualified judge and referee.

The boxing club is due to move back to Leigh Park Community Centre after a purpose built gym has been installed.

Leigh Park Boxing Club has grown in popularity over the years, providing an affordable, safe and secure environment for adults and children to learn and practice the sport of boxing. The age range varies from 9 – 35 years, but the age when a member can compete is from 10 years plus to late20's and is open to girls and boys.

The club currently has 6 volunteer coaches, 4 of these are qualified and 2 will be undertaking training. The club also has support from local GP's who oversee the fitness of club members.

The boxing club works hard with the local community encouraging new members, with most new members being through word of mouth.

The boxing club has always been self funding, with money raised through the subs that are paid (£2 per person per session) and by putting on boxing shows and by applying for various grants with most of the money being reinvested in new facilities.

Support from HBC has come from Richard Wood offering advice and support when applying for grants, and from Nicki Conyard who has advised on local funding opportunities.

Also Cllrs Mark Johnson and Yvonne Weeks have given support to the club in various ways.

Cllr Caren Tarrant

**Meeting with John Howard re Purbrook Cricket Club (PCC)
10th August 2012**

There has been an active and well supported Cricket Club at Purbrook for almost 200 years. The first recorded match was on the 11th September 1815 against 11 gentlemen from Denmead.

In 1982 Portsdown Cricket Club joined with Purbook which resulted in Purbrook being able to bolster their ambitions.

The current Pavilion and club room was new in 2001.

There are currently 80 adult members and 80 juniors (colts). PCC is working with Hampshire County Council "Chance to Shine" programme to get more cricket played in schools. They have a pilot running in two local schools. PCC is also hoping that this will encourage girls to take up the sport. If this pilot is successful then it will be expanded. PCC has 2 members of the colts playing at County level and 5 colts in the district squads.

The colts feed the adult team ensuring their strong membership and future development of the club.

PCC is very keen to expand and improve – they are hoping to gain promotion from Hampshire league division 1 into the Southern league – this could also increase membership.

PCC works with HBC, local cricket charities, Lord Taverners and Sport England to develop the facility; last year new nets and a bowling machine were purchased. They are also very keen to extend the season by way of an artificial pitch.

PCC is a council owned facility, and they are very keen to work with our Sports Development Officer to enable them to become self managing as much as possible whilst still being supported to maintain the excellent facility to a very high standard.

Cllr Caren Tarrant

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Havant Indoor Bowling Club

Contact information

Havant Indoor Bowling Club
Civic Centre Road
Havant
Hants
PO9 2AY
Tel: 02392 492752
Web: www.havantibc.co.uk

Vice President: Peter Carrigan
Secretary: Derek Bryant
Derekbowling02@gmail.com
Tel: 0781 805 8689

The main lifeblood of the bowling club is regular competition. This is provided at a club level through almost twenty leagues of men's, ladies and mixed rinks, triples and pairs.

In addition, the best bowlers regularly compete in national competitions such as the Yetton and Trisham amongst others.

His year they have arranged with other clubs to play in almost 30 competitive friendly fixtures. Many members enter the Club and County competitions and play in county matches.

The Club only does long mat bowling and is the only long mat club in Havant.

They hosted an excellent short mat tournament last year (which Cllr Smith opened and presented the prizes) but this was a one off and they are not considering introducing short mat here. I believe that this is because there are many other short mat clubs already in Havant.

Current membership is 350 but slightly decreasing. Open days are planned for 6 – 7 October 2012 to recruit new members. In the past this has been a successful exercise.

Cllr Ken Smith

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Community outcomes of delivering sports development**Sport Unlimited**

Sport Unlimited was an innovative youth sports programme which cascaded funding to local communities via the county sports partnerships network. It ran between April 2008 – March 2011. It targeted youngsters who may have had some interest in sport, but weren't particularly engaged with community or club sport. The first step in the programme was to establish what sports young people actually wanted to do.

Local providers organised 10-week, high-quality Sport Unlimited taster sessions designed to inspire youngsters to sign up for longer-term participation.

Havant Borough Council: outcomes

- 25 different 10 week courses for 5 – 19 year olds
- Over 800 participants
- Across 10 different venues in the Borough
- Delivered by local sports clubs and School Sports Partnership

Hampshire Games

Since 1998 15,000 young people from Hampshire and the Isle of Wight have had the chance to be involved in the Games, for many it will be their first taste of a high profile large scale sporting event. The Games are not solely about the development of players, but additionally provide an ideal opportunity for young people to take their first steps on the officiating ladder or gain experience as sports volunteers.

The Hampshire Games is backed by National Lottery funding through Sport England. It is fully inclusive and increases the opportunities for young people to take part in sport throughout the year; offering some young people their first taste of county-wide competition. The Games uses the inspiration of London's Olympics and Paralympics to transform competitive sport in schools and the community and get more young people playing sport.

Havant Borough Council: outcomes for the Games

- Six different sports entering 11 teams from school years 3 – 8
- 90 participants as well as team managers
- Each sport supported by local sports club
- 4 – 6 week lead in coaching sessions to develop young people into clubs
- Exit route into clubs
- Football, netball and swimming produced particularly good results although the key is participation.

Hampshire Parallel Games

The Parallel Games is an annual festival of sport for young athletes aged 11 to 16 with learning and physical disabilities. It is the largest multi-sport event in the county and for many provides a springboard to long-term participation and competition.

Athletes represented their local authorities and challenged for titles in athletics, basketball, boccia, football, new age curling and multi ball skills

Havant Borough Council: outcomes for the Parallel Games

- Involvement of 2 special schools in the Parallel Games - Prospect and Glenwood Special Schools
- Competed in: Basketball; Boccia; Football; Athletics
- 45 participants competing, developing skills and making links with other special schools

Sports Club Conference 2010/11

The Havant Sports Club Conference was established to support the growth and development of the many excellent sport clubs and teams that exist in the borough. The aim of the conference was to give these organisations new ideas, helpful advice and plenty of inspiration.

Outcomes

- Over 50 attendees from 19 different sports clubs
- Key outcomes: Recruiting Volunteers, Club Development, Funding, Inclusion, Marketing, School to Club Links & Increasing Adult Participation
- Qualitative feedback very encouraging especially around funding and club development workshops

Havant Sports Awards

The Havant Sports Awards 2012 was the 32nd annual Havant Sports Awards ceremony. Held at Park Community School, there were over 100 attendees. People are asked to put forward nominations to recognise and celebrate success in a number of categories. Winners of the Havant Sports Awards are automatically put forward for the Hampshire Sports Awards.

Outcomes

- 16 different award categories including volunteering, coaching and services to sport
- Winners nominated to Hampshire Awards
- Celebrating success is key to provide motivation and enthusiasm for clubs, coaches and volunteers to continue to develop and to deliver high quality sports provision.

Club Mark

This standard is used to develop safe, quality assured sports clubs delivering high quality coaching from qualified coaches.

Outcome

- Havant currently has 22 Club Mark clubs

National Windsurfing Festival 2011

The National Windsurfing Festival is held on Hayling Island each year, with the 2013 event being held over three days. The event is open to young and old, professional and amateur, with a series of different races. There is also a trade show which accompanies the event.

Outcomes

- 80 taster session places
- Increased tourism and trade

Events Management

Supporting large scale events in the borough whether run by partners or by the council itself.

Outcomes

Well delivered and well attended events such as:

- St Georges events; Emsworth and Hayling
- Waterlooville Music Festival
- Leigh Park Carnival
- Havant Literary Festival
- Rowans Hospice Summer Fete
- National Windsurfing Festival
- Dragon Boat Race
- Havant Goes Greener (HBC run)
- Borough in Bloom (HBC run)
- Classic Motor Show (HBC run)
- Firework Display (HBC run)
- Water Festival (HBC run)
- Holocaust Memorial (HBC run)
- Civic Events (HBC run)

NON EXEMPT

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SOCIAL MEDIA AND COMMUNICATIONS – 12 MONTH REVIEW

Report by the Service Manager, Marketing and
Customer Relations

ITEM NO 7

Marketing and Development Portfolio: Councillor Michael Cheshire

Key Decision: N/A

1.0 Purpose of Report

1.1 To present an update to the Panel of progress made following the Social Media and Communications review of Havant Borough Council carried out in 2012.

2.0 Recommendations:

2.1 that the report be noted and that the Scrutiny Panel be requested to build upon work to date and to undertake a review of 'Applications' and how/when these might be used by the Council.

3.0 Summary

3.1 The Scrutiny Panel's brief was to:

- Look at all the alternative means of communications and consider how these might be employed to better engage with the diverse communities within the Borough;
- Establish to what extent using a variety of means of communications could improve the two-way flow of information between the Council and its customers with a view to improving services and customer satisfaction;
- Make recommendations, based on the evidence gathered, to inform the emerging Communications Strategy.

Officer Update

- 3.2 Communications have continued to move at a pace in technology terms and also in Havant Borough Council's use of digital media through 2012 and into 2013. The use of tablets and smart phones has continued to gather pace.

INTERNET GOING MOBILE

In the past year, the proportion of homes accessing the internet via broadband at home has remained high at 73%.

44% now access the internet via their mobile phone and only 3% access via dial-up.

Source Ipsos MORI - % access to internet November 2012

...29.3% of UK adults online aged 18+ now own a tablet, which equates to 12.2 million people. The market is set to rise even further with 7% of adults questioned saying they plan to buy a tablet before March 2013.

Source <http://mediatel.co.uk/newsline/2013/01/17/bumper-christmas-for-tablets-signals-increased-consumption-of-news/>

4.0 Subject of Report

- 4.1 In February 2012 the Scrutiny Panel made the following recommendations. The recommendations have each been annotated with an update as appropriate.
- 4.2 **Recommendation one - A new website is a first priority, and we recommend establishing a shared website with EHDC, with links to all services across both authorities. This would save money and with one communications control centre shared with EHDC, we feel both authorities could make further savings.**

The Havant Borough Council website was launched on 2nd January 2013. The site has been built as HBC only as the first phase, EHDC will share this site and the technology it is built on as the next phase, creating a shared site. The service review for the Marketing & Customer Service will join the staff and technology resources, this review is due to be complete June 2013.

- 4.3 **Recommendation two - Our legal and communications teams team must be up to speed with any problems and issues relating to the use of social media by the Council.**

The social media sites are monitored several times each working day to ensure proper use. Where inaccurate postings have been made we have responded quickly in order to correct the facts.

- 4.4 **Recommendation three - We should investigate working in partnership with Angel Radio to engage with our residents who have limited access to/ prefer not to use IT systems.**

HBC has continued to work with all local radio stations including Angel radio with interviews for specific campaign work such as informing our customers of the benefits of the Localism Act. We continue to work in this area as we could provide even more 'articles' proactively to the radio station.

4.5 Recommendation four - We must be able to receive text messages from our customers who are on the move.

We can receive text messages from the text-phone system, for hard of hearing or deaf customers. Customers who are 'on the move' are following the trends of using 'apps' at the moment. Texting is on the decline as it incurs a cost to the customer and council to respond. The 'no-cost' or 'lower-cost' options are 'apps', email, posting on social media and the use of the web on web contact forms.

Improvements already made for customers on the move include:

- A mobile enabled website so customers can now access us via our website 'contact us' forms via their mobiles and tablets
- Customer feedback forms on every Service on the Web – allowing customers to feedback or ask questions direct from the web page they are on
- A council Face Book page where customers can now post us messages – the take up on this site has been very positive
- A Council Twitter account where customers can tweet us a message.
- The 'Alerts' system on the web where customers can subscribe to receive email updates from the web.

4.6 Recommendation five - We must embrace social media as soon as practicable. Proper protocols must be put in place and proper training for staff and Councillors be undertaken.

Havant Borough Council Face Book and Twitter accounts were launched in April 2012. Protocols and guidance have been put in place. Training has been undertaken for the communications team, and all staff have been briefed and given access to the guidance notes and protocol. Briefings and guidance notes have also been given to Councillors.

4.7 Recommendation Six - E-mail traffic could be reduced if there was an instant method of staff keeping in touch similar to Twitter with a view, eventually, to making internal email redundant. This must be looked into. In order to properly and fully develop these new communication channels, the Cabinet is recommended to ensure that adequate budgetary and staffing resources are allocated.

A service called 'SharePoint' was piloted in 2012 and while this product was comprehensive the users did not find it intuitive to use and often reverted to email use. A new product called Kahootz has been trialled with much better success rate and is currently being rolled out to staff and Councillors in a phased programme.

Next steps

- 4.8 The next steps we will take to ensure we maintain the momentum gathered on digital customer access improvement include:
- Further work on 'Apps' to build a business case to procure an appropriate framework from where we can buy 'Apps'.
 - Further work on improving our processes around social media so we can ensure appropriate customer postings on these sites are picked up for action if a customer posts a report such as fly tipping. Currently this is a manual process for the communications team.
 - Improving web access so more customers can complete their tasks 'end to end' without having to also call customer services or call in to the office.
 - Improving processes to ensure we are looking at 'other' social media sites to listen to our residents, they may be 'talking' about us on other sites and we may be able to respond or improve our services based on this feedback.
 - Improving our pro-active approach to Angel radio and other local radio stations to offer them more 'sound bites' and more live/recorded interview opportunities.
 - The Communications Plan, which states how we communicate with our customers, will be published in February 2013.

Conclusions

- 4.9 With the support of the Scrutiny Panel and the Portfolio Holder, the progress made with digital communications in the past 12 months has remained on track.

5.0 Implications

5.1 Resources:

Spend will be required to purchase the technology required for improved digital accessibility. Each business case for each individual purchase will follow the correct current procedures for procurement.

5.2 Legal:

Legal support will be required throughout the procurement process. Legal support is also given on a case by case basis as noted in point 4.3 above.

5.3 Strategy:

Improving communications and customer access directly delivers the customer access strategy, and directly delivers the corporate strategy by demonstrating public service excellence and financial sustainability.

5.4 Risks:

Digital Communications carry risks which include:

- Data protection breaches
- Inaccuracies which damage public relations
- Out of date information which damages service levels and public relations

These risks are mitigated by continuous monitoring the digital channels by the communications team and services managers who are responsible for their service areas.

5.5 Communications:

Planned communications include:

- Use of 'Serving You' to encourage customers onto our digital channels. We do this by printing links to the sites to lead customers to the right pages.
- Use of social media and sending out interesting articles so our 'friends' can 'like' our comments and share them with their own contacts widening our coverage
- We support our 'friends' by re-tweeting their messages – this worked well in the case of the snow, we had easy access to up to date weather reports and road accessibility
- We will continue to run traditional communication campaigns such as poster/editorial articles and so on.

5.6 East Hampshire/Havant

The learning and knowledge gained in web building and the management of social media has been shared and both organisations are benefitting from the shares services. The website will become a shared product.

5.7 Links to other projects

Communications directly and indirectly link to all other projects.

5.8 For the Community:

The on-line community have benefitted from improved access and information from HBC. This community will lead the way in forming our future digital channels by providing feedback to us.

5.9 The Integrated Impact Assessment (IIA) has been completed and concluded the following:

There was no IIA completed in the preparation of this report. Individual IIA's will be completed as appropriate for any new service or significant procurement.

6.0 Consultation:

No consultation has been carried out in the preparation of this update report.

Appendices:

None

Background Papers:

- (1) Report to Scrutiny Board 28 February 2012 – Policy Review: Social Media and Communications
- (2) Policy Review Scoping Matrix – Social Media and Communications

Agreed and signed off by:

Legal Services: 15 February 2013

Executive Head of Governance & Logistics: 15 February 2013

Relevant Executive Head: 15 February 2013

Contact Officer: Dawn Adey
Job Title: Service manager Marketing & Customer
Telephone: 07515067058
E-Mail: Dawn.adey@havant.gov.uk

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HAVANT BOROUGH COUNCIL

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STREET CLEANLINESS REVIEW

Report By the Environment and Neighbourhood
Quality Panel

ITEM NO 8

Environment and Neighbourhood Quality Portfolio: Councillor Dave Collins

Key Decision: N/A

1.0 Purpose of Report

1.1 To present the research and findings of the Environment and Neighbourhood Quality Panel in connection with its review of street cleanliness.

2.0 Recommendation

2.1 That the Scrutiny Board notes the report; and

2.2 recommends to Cabinet that further consideration be given to the use of Smartphone apps for residents to report issues through the Customer Service Centre in the ongoing development of the use of social media by the Council.

3.0 Summary

3.1 Following a meeting of the Scrutiny Leads on 24 September 2012 to review the Corporate Health Check Quarter 1 figures, the Environment and Neighbourhood Quality Panel were asked to investigate why there had been a reduction in street cleanliness figures for this period and what mitigating actions were being taken.

3.2 The detail of the research undertaken by the Panel, together with its findings and conclusions, are set out in the attached report (Appendix A).

4.0 Implications

4.1 Resources:

No financial implications associated with the report.

4.2 Legal:

While there is no longer a legal requirement to record and report the street scene indicator Havant Borough Council and East Hampshire District Council still use the same strict marking criteria laid out by National Indicator 195. The number of

inspections has reduced from 300 inspection three times a year, to 120 per quarter.

4.3 Strategy:

The provision of clean streets and associated areas will fully support the corporate strategy.

4.4 Risks:

Unclean streets and litter could affect the reputation of the council and have an adverse impact on our residents, visitors and businesses.

4.5 Communications:

Discussion was held with the portfolio holder and a presentation made to members of the scrutiny panel on the inspection process.

4.6 For the Community:

Continue to provide a clean and tidy environment with the support from residents, businesses and partner agencies.

4.7 The Integrated Impact Assessment (IIA) has been completed and concluded the following: No IIA was completed in the preparation of this scrutiny report.

5.0 Consultation

Undertaken with the Scrutiny Leads.

Appendices:

Appendix A – Street Cleanliness Review – report by the Environment and Neighbourhood Quality Panel

Background Papers:

None

Agreed and signed off by:

Executive Head of Environment and Neighbourhood Quality: 4 February 2013

Legal Services: 12 February 2013

Finance Services: 14 February 2013

Contact Officer: Tristan Fieldsend
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STREET CLEANLINESS REVIEW

Report by Environment and Neighbourhood Quality Panel
Councillor A Lenaghan (Scrutiny Lead)
Councillors R Cousins, F Edwards, H Farrow and O Kennedy

1.0 INTRODUCTION

- 1.1 Following a meeting of the Scrutiny Leads to discuss the Quarter 1 Corporate Health Check concern was expressed over figures detailing a fall in levels of street cleanliness, particularly litter levels across the borough.
- 1.2 In order to understand the reasons for this the Environment and Neighbourhood Quality Panel were tasked with investigating what work was being done to improve the figures.

2.0 HOW THE WORK WAS DONE

- 2.1 Members of the Panel received a briefing from the Executive Head for Environment and Neighbourhood Quality, the Neighbourhood Quality Service Manager and the Open Spaces Supervisor outlining how the service operated, why the figures had declined and what was being done to resolve any issues.
- 2.2 The Panel then attended a meeting at the Depot where the Panel was provided with a presentation on Street Scene Indicators from the Environmental Quality Team Leader and the Neighbourhood Quality Service Manager, followed by a detailed discussion of the issues. This was followed up by meetings of the Panel.

4.0 KEY ISSUES

- 4.1 The Quarter 1 figures in the Corporate Health Check revealed that with regards to litter the target had been missed. The target figure was 5% however the actual figure achieved had been 8%.
- 4.2 Litter figures were compiled through Environmental Rangers choosing 120 randomly selected 50 metre cross sections of street/roads etc across the borough. These sections would then be graded from A-D, A being excellent and D having significant amounts of litter and detritus. All Environment Rangers received training to evaluate streets/roads and no assessments take place immediately after a clean. During the survey prior to the collation of Quarter 1 figures no cross section received a D and only 5% received a C.
- 4.3 To combat the reduction in the figures litter hotspots were being reviewed and patrols being implemented as necessary. Extra work was being undertaken to try and identify hot spots and it was recognised these were generally town centres in the morning and areas around school runs. Some of these problems involved people throwing litter out of cars and it was agreed these types of problems could not be

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alleviated by changing the number of bins, although litter bin placement was under constant review.

- 4.4 Since the Quarter 1 results the hard work undertaken by the officers has resulted in a vast improvement in the Quarter 2 and Quarter 3 Health Check figures. The figure achieved in Quarter 2 was 5% which met the 5% target and Quarter 3 showed a further reduction to 2% which is very encouraging. These show that the service is working well and heading in the right direction.
- 4.5 Issues surrounding litter on private land was also raised and the Council is continuing to work with other landowners such as Portsmouth City Council to help facilitate the sharing of information and provide support for each other.
- 4.6 One area that the Panel believes could be further explored in the future is the development of a Smartphone app currently being developed by Winchester City Council which would allow officers and members of the public to report any litter. The Panel feel that the success of the app should be monitored, along with the expense involved, and investigations conducted into whether it would be feasible to develop a similar app for Havant Borough Council. Other methods of communication could also be explored, social networking sites like Facebook and Twitter may also be utilised as a method for members of the public to report litter. As we move to a more IT knowledgeable society it is important to utilise any tools available as well as maintaining and improving traditional forms of communication.

5.0 CONCLUSIONS

- 5.1 Overall the Panel feel that a lot of work is being undertaken to decrease levels of litter throughout the borough. Despite the fall in cleanliness in Quarter 1 recent results have been pleasing and the Quarter 2 and 3 figures show the problems have been resolved and current litter levels are at 2%, which is well below the 5% target. These promising figures reveal the large amount of work being undertaken to maintain street cleanliness. The Panel also feels that the fact litter levels are not an issue which residents have been raising with councillors recently is down to the hard work of the litter picking teams.

NON EXEMPT

HAVANT BOROUGH COUNCIL

SCRUTINY BOARD

26 February 2013

POLICY REVIEW – MARKETING STRATEGY

Report by the Marketing and Development Panel

ITEM NO 9

Marketing and Development Portfolio: Councillor Michael Cheshire

Key Decision: N/A

1.0 Purpose of Report

- 1.1 The purpose of this report is to provide an update for the Scrutiny Board on the work being done by the Marketing and Development Panel to support the officers in developing a shared Marketing Strategy for Havant Borough Council and East Hampshire District Council.

2.0 Recommendation

RECOMMENDED That:

- 2.1 the Scrutiny Board endorses the draft Marketing Strategy and recommends it to the Cabinet for approval;
- 2.2 the Scrutiny Board seeks direction from the Cabinet with regard to the priorities that the Scrutiny Panels should focus on in taking this review forward in 2013; and
- 2.3 all five Scrutiny Panels be tasked to formulate a timetable to review suggested services.

3.0 Summary

- 3.1 In undertaking this review, the Panel sought to:
- To build on work previously done by this Panel in connection with the Customer Access Strategy, to better understand the needs and aspirations of our customers, so as to be able to target the services they require within available finances;
 - To consider how the Council's Corporate Strategy priorities can be delivered by offering a new, innovative, approach to providing the services our customers need, in a better and more cost-effective way; and

- To look at examples of best practice, the alternative service delivery models adopted by other local authorities, to consider what has worked well and whether any of the services this Council provides would neatly fit any of these alternative models.

3.2 The Panel's interim conclusions are set out in their report attached at Appendix A.

4.0 Implications

4.1 Resources:

Endorsement of the Marketing Strategy does not place any implications on resources. Implementation of the strategy and changing delivery methods of any of our services will have financial and staffing levels implications. Detailed business cases will draw out the resource implications as the project brief is finalised.

4.2 Legal:

Endorsement of the Marketing Strategy does not have any legal implications at this stage. Implementation of the strategy and changing delivery methods of any of our services will have legal implications. Detailed business cases will draw out the legal implications as the project brief is finalised.

4.3 Strategy:

The strategy prioritises those services which will have greatest impact rather than recommending a single approach for all services.

4.4 Risks:

If the strategy is not endorsed the Council will be ill prepared to respond to the increasing budget pressures. The suggested mixed economy approach mitigates the risk of choosing a single delivery model.

4.5 Communications:

Endorsement of the Marketing Strategy does not require any third party consultation at this stage. Implementation of the strategy and changing delivery methods of any of our services may well require third party consultation. Detailed business cases will outline consultation plans.

4.6 For the Community:

Endorsement of the Marketing Strategy does not have any implications for the community at this early stage. Implementation of the strategy and changing delivery methods of any of our services may have implications for the community. Detailed business cases will draw out the level and significance of implications as the project brief is finalised.

4.7 The Integrated Impact Assessment (IIA) has been completed and concluded the following:

It is not feasible at this stage to undertake an IIA. Services will be reviewed as part of the mixed economy approach suggested in the Marketing Strategy and IIA will be undertaken at that stage.

5.0 Consultation

As set out in the attached report.

Appendices:

Appendix A – Policy Review – Marketing Strategy, report by the Marketing and Development Panel

Background Papers:

None

Agreed and signed off by:

Executive Head for Marketing and Development: 15 February 2013

Executive Director: 15 February 2013

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26 February 2013

POLICY REVIEW – MARKETING STRATEGY

Report by the Marketing and Development Panel

Councillor John Smith (Scrutiny Lead)

Councillors Victor Pierce Jones, Richard Galloway, George Smith, Faith Ponsonby and David Keast

1.0 PURPOSE OF THIS REPORT

The purpose of this report is to provide an update for the Scrutiny Board on the work being done by the Marketing and Development Panel to support the officers in developing a shared Marketing Strategy for Havant Borough Council and East Hampshire District Council.

2.0 OBJECTIVES OF THE REVIEW AND TIMESCALE FOR COMPLETION

2.1 In undertaking this review, the Panel's key objective is to contribute to the development and implementation of the Marketing Strategy by examining alternative service delivery models and assessing their suitability for Havant, with the aim of providing cost-effective, high quality services for residents.

2.2 The key service delivery models being reviewed by the Panel are:

- **Mutuals** - organisations that are owned by, and run for the benefit of, their current and future members
- **Social Enterprise** - the Government defines social enterprises as businesses with primarily social objectives whose surpluses are principally reinvested for that purpose in the business or in the community, rather than being driven by the need to maximise profit for shareholders and owners
- **Outsourcing** - the contracting out of a business process, which an organisation may have previously performed internally or has a new need for, to an independent organization from which the process is purchased back as a service
- **Insourcing** – selling our services to others, residents packs, income generation
- **Decommissioning** - the process of planning and managing a reduction in service activity or terminating it.

2.3 The Panel recognises that the above list is not exhaustive and will be looking, during the course of its research, at any other options that could lend themselves equally well to local authority service provision.

2.4 In the context of the challenging financial climate currently facing all local authorities, the Panel is conscious of the need to take this work forward as a priority and is aiming to put forward its final conclusions and recommendations in time to feed into the 2014/15 budget setting process towards the end of 2013.

3.0 WORK UNDERTAKEN TO DATE/TO BE COMPLETED

- 3.1 Underpinning this review is the work the Panel has previously done in relation to Customer Access and Channel Shift; recognising that the organisation needs to maximise the use of the extensive data that has already been gathered, to better understand the needs and aspirations of residents, so as to be able to target the services they require within increasingly limited finances.
- 3.2 Members of the Panel have already made contact with other local authorities, identified by the Cabinet Office and others, as examples of best practice in adopting alternative service delivery models. The ongoing research being undertaken by Panel members seeks to establish:
- Which services are now delivered through alternative methods other than directly by the authority;
 - Why a particular model was considered to be the best way of delivering a service;
 - How the authority went about setting up the new model;
 - Whether there were any problems/difficulties, how were these overcome?
 - How the authority managed residents/members/staff concerns/expectations during the transition period;
 - How the new arrangements work;
 - How much input the authority has in the running of the service(s);
 - To what extent there have been financial savings for the authority;
 - What options there are for bringing the services back in house should the authority wish to retain that as a future option;
 - What feedback there has been from users of the services;
 - What works well/less well with the new way of providing the service(s); and
 - Where a service has been decommissioned, how was this managed in terms of customer expectation.
- 3.3 The Panel recognises that great deal more detailed work needs to be completed over the coming months, examining the services we currently provide and considering their suitability for alternative delivery models. This includes decommissioning, if the available data about service usage/costs supports this option. In view of the extent and the importance of the work to be done in taking this forward between now and November 2013, the Panel will be recommending that all five Scrutiny Panels be tasked to look at the services within their remit.
- 3.4 Member-led Panels at both Havant Borough Council (HBC) and East Hampshire District Council (EHDC) are currently reviewing the way that services might be delivered in the future and each Panel will be presenting a report setting out their conclusions and recommendations for their authority. However, in the context of closer partnership working, the two lead Councillors have met, and will continue to meet regularly, with a view to adopting a common approach to the delivery of the shared Strategy. It is also anticipated that the two Panels will be given an opportunity to run a joint workshop for the purpose of sharing information and ideas on the way forward.

4.0 INTERIM CONCLUSIONS AND RECOMMENDATIONS

- 4.1 The Panel supports the work being done by the officers to develop innovative ideas for future service delivery and agrees that the 'mixed economy' approach to service delivery advocated in the draft Marketing Strategy is the right approach for Havant Borough Council in the current financial climate.
- 4.2 The Panel also recognises that, in moving towards new, more efficient and more cost effective ways of providing services, managing residents', councillors' and staff expectations will be key in encouraging ownership and buy-in and securing the successful transition to new ways of working.
- 4.3 The Panel therefore recommends that:
- (i) the Scrutiny Board endorses the draft Marketing Strategy and recommends it to the Cabinet for approval;
 - (ii) the Scrutiny Board seeks direction from the Cabinet with regard to the priorities that the Scrutiny Panels should focus on in taking this review forward in 2013; and
 - (iii) all five Scrutiny Panels be tasked to formulate a timetable to review suggested services.

Appendix 1 – Marketing Strategy – Meeting Local Needs and Delivering Value for Money 2012-2017

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Marketing Strategy Meeting Local Needs and Delivering Value for Money 2012-2017

Marketing is not a single function in a business or service organisation. It is a business philosophy, a business way of life. Traditionally, many companies used to be process led and product oriented; having a predetermined product or service, they found customers and convinced them to want their product. The approach is 'This is what we've got – now sell it'. Local government services in particular have often worked in this way. For example, facilities are built, equipment is installed, markings are put on to the floors, programmes are devised, times are decided, charges are determined, systems are established, and the council will proudly announce that the facility is open. The marketing approach reverses the process and starts with the customer. It is market led. It requires the manager to find out what the customer wants and then design, produce and deliver what is required to satisfy customers, and achieve the organisation's objectives.

DRAFT September 2012 V8

1. An Introduction to Marketing Strategy

- 1.1. 'Whenever possible we are increasing choice by giving people direct control over the services they use.'¹ We will open up public services to new providers and new ideas, it should not matter if those providers are from the state, private or voluntary sector-as long as they offer a great service.
- 1.2. For the purpose of this strategy the definition of Marketing is 'assessing the needs of the population in an area, designing and then securing the delivery of services to meet those needs.' Marketing, in this sense is the way the whole organisation works and specifically how it uses its resources to best effect to meet local needs. For example, this could involve a decision to move to a new business model. A commonly used definition is, 'The process of securing services to meet the identified needs of, and improve outcomes for our residents and visitors. This is done through the ongoing arrangements and procurement of services, and the reviewing of these services following need'.² For clarity the definition of procurement is about the purchase of goods, works and services to enable the council to deliver services to its residents and visitors rather than the manner in which those resources are deployed.
- 1.3. A Marketing based approach will enable us to use the discipline as a tool for designing services around the needs of our residents and ensuring optimum outcomes are achieved. The Council's service principles are based upon exposure to all possible models of delivery to achieve the most efficient, effective and greatest value to the public in providing that service. This means an open market approach as to who may be best placed to deliver the service. Procurement strategy and policy supports this approach and 'value' is seen as going beyond cost and quality. Such value is derived through applying the marketing principles that look at customer need in the broadest sense i.e. wellbeing of communities.
- 1.4. The mindset required to develop publically funded markets is very different to the traditional policy making approach. Market makers need to shift from seeing themselves as deliverers of public services to seeing themselves as stewarding long term developments in the markets. Becoming an expert in this area is a medium to long term aim, it will not happen overnight. It will require a cultural shift to enable us to develop new ways of working both within the council as well as with our communities, partners and service providers. The new approach requires us to recognise when we will not provide the service and when to move to procure an alternative provider. Those officers need to develop into stewards, to ensure that marketing delivers the Five Rights: the right to service, at the right time, in the right place, for the right people, with the right outcomes.

2. The Marketing cycle

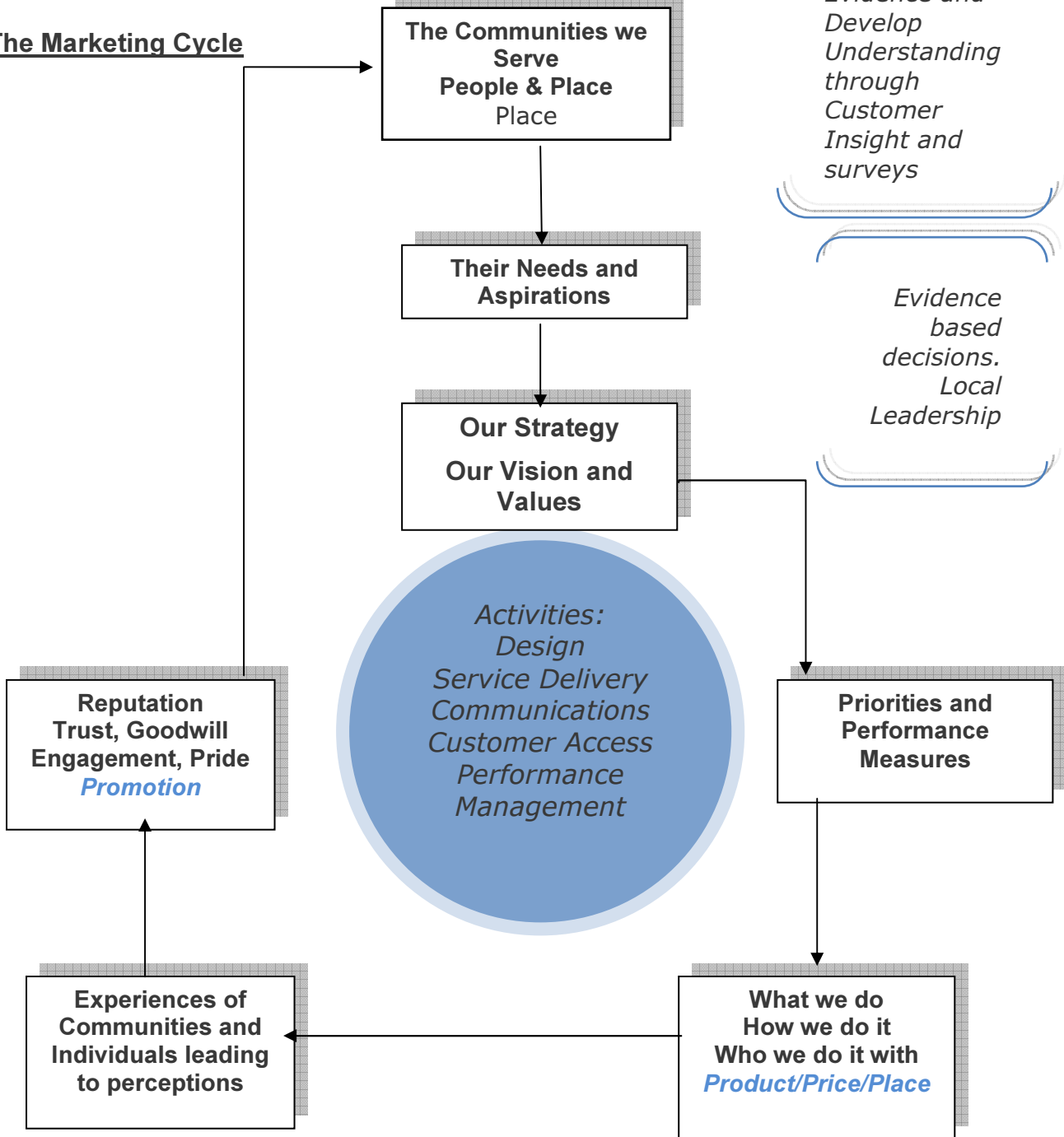
Marketing is best described as a cycle of continuous activities designed to meet the strategic direction of an organisation.

- 2.1 The criteria for successful Marketing can be summarised as;
 - Excellent data and research with a strong performance culture
 - Thorough needs analysis
 - Willingness to shift resources
 - Investment in a skilled Marketing function

¹ David Cameron. *Testing New Commissioning Models*. July 2011.

² Bromley. *Commissioning, Aims, Principles and processes*. 2008.

The Marketing Cycle



Collect Evidence and Develop Understanding through Customer Insight and surveys

Evidence based decisions. Local Leadership

What we already have in place:
 Corporate Planning process
 Customer Insight Approach
 Business Transformation Team
 Annual fees and charges
 Performance Management (Health Check)
 Customer Access Strategy

What we are developing:
 Communication Strategy
 Customer Insight Strategy
 Procurement Strategy
 Pricing Strategy
 Chapter 5 Strategy
 Engagement Strategy

3. Marketing Commitment

3.1 We will become expert marketers of services and a great client who will engage in honest and open dialogue about the future of services. We will support individuals and communities to take a leading role in designing and delivering their own services. We will develop a mixed economy of service providers, marked by fair competition and a commitment to partnership. This commitment is under-pinned by a clear set of principals:

- We will understand the need and priorities of our citizens now and in the future.
- We will take an outcome based approach to marketing.
- We will ensure sustainable efficiencies are the foundation of our marketing solutions.
- We will involve customers and service users in planning, design, monitoring and evaluation of services.
- We will be open and honest about the financial and legislative frameworks as well as the financial constraints in which services can be provided.

4. An authority which is good or excellent at marketing does the following well:

- Understands and challenges needs and priorities.
- Challenges existing services and reviews alternative service delivery.
- De-commissions where appropriate.
- Focuses on outcomes.
- Works in partnership, encouraging diversity of providers, building capacity and sustainability in the third sector.
- Engages in the market, promoting sustainable and responsible procurement.

4.1 Understanding and challenging needs and priorities

Key considerations include;

- Why do we need this product/service?
- What is happening to local need?
- Who uses it and will the requirement change in the future?
- What are the legislative or regulatory requirements?
- What is currently being spent on the service?
- What resources are available to meet future need?
- Decisions are based on evidence and data.

4.2 Changing existing and reviewing alternative service delivery models.

Key considerations include;

- Does the current service deliver the required outcomes?
- Does the current service model deliver value for money?
- What is the Councils policy on usage and how consistently is it applied?
- Is there scope to collaborate with others?
- How effective is current service provision?
- Are we best in class, can we provide for others?

4.3 De-commissioning where appropriate

Key considerations include;

- Is the service still required?
- If the service is required, by whom?
- How effective is the current service provision?
- Does the current delivery model provide value for money?
- Have the alternative service delivery model been identified?

4.4 Focuses on outcomes

Key considerations include;

- Agreed outcomes need to be set out at the tendering stage and considered at every stage of the procurement.
- Where is the council now? Where does it want to be?
- How will contract or provision be designed to meet future changes in need?
- How can specification be designed to enable the council to secure service improvement and efficiencies?
- How can outcomes be measured and contract performance managed?

4.5 Working in partnership, building capacity in the voluntary and third sector

Key considerations include;

- Build on the work already undertaken by the Communities Team.
- Timescales set by authorities can be problematic for smaller third sector organisations.
- Should the community play a role in providing the service for themselves?
- Is the procurement process proportionate to the service being commissioned?
- Does the marketing process allow for innovation and creativity?

4.6 Engaging in the market

Key considerations include;

- Improved Marketing and procurement requires a good understanding of what the market can offer.
- Maintaining a dialogue with potential suppliers. (Community/voluntary organisations)
- Supplier diversity is essential - we need to interact with suppliers to encourage diverse parts of the market to bid for work.
- Can we develop the market further to provide increased value for money?
- What capacity is there locally to deliver?
- Ensuring the procurement process delivers sustainability and responsible procurement.

5. What Next?

- 5.1 Ensure internal planning processes are aligned to financial planning processes.
- 5.2 Ensure Insight Data Team is ready to assist in service reviews and business planning.
- 5.3 To embed the strategy through a series of documents and toolkits that make up the Marketing Framework:
 - 5.3.1 Engagement and Involvement: joint marketing toolkit, strategy framework engagement plan
 - 5.3.2 People-skills: organisational development and expert marketing training programme.
 - 5.3.3 Process: channel shift, engagement strategy procurement handbook, decommissioning toolkit, social value toolkit
 - 5.3.4 Performance: contract performance management handbook and strategy action plan.
- 5.4 Establish those areas of market failure/customer need - identify gaps.
- 5.5 Test political appetite on suggested areas of marketing.
- 5.6 Co-design services with service receivers.
- 5.7 Procurement review implemented.

Definitions

	Framework tool	Description	Target Date
people	Category management handbook	Guidance to category management the key activities should be carried out at each stage of the marketing process. This document also provides more information about the roles of the commissioner and the category manager, setting out the partnership approach and normal expected levels of responsibility for each activity.	Sept 2013
	Expert Marketing training programme	This document looks at what skills and knowledge are needed to be an expert commissioner and a successful provider in Hampshire as well as to ensure effective decision making.	Nov 2013
Process	Procurement handbook	This document provides further information on the procurement process and sets out information around statutory duties and financial thresholds. It also includes further information on the third sector Marketing process.	August 2013
	Social value toolkit	Toolkit designed to provide guidance on how to ensure socially responsible procurement takes place. This document will help commissioners to embed social impact and local investment in the Marketing process.	TBC
	Decommissioning toolkit	Detailed guidance for commissioner on the decommissioning process providing information on process, important considerations, roles and responsibilities and sign posting further available support.	TBC
Engagement	Strategy engagement plan	Plan of on-going engagement and dialogue with key stakeholders including internal, commissioners and procurement professional, local providers and service users.	Ongoing
Performance	Contract performance management handbooks	Detailed guidance for commissioners on contract management that supports them in setting up contract management frameworks. This document also provides more information about the split of responsibilities between the procurement professionals, local providers, and service users.	July 2013
	Action plan	Clear plan of all key deliverables associated with successful delivery of the strategy.	Included in strategy

NON EXEMPT

HAVANT BOROUGH COUNCIL

SCRUTINY BOARD

26 FEBRUARY 2013

SCRUTINY BOARD – ANNUAL REPORT 2012/13

Report by the Chairman of the Scrutiny Board

ITEM NO 10

Portfolio: Not Applicable

Key Decision: N/A

1.0 Purpose of Report

- 1.1 The Council's Constitution requires the Overview and Scrutiny Board to report annually to Full Council on its workings and to make recommendations for future work programmes and amended working methods, if appropriate. This report provides a summary of the work undertaken by the Scrutiny Board in 2012/13 and gives the Board an opportunity to review its performance over the last year and make recommendations in respect of its 2013/14 work programme.

2.0 Recommendation

- 2.1 That the Board recommends its annual report to Full Council.

3.0 Summary

- 3.1 As part of a structured work programme, the Board has scrutinised various matters within its remit, held Portfolio Holders and Lead Officers to account, and questioned representatives of external organisations. The work programme has been subject to review at each programmed meeting of the Board and has been regularly updated as directed by members.
- 3.2 Matters included in the work programme were those identified by the Scrutiny Panels, selected either from the Forward Plan for scrutiny prior to consideration by the Cabinet, or at the request of individual members of the Board.
- 3.4 Membership of the Scrutiny Board in 2012/13 was as follows:

Councillors D Keast (Chairman), R Bastin, Mrs G Blackett, R Bolton, R Cousins, Mrs F Edwards, M Fairhurst, Mrs H Farrow, R Galloway, B Gibb-Gray, D Gillett, T Hart, R Heard, C Hilton, J Hunt, O Kennedy, A Lenaghan, V Pierce Jones, F Ponsonby, Mrs Smallcorn, G Smith, J Smith, K Smith, C Tarrant and J Wride

4.0 THE WORK PROGRAMME

4.1 The Board now has a well established approach to scrutiny and the following key principles have been established:

- scrutiny panels be appointed to undertake research on the various matters coming forward to the Board's work programme in order to obtain a greater depth of understanding, leading to the formulation of informed and robust recommendations to the Cabinet;
- scrutiny takes the form of a question and answer section, followed by a member debate after which the Board draws up its conclusions and recommendations;
- before each meeting, members are asked to give some thought as to potential lines of enquiry in advance, thus ensuring that the debate at the meeting is as structured and productive as possible and allowing the scrutiny panels and witnesses to prepare fully and be in a position to provide any detailed information required by the Board; and

4.2 Appendix A sets out the detail of the work undertaken by the Board over the last year in relation to:

- Customer Access Strategy
- Car Park Strategy Review
- Marketing and Branding of Havant Borough -12 Review
- Development Control Service – Balancing the Costs
- Leisure Strategy Review
- Community Infrastructure Levy
- Revenue Budget 2013/14
- Social Media and Communications
- Post Implementation Review of Building Control and Pre-Application Fees
- Street Cleanliness Review
- Marketing Strategy

4.3 The terms of reference of the Overview and Scrutiny Board is set in Appendix B.

5.0 Scrutiny Panels

5.1 The Scrutiny Panels are an initiative, introduced in May 2011. Five Panels were created, each aligned to one of the service clusters with the aim of researching specific matters within each service. The establishment of these Panel's has allowed members of the Board to conduct thorough reviews of particular areas and formulate robust and well researched recommendations to go forward to Cabinet. It is recognised that this initiative is still developing and it is hoped to build on progress made in 2012/13. The following Councillors were appointed to each Panel:

- (i) Environment and Neighbourhood Quality –
Scrutiny Lead Councillor A Lenaghan assisted by Councillors R Cousins, Mrs F Edwards, Mrs H Farrow and O Kennedy

- (ii) Planning and Built Environment –
Scrutiny Lead Councillor Mrs G Blackett assisted by R Bolton, B Gibb-Gray, C Hilton and D Keast
- (iii) Economy and Communities –
Scrutiny Lead Councillor Mrs C Tarrant assisted by Councillors R Bastin, K Smith and J Wride
- (iv) Governance and Logistics –
Scrutiny Lead Councillor M Fairhurst assisted by Councillors R Heard, J Hunt, and Mrs Smallcorn
- (v) Marketing and Development –
Scrutiny Lead Councillor J Smith assisted by Councillors R Galloway, D Gillett, T Hart, F Ponsonby (Panel member since January 2013), G Smith and V Pierce Jones

5.2 The approach adopted by the scrutiny panels has varied according to the nature and complexity of the subject matter under investigation. Scrutiny Panel investigations in 2012/13 included visits to reference sites and other local authorities, interviews with Cabinet Portfolio Holders, Senior Council Officers, representatives of external organisations and various other forms of consultations. In all cases, however, the objective has been to provide evidence-based recommendations for consideration by the Board as a whole. It is hoped to build on experiences of the scrutiny undertaken this year and use it to continue to robustly develop Council policies of each service cluster, scrutinise Cabinet decisions and ensure scrutiny remains an important component in the decision making process.

5.3 The Chairman endeavours, whenever possible, to attend Scrutiny Panel meetings, interviews and visits as an observer, so as to keep abreast of progress and maintain an overview of the work being undertaken on behalf of the Board.

6.0 CHAIRMAN'S COMMENTS

6.1 The Civic Year has been a very busy but productive period for the Board during which we have carried out comprehensive scrutiny reviews on a wide and challenging range of topics.

6.2 I would like to thank the Panels for carrying out their duties in a thorough and business like manner this year. Real progress has been made in the way items have been scrutinised and this has been reflected in the number and quality of scrutiny reports that have been produced recently. The scrutiny of car parking charges in particular was an item which required the Board to make some difficult decisions but the Panel worked extremely hard, produced a very detailed report and work is continuing on their suggestions.

6.3 My thanks go to the Scrutiny Lead Members for all their hard work which is most appreciated and I would like to encourage all members to continue to fully support their Panels in the forthcoming year.

6.4 I would also like to thank the Officers for all their help and guidance in ensuring the scrutiny undertaken has been as rigorous and productive as possible.

7.0 IMPLICATIONS

7.1 Resources

There are no financial implications arising out of this report. If any recommendations made by the Scrutiny Board for adoption by the Council have financial implications they are identified separately in each report.

7.2 Legal

There are no direct legal implications arising from this report.

7.3 Strategy

The scrutiny reviews undertaken endeavour to help Havant Borough Council achieve its aims of being Cleaner, Safer, More Prosperous.

7.4 Risks

If a scrutiny annual report was not produced it would contravene Article 6 paragraph 6.3 (e) of the council's constitution.

7.5 Communications

The Scrutiny Board needs to continue to promote and demonstrate clearly how it is contributing towards the improvement and efficiency of Havant Borough Council.

7.6 For the Community

The scrutiny reviews attempt to involve, if appropriate, local residents, community and voluntary sector groups; businesses etc and the views and evidence gathered are fed into the individual reports.

7.7 The Integrated Impact Assessment (IIA) has been completed and concluded the following: The scrutiny function recognises the importance and role of diversity and equality issues. All work undertaken seeks to include sections of the community relevant to the issues being investigated. Every effort is made to engage and consult local residents when required.

Appendices:

Appendix A – Work undertaken by the Scrutiny Board in 2012/13

Appendix B – Terms of reference of the Overview and Scrutiny Board

Background Papers:

Reports and minutes relating to meetings of the Scrutiny Board in 2012/13

Agreed and signed off by:

Executive Head for Marketing and Development: 18 February 2013

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WORK PROGRAMME 2012/13

	Matter Under Review	Purpose of the Work, Key Objectives and Outcomes
Page 64	<p>1 Customer Access Strategy Portfolio Holder: Councillor Cheshire Scrutiny Panel: Marketing and Development</p>	<p>Purpose of the Work: To contribute to the implementation of the Council's Customer Access Strategy; to inform priorities for a Channel Shift in the way the Council communicates with, and receives information from, its customers, with a particular focus on the themes of Quality and communications.</p> <p>Key Objectives: To build upon the work previously done by this Panel in connection with its policy reviews of both Marketing & Branding and Social Media & Communications, by exploring how the council's services to "target customers" are currently delivered, and whether they are in fact targeted in an effective way. The review will make recommendations on how the Council can meet the needs of target customers better, and will comment on which recommendations represent the most effective use of public money and resources.</p> <p>Outcomes: The Board recommended to the Cabinet that a joint Channel Shift Strategy for Havant Borough Council and East Hampshire District Council be developed with a view to delivering the key actions set out in section 7 of the Marketing and Development Panel's report.</p> <p>The Cabinet resolved that officers be requested to put forward a business plan for taking forward the recommendations set out in the report.</p>
	<p>2 Car Park Strategy Review Portfolio Holder: Councillor Collins Scrutiny Panel: Environment and Neighbourhood Quality</p>	<p>Purpose of the Work: To recommend to Cabinet an approach to management of parking and parking charges having regard to the economic viability of district centres and the need for the Council to show value for money and balance its revenue budgets.</p> <p>Key Objectives: (1) To clarify whether the current investment in off street parking and on street enforcement represents value for money. (2) Review whether the current approach to management of on street and council off street parking areas and the council pricing strategy affects the economy of the Borough.</p>

	Matter Under Review	Purpose of the Work, Key Objectives and Outcomes
		<p>(3) Establish whether the current pricing strategy for off street parking maximises income for the Council.</p> <p>(4) Review the Council's approach to marketing of parking options for residents, businesses and visitors.</p> <p>Outcomes: The Board recommended to the Cabinet that:</p> <p>(1) The key actions which the Panel identified as being in accordance with Cabinet proposals be implemented.</p> <p>(2) New initiatives identified by the Panel be subject to further investigation.</p> <p>(3) Panel proposals that ran contrary to the Cabinet proposals be investigated</p> <p>The Cabinet approved the Board's recommendations on 24 October 2012.</p>
Page 65	<p>Marketing and Branding of Havant Borough – 12 Month Review Portfolio Holder: Councillor Cheshire Scrutiny Panel: Marketing and Development</p>	<p>Purpose of the Work: The Board received a report from the Service Manager (Marketing and Customer Relations) providing an update on progress with regard to the recommendations that arose from the Marketing and Development Panel's review of Marketing and Branding carried out in September 2011.</p> <p>Key Objectives: Creating a high profile and well recognised brand, and promoting a positive image, were considered to be key priorities in attracting tourism and new businesses to the Borough. It was agreed that the development of an independent brand that reflected the diverse nature of the Borough should be undertaken in consultation with all members of the Council, representatives of local businesses and other partners. To facilitate this, and with the agreement of the Portfolio Holder, the Board requested the Marketing Team to bring forward potential branding options, to be considered at an inclusive workshop, to be held early in the new year.</p> <p>Outcomes:</p> <p>(1) progress to date in taking forward the recommendations arising from the Marketing and Development Panel's review of Marketing and Branding of Havant Borough be noted</p> <p>(2) a workshop be held early in the new year to give all members of the Council,</p>

	Matter Under Review	Purpose of the Work, Key Objectives and Outcomes
		<p>representatives of local businesses and other partners, an opportunity to look at options for developing an independent brand and to consider how this might be taken forward to promote the Borough</p> <p>(3) the Economy and Communities Panel be requested to:</p> <p>(a) establish to what extent the Borough is benefitting from both PUSH and the Solent LEP and how any benefit might be maximised; and</p> <p>(b) to look at the future existence of PUSH and its relevance to the future of the SE Hants region, in light of the abolition of the Regional Spatial Strategy, GOSE, SEERA and SEEDA</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 66</p>	<p>4 Development Control Service – Balancing the Costs Portfolio Holder: Councillor Guest Scrutiny Panel: Planning and Built Environment</p>	<p>Purpose of the Work: To contribute to work currently underway to address the gap that currently exists between the relative costs of delivering the Council's Development Management Service (DMS) and the income received through Planning Application Fees</p> <p>Key Objectives: To consider the findings of the Planning Advisory Service (PAS) benchmarking review of Development Management Services and make recommendations for future service improvements and options for making the Service more financially sustainable.</p> <p>Outcomes: The Board resolved that:</p> <p>(1) the Development Management Service Improvement Plan be endorsed by the Scrutiny Board.</p> <p>(2) the Planning and Built Environment Panel monitors the implementation of the Plan and the delivery of its objectives and reports back to the Board on progress in 12 months' time.</p>
<p>5</p>	<p>Leisure Strategy Review Portfolio Holders: Councillor Weeks Scrutiny Panel: Economy and Communities</p>	<p>Purpose of the Work: To understand/evaluate the Council's role in leisure infrastructure (including supporting events, activities and organisations) in the borough.</p> <p>Key Objectives: (1) Why should HBC deliver sports development?</p>

	Matter Under Review	Purpose of the Work, Key Objectives and Outcomes
		<p>(2) How do we continue to support cultural infrastructure? (3) What do we need to do to create an events “team”/rationalise events? (4) What are the roles & functions of the sports council? (5) What input does HCC have ? (6) What outcomes do we want?</p> <p>Outcomes: The Panel’s final report, giving details of the research undertaken and setting out its conclusions and recommendations is on the agenda for consideration at this meeting.</p>
6 Page 67	<p>Community Infrastructure Levy Portfolio Holder: Councillor Guest Scrutiny Panel: Planning and Built Environment</p>	<p>Purpose of the Work: The Community Infrastructure Levy (CIL) is a new planning charge that will allow Councils to raise funds from developers undertaking new projects in the Borough. It is expected that CIL will largely replace the existing Section 106 system for securing developer contributions. HBC is one of the frontrunners in preparing for the introduction of CIL and the Panel was asked by the Local Plan Panel to look at the new charging mechanism in detail and, in particular, to consider priorities for distribution of funds should the Council decide to implement CIL.</p> <p>Key Objectives:</p> <p>(1) As the Collecting Authority for CIL, HBC will have discretion to decide how and where CIL receipts are spent and funds will no longer be automatically directed to the County Council in cases where it is the responsible authority the provision of infrastructure. This is likely to have a major impact on the County Council and HBC will need to work closely with the County to ensure that funding for future infrastructure requirements is met.</p> <p>(2) Collecting Authorities will be required to pass a “meaningful proportion” of CIL receipts to local communities and in Havant Borough, this is likely to be 15% of all CIL receipts. The Government recommends that this be administered by parish councils and, as an area with no parishes, HBC will need to decide how it will comply with this requirement.</p> <p>(3) The Council will have to set priorities for the provision of infrastructure within the Borough and decide which types of infrastructure will be funded by CIL and where the s106 arrangements should be retained. In doing this, the Council will need to work closely with the County Council, which is currently undertaking an infrastructure study of its own to ascertain future needs prior to the introduction of CIL.</p>

	Matter Under Review	Purpose of the Work, Key Objectives and Outcomes
		<p>Outcomes: The Board recommended to Cabinet that it recommends to Full Council that the Community Infrastructure Levy and the associated Charging Schedule be approved and adopted.</p>
Page 68	<p>7 Revenue Budget 2013/14 Portfolio Holder: Councillor Briggs Scrutiny Panel: N/A</p>	<p>Purpose of the Work: To consider and comment upon the draft revenue budget for 2013/14 and three year projection to 2014/15 in accordance with the Council's Budget and Policy Framework.</p> <p>Key Objectives: To examine the proposed Budget Strategy for 2013/14 and to consider what, if any, recommendations should be made to the Cabinet.</p> <p>Outcomes: The Board recommended to the Cabinet: (1) the proposed revenue and capital budget for 2013/14, but with no increase in Council Tax, and acceptance of the council tax freeze grant of £71,600; (2) transfer £924,000 to reserves; (3) the Treasury Management Strategy and Prudential Indicators; and (4) the proposed Prices for Services for 2013/14</p>
	<p>9 Social Media and Communications – 12 Month Review Portfolio Holder: Councillor Cheshire Scrutiny Panel: Marketing and Development</p>	<p>Purpose of the Work: To present an update to the Board of progress made following the social media and communications review of Havant Borough Council carried out in 2012.</p> <p>Key Objectives: In February 2012 the Marketing and Development Panel made several recommendations and the following actions have now been actioned; (1) The new HBC website was launched on 2 January 2013; (2) HBC's social media sites are monitored several times each day; (3) HBC has continued to work proactively with local radio stations including Angel Radio; (4) The ability of 'on the move' customers to contact HBC has improved with the text-phone system, mobile apps and Service on the Web (5) HBC has launched Facebook and Twitter accounts to improve customer access (6) A new product called Kahootz is currently being trialled and rolled out to staff for testing</p>

	Matter Under Review	Purpose of the Work, Key Objectives and Outcomes
		<p>which will allow more efficient internal communication</p> <p>Outcomes: The Panel's final report, giving details of the research undertaken and setting out its conclusions and recommendations is on the agenda for consideration at this meeting.</p>
Page 69	<p>10 Street Cleanliness Review Portfolio Holder: Councillor Collins Scrutiny Panel: Environment and Neighbourhood Quality Panel</p>	<p>Purpose of the Work: Following a meeting of the Scrutiny Leads to discuss the Quarter 1 Corporate Health Check concern was expressed over figures detailing a fall in levels of street cleanliness, particularly litter levels across the borough.</p> <p>Key Objectives: To understand the reasons for this the Environment and Neighbourhood Quality Panel were tasked with investigating what work was being done to improve the figures.</p> <p>Outcomes: The Panel's final report, giving details of the research undertaken and setting out its conclusions and recommendations is on the agenda for consideration at this meeting.</p>
	<p>11 Marketing Strategy Portfolio Holder: Councillor Cheshire Scrutiny Panel: Marketing and Development Panel</p>	<p>Purpose of the Work: To contribute to the development and implementation of a marketing strategy for the Borough. Review to start October 2012.</p> <p>Key Objectives:</p> <ol style="list-style-type: none"> 1. To build on work previously done by this Panel in connection with the Customer Access Strategy, to better understand the needs and aspirations of our customers, so as to be able to target the services they require within available finances; 2. To consider how the Council's Corporate Strategy priorities can be delivered by offering a new, innovative, approach to providing the services our customers need, in a better and more cost-effective way; 3. To look at examples of best practice, the alternative service delivery models adopted by other local authorities, to consider what has worked well and whether any of the services this Council provides would neatly fit any of these alternative models

	Matter Under Review	Purpose of the Work, Key Objectives and Outcomes
		Outcomes: The Panel's final report, giving details of the research undertaken and setting out its conclusions and recommendations is on the agenda for consideration at this meeting.

**Scrutiny Boards
Terms of Reference**

<u>Economy and Community</u>	<u>Environment and Neighbourhood Quality</u>
<p>Arts and Culture Community Development Community Forums and Boards Economic Development Events Management Healthy Lifestyles Hampshire Home Choice Homelessness Prevention Leisure Facility Management and Development Local Strategic Partnerships Older People Private Sector Housing (EHDC) Safeguarding Sports Development Strategic Housing and Enabling Social inclusion Tourism Town and Parish Links Young People</p>	<p>Allotments (HBC) Animal Welfare Cemeteries Coastal Recreation (HBC) Community Safety CCTV (HBC) Enviro – Crime (litter, graffiti, dog fouling etc) Food Hygiene & Safety Grounds Maintenance Health & Safety Regulation Infectious Disease Control Joint Contracts with WCC [Waste, Recycling, Streetcare, Grounds Maintenance & Public Conveniences Cleansing] (EHDC) Land Drainage (EHDC) Licensing Markets (part only) (EHDC) Minor Engineering Works including street name plates Neighbourhood Development Noise Control Parking Policy & Enforcement (off & on street) Parks and Open Spaces (including trees) Pest Control Pollution & Public Health Private Sector Housing Regulation including disabled facilities grants (HBC) Public Conveniences (HBC) Streetcare Street Lighting (Council owned and Community Safety Schemes) Sustainability & Climate Change Traffic Management (HBC) Transport Fleet (HBC) Waste & Recycling</p>

<u>Governance and Logistics</u>	<u>Marketing and Development</u>
<ul style="list-style-type: none"> Benefits Building Maintenance Business Continuity, Emergency Planning, Health & Safety Corporate Support Services Democratic Services Elections Facilities Finance, Accountancy Fraud Legal Payroll Property Management Revenues & Benefits Contract Revenues, Income Collection Transactional Procurement 	<ul style="list-style-type: none"> Audit Business Transformation Communications Corporate Planning Corporate Programme Office Councillor Development Customer Insight, Geographic Information System (GIS), Customer Access Strategy Customer Service Centres/Access Points Human Resources (HR) Strategy & Transaction Information Technology (IT) Learning & Development Marketing Partnership Development Performance Management Research & Development Risk Management Shared Services Commissioning

<u>Planning and Built Environment</u>
<ul style="list-style-type: none"> Building control Coastal management Conservation Development Management Environmental Improvements and Sustainable Transport Highway Development Control Land Charges and Address Management Planning Compliance Policy/Local Development Framework S106 agreements Technical Support Transport Planning Urban Design

NON EXEMPT

HAVANT BOROUGH COUNCIL

Scrutiny Board

26 February 2013

SCRUTINY BOARD – WORK PROGRAMME 2012/13

Report of the Democratic Services Officers

ITEM NO 11

Governance and Logistics Portfolio: Councillor Branson

Key Decision: N/A

1.0 Purpose of Report

- 1.1 To give the Board an opportunity to review progress with the regard to the work undertaken by the Scrutiny/Policy Review Panels since the last meeting.

2.0 Recommendation

That the Board:

- 2.1 reviews progress to date and identifies any further matters for scrutiny/policy review, to be undertaken by the appropriate Panel as part of the Board's work programme, and that the key objectives of any additional reviews be agreed;
- 2.3 receives an update from the Scrutiny Leads in relation to their ongoing work programmes, to include their intended next steps and programme for reporting back to the Board.

3.0 Summary

- 3.1 This Board oversees the work of five informal Scrutiny/Policy Review Panels, each linked directly to one of the five service clusters. The following Scrutiny Lead Councillors have been identified to take the lead with regard to the work in these areas:

- Planning & Built Environment – Councillor Mrs Blackett
- Economy & Communities – Councillor Caren Tarrant
- Environment & Neighbourhood Quality – Councillor Andy Lenaghan
- Marketing & Development – Councillor John Smith
- Governance & Logistics – Councillor Mike Fairhurst

- 3.2 The Panels undertake research and report their conclusions and findings to this Board which will then decide whether to make recommendations to the Cabinet or Council as appropriate. An overview of the Board's work programme is attached at Appendix A.

- 3.3 In recognising that the timescales for completing scrutiny/policy reviews will vary according to the subject matter in hand, the Scrutiny Board has asked to receive interim progress reports with regard to those reviews that are ongoing at the time of each of its meetings.

4.0 Implications

4.1 Resources

There are no financial implications arising out of this report. If any recommendations made by the Scrutiny Board for adoption by the Council have financial implications they are identified separately in each report.

4.2 Legal

There are no direct legal implications arising from this report.

4.3 Strategy

The work of the Scrutiny Panels helps to ensure that new strategies are robust and actions are undertaken to deliver the desired outcomes.

4.4 Risks

The Board needs to ensure that there are clear outcomes from the scrutiny process that impact positively upon the people and communities within the borough and link to corporate priorities.

4.5 Communications

The Scrutiny Board needs to continue to promote and demonstrate clearly how it is contributing towards the improvement and efficiency of Havant Borough Council.

4.6 For the Community

The scrutiny reviews attempt to involve, if appropriate, local residents, community and voluntary sector groups; businesses etc and the views and evidence gathered are fed into the individual reports.

- 4.7 The Integrated Impact Assessment (IIA) has been completed and concluded the following: N/A

Appendices:

Appendix A - Scrutiny Board Work Programme - Overview

Background Papers: Nil

Agreed and Signed off by:

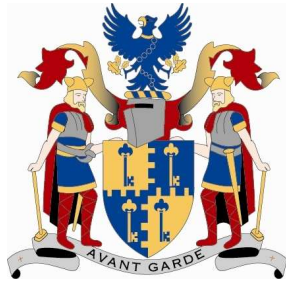
Executive Director and Advisor to the Board: 24 January 2013

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Havant Borough Council Overview - Scrutiny Board Work Programme 2012/13

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Topic Area	Objectives of Review	Panel	22 May 2012	11 September 2012	2 October 2012	20 November 2012	4 February 2013	26 February 2013	21 May 2013
Customer Access Strategy	To contribute to the implementation of the Council's Customer Access Strategy; to inform priorities for a channel shift in the way the Council communicates with, and receives information from, its	Marketing and Development							

Topic Area	Objectives of Review	Panel	22 May 2012	11 September 2012	2 October 2012	20 November 2012	4 February 2013	26 February 2013	21 May 2013
	customers								
Car Park Strategy Review	To investigate how to maximise potential income through car parks whilst maintaining the economic viability of district centres	Environment and Neighbourhood Quality Panel							
Marketing and Branding of Havant Borough	12 month review	Marketing and Development Panel							
Development Control Service – Balancing the Costs	To contribute to work underway to address the gap that currently exists between the relative costs of delivering the Council's Development Management Service (DMS) and the income received through Planning Application Fees	Planning and Built Environment Panel							

Topic Area	Objectives of Review	Panel	22 May 2012	11 September 2012	2 October 2012	20 November 2012	4 February 2013	26 February 2013	21 May 2013
Leisure Strategy Review	To understand/evaluate the Council's role in leisure infrastructure (including supporting events, activities and organisations) in the borough	Economy and Communities Panel							
Community Infrastructure Levy	The Panel to look at priorities for allocating monies received through CIL. Review to start in November 2012.	Planning and Built Environment Panel							
Revenue Budget 2013/14	In accordance with the Council's Budget and Policy Framework Standing Orders, the Board is invited to consider the proposed budget strategy for 2012/13	N/A							

Topic Area	Objectives of Review	Panel	22 May 2012	11 September 2012	2 October 2012	20 November 2012	4 February 2013	26 February 2013	21 May 2013
Scrutiny Board – Annual Report 2011/12	To review the Board's performance in 2011/12, make recommendations for future work programmes and working methods	N/A							
Social Media and Communications	12 month review	Marketing and Development Panel							
Street Cleanliness Review	To investigate the reasons behind a reduction in standards of street cleaning and increase in litter and graffiti	Environment and Neighbourhood Quality							
Marketing Strategy	To contribute to the development and implementation of a marketing strategy for the Borough. Review to start October 2012	Marketing and Development Panel							

Topic Area	Objectives of Review	Panel	22 May 2012	11 September 2012	2 October 2012	20 November 2012	4 February 2013	26 February 2013	21 May 2013
Post-Implementation Review of Building Control and Pre-Application fees	To assess the financial impact of the new fees in relation to the overall cost of running the Development Management Service	Planning and Built Environment Panel							
Development Management Service – Benchmarking Review	12-month review of LA peer group benchmarking exercise – panel to review what improvements have been made to the DM Service since the last benchmarking exercise	Planning and Built Environment Panel							
Corporate Performance Healthcheck	A dedicated panel of the five Scrutiny Lead Councillors to meet quarterly to review the Performance Healthcheck reports, with any issues of concern to be referred to the	Scrutiny Leads Panel							

Topic Area	Objectives of Review	Panel	22 May 2012	11 September 2012	2 October 2012	20 November 2012	4 February 2013	26 February 2013	21 May 2013
	appropriate Scrutiny Panel for investigation								
Quarterly Budget Outturn	The Panel to review the quarterly budget outturn reports to monitor in-year over- and underspends in relation to the original budget estimates – Ongoing	Governance and Logistics Panel							
Corporate Key Risks Register	The Panel to review the quarterly Corporate Key Risk reports to look at scoring of risks and mitigating controls – Ongoing	Governance and Logistics Panel							
Development Management Committee	To review proposals to streamline the process for taking matters to DMC	Planning and Built Environment Panel							

Topic Area	Objectives of Review	Panel	22 May 2012	11 September 2012	2 October 2012	20 November 2012	4 February 2013	26 February 2013	21 May 2013
Review of HBC's Relationship With PUSH	To establish what extent the borough benefits from PUSH, how the benefits can be maximised and to look at the future existence of PUSH and its relevance to the future of the SE Hants region.	Economy and Communities Panel							

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