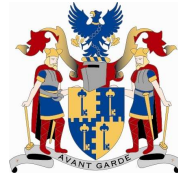


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SCRUTINY BOARD AGENDA

Membership: Councillor Shimbart (Chairman)

Councillors Bastin, Mrs Blackett, Bolton, Cousins, Edwards, Farrow, Galloway, Gibb-Gray, Hart, Heard, Hilton, Keast, Kennedy, Lenaghan, Mackey, Pierce Jones, Ponsonby, Mrs Smallcorn, Smith G, Smith J, Smith K, Tarrant and Turner

Meeting: Scrutiny Board
Date: Tuesday 10 September 2013
Time: 5.00 pm
Venue: Hurstwood Room - Public Service Plaza

The business to be transacted is set out below:

Jo Barden-Hernandez
Service Manager – Legal & Democratic Services

2 September 2013

Contact Officer: Penny Milne and Tristan Fieldsend 02392 446233/02392 446234
Email: tristan.fieldsend@havant.gov.uk

PART 1 (Items open for public attendance)

Page

1. Apologies

To receive apologies for absence.

2. Minutes

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To confirm the minutes of the Scrutiny Board held on 21 May 2013.

3. Matters Arising

4. Declarations of Interests

5.	Chairman's Report	
6.	Customer Access and Channel Shift - 12 Month Review	5 - 14
7.	Policy Review - Marketing Strategy	15 - 38
8.	Work Programme 2013/14	39 - 50

PART 2 (confidential items - closed to the public)

GENERAL INFORMATION

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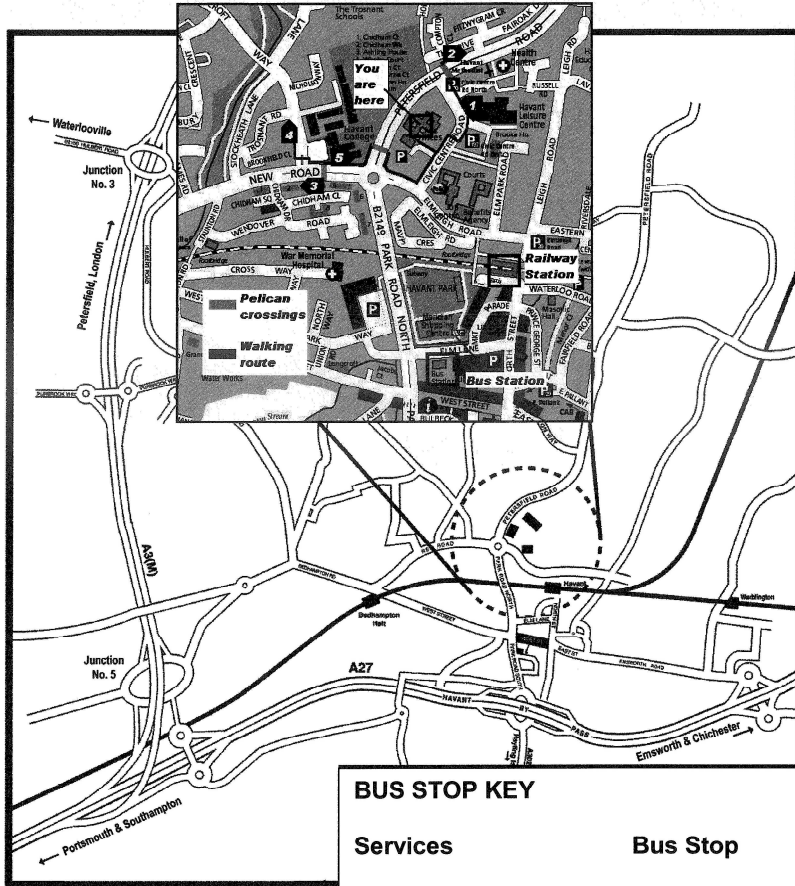
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HAVANT BOROUGH COUNCIL

At a meeting of the Scrutiny Board held on 21 May 2013

Present

Councillor Shimbart (Chairman)

Councillors Mrs Blackett, Bolton, Cousins, Edwards, Farrow, Galloway, Hart, Heard, Hilton, Keast, Kennedy, Lenaghan, Ponsonby, Mrs Smallcorn, Smith J, Tarrant, Turner and Wilson

1. Apologies

Apologies for absence were received from Councillors B Gibb-Gray, J Hunt, V Pierce Jones, D Smith and K Smith.

2. Minutes

RESOLVED that the minutes of the meeting of the Scrutiny Board held on 26 February 2013 be approved as a correct record.

3. Matters Arising

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

4. Declarations of Interests

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

5. Chairman's Report

The Chairman welcomed new members to the Board and explained that the strength of the Scrutiny Panels should ensure significant work is undertaken in the forthcoming year.

6. Development Management Improvement Plan

The Board received a report from the Planning and Built Environment Panel, setting out findings and recommendations in relation to its Development Management Service Improvement Plan scrutiny review. In undertaking this review, the Panel had sought to establish to what degree, and in what areas, the Council's Development Management Service appeared to be performing less well than other local planning authorities. The Panel had worked with Managers, as part of a wider engagement with the Development Management Team and customers, to contribute to the development of a Service Improvement Plan.

The Service Manager (Planning and Development) provided the Board with a presentation on the Improvement Plan detailing the progress of the Plan, the works and income involved, potential challenges, opportunities and also the future priorities for the service. **Page 1**

The Service Manager (Planning and Development) and the Business Development and Support Team Leader were then invited to join the meeting and answered members' questions in connection with the Improvement Plan and the allocation of resources to enable delivery of its objectives.

The Board sought clarification with regard to why there had been a significant drop in enforcement cases and the officers confirmed that this had been achieved through pro-active management of unresolved cases and the introduction of a more efficient decision making process. The Board suggested that communication of enforcement issues to Councillors be further strengthened with the introduction of a regular update to Development Management Committee members.

RESOLVED that

- (1) the Development Management Service Improvement Plan be endorsed by the Scrutiny Board; and
- (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 6 months' time.

7. Work Programme

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 for 2013/14.

The Board was then invited to agree the membership of the five scrutiny panels.

RESOLVED that

- (1) The Scrutiny Panel membership as set out below be approved;

- (a) Environment and Neighbourhood Quality Panel:

Councillor David Keast – Scrutiny Lead
Councillor Colin Mackey
Councillor Ralph Cousins
Councillor Olwyn Kennedy
Councillor Hilary Farrow
Councillor David Smith (Co-opted Member)

- (b) Governance and Logistics Panel:

Councillor Leah Turner – Scrutiny Lead
Councillor Ray Bastin
Councillor Rory Heard
Councillor Marjorie Smallman

Scrutiny Board (21.5.13)

Councillor Andy Lenaghan

(c) Marketing and Development Panel:

Councillor John Smith – Scrutiny Lead
Councillor Faith Ponsonby
Councillor Victor Pierce Jones
Councillor Terry Hart
Councillor Richard Galloway
Councillor George Smith

(d) Planning and Built Environment Panel;

Councillor Gwen Blackett – Scrutiny Lead
Councillor Brendan Gibb-Gray
Councillor Cyril Hilton
Councillor Gerald Shimbart
Councillor Ray Bolton

(e) Economy and Community Panel:

Councillor Caren Tarrant – Scrutiny Lead
Councillor Ken Smith
Councillor John Hunt
Councillor Frida Edwards
Councillor Michael Wilson (Co-opted Member)

(2) The Governance and Logistics Panel be requested to undertake a review of the current committee appointment system; and

(3) The five Scrutiny Panels each review their individual service cluster performance healthcheck reports on a quarterly basis.

The meeting commenced at 5.00 pm and concluded at 6.50 pm

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HAVANT BOROUGH COUNCIL

SCRUTINY BOARD

10 September 2013

Customer Access and Channel Shift – 12 MONTH REVIEW

Report by the Service Manager, Marketing and Customer Relations

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 policy review of 'Customer Access and Channel Shift' 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.

3.0 Summary

3.1 The Scrutiny Panel's brief was to find a new, improved and modern way for our customers to contact us which is beneficial and simpler for them and more cost effective for us.

4.0 Subject of Report

4.1 In October 2012 the Scrutiny Panel made recommendations to help the organisation find new improved and modern ways for our customers to contact us which is beneficial and simpler for them and more cost effective for the Council and our residents and businesses.

4.2 With the support of the Scrutiny Panel and the Portfolio Holder, the 20 recommendations made to improve Customer Access and Channel Shift in the report of 3rd October 2012 have all been delivered or are on target to be delivered.

4.3 A briefing note on how we are delivering improved Customer Access and Channel Shift can be found at appendix A.

Next steps

4.4 The working group responsible for delivering the Customer Access Strategy and Channel Shift, headed by Debbie Fox, Executive Head of Marketing & Development, and project managed by Dawn Adey Service Manager for Marketing & Customer, will continue to drive results for the business plans

2013/14, and will ensure that adequate provision is made in the 2014/15 business plans for improved customer access and channel shift.

5.0 Implications

5.1 Resources:

There are no specific resources indicated in this paper. Several of the 2013/14 business plans propose changes which require resources to deliver the outcomes. These resources will be requested on a case by case basis.

5.2 Legal:

Legal support will be sought on a case by case basis per work stream.

5.3 Strategy:

The actions and work streams noted in the appendices directly deliver the outcomes of the customer access strategy, and support the corporate strategy by demonstrating public service excellence and financial sustainability.

5.4 Risks:

By delivering the right services to the right customers through the right channels we reduce our risk of running financially unsustainable services. We also reduce our risk of losing reputation by listening to our customers and providing our services through the right channels to meet customer need.

5.5 Communications:

Internal communications are managed through Team Talk, our fortnightly staff briefing. We also brief Councillors using the Councillor newsletter.

The progress made in our business plan objectives is published publically through our Performance health check dashboard.

5.6 East Hampshire/Havant

The learning and knowledge gained in providing improved customer access and channel shift is shared with both organisations. The specific service delivery is designed to meet the individual needs of customer demands.

5.7 Links to other projects

Improved customer access directly links to the Corporate Strategy, the Customer Access Strategy and the Channel Shift Strategy.

5.8 For the Community:

The community benefits from improved access to HBC Services.

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 before progressing with any new business cases.

6.0 Consultation:

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

Appendices:

Appendix A - A summary of the work streams currently contributing to delivering our Customer Access Strategy and Channel Shift Strategy.

Background Papers:

- (1) Report to Scrutiny Board 3 October 2012 – Policy Review: Customer Access and Channel Shift.

Agreed and signed off by:

Legal Services: Jo Barden-Hernandez
Service Manager Legal & Democratic
Relevant Executive Head: Debbie Fox
Portfolio Holder: Cllr Cheshire

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

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**Highlights of current work streams from the 2013/14
Business plans which are contributing to delivering our
Channel Shift and Customer Access Strategy**

**1. Customer Access Improved (Welfare reform and changing
Housing Market)**

This is a targeted work stream specifically designed to support customers whom we know are going through change due to the national welfare reform.

A specific work stream has been set up to monitor and analyse the changes being proposed to the segmentation of customers who require both Welfare and Housing support.

These national changes form part of universal credit and will nationally move all customers to electronic based applications.

The project is Sponsored by Tim Slater – Executive Head for Economies and Communities, with a project co-ordinator appointed July to ensure the project is timely and responsive.

Project recommendations are due in November 2013, and will inform the future service provision for our customers.

**2. Customer Access is improved (Supporting Families
Project)**

This is a targeted work stream specifically designed to support customers who receive services from several different providers, to ensure we are all working together providing 'one service.

Those families identified under the Supporting Families programme receive intensive support from a number of different agencies; this can lead to confusion and a lack of coordination in the services being delivered.

This programme identifies all the agencies working with a particular family and nominates a lead agency which coordinates a single family action plan for that all the agencies contribute to.

The first year of the programme has just completed and a cost/benefit evaluation is currently underway through the County Troubled (Supporting) Families team.

3. Channel Shift

This is a generic work stream across all services designed to improve our accessibility to our customers, delivering the right service to the right customer through the right channel.

3.1 Digital Channel

- The Planning Service have moved the process for viewing planning 'maps' away from a face to face service to a digital based service (the service is also available on web desks in atrium to any customers with no web access)
- The HBC Website has been re-launched with enhanced features, designed for our customers as users
- Use of social media is progressing well and customers are regularly using Twitter and Facebook to talk to us
- A new finance system is being procured which will facilitate the e commerce behind the web
- The finance team, along with Marketing and Development are taking a fresh approach to build facilities such as direct debits and payments on the web for brown bins. This is a priority task
- The welfare reform Universal Credit will move the majority of our welfare customers to electronic application by 2015.

3.2 Telephony Channel

We are looking in detail at the customers using the telephony service(s), see summary table below. This analysis provides compelling evidence for us to look at smarter ways to deliver our switchboard service, with the possibility of automating it being considered as a proposal for the council to consider. Service Manager Marketing & Customer will prepare a proposal for the Executive board.

Telephony service levels are under review as national benchmarking has highlighted that we exceed the national standards for how quickly we answer telephone calls. A proposal to review these service levels will be presented to the Executive board in October.

Meanwhile, specific services are carrying out in-depth analysis of their telephone calls to understand why customers chose

this channel and to look for ways to improve. For example, analysis has already been carried out in Building Control and at the Visitor Information Centre at Hayling Island.

Call type	No. of calls answered July 2013
Car Parking	35
Concessionary Travel	40
Council Tax	2,094
Defects	103
Environmental Health	206
Garden Waste	196
General Enquiries	351
Pest Control	145
Planning	256
Refuse Collection	638
Switchboard	7,024
Totals	11,088

3.3 Face to face channel

- Analysis has been undertaken to improve face to face customer flow in the Plaza Atrium, improvement potential has been identified and will be presented to the Executive board in October.
- Analysis has begun to review what other locations may be needed in the Borough to improve our face to face services
- A proposal for the improvement to the services we offer at South Hayling will be presented to the Executive board in October

3.4 Postal/letters/written channel

- Havant Borough Council sends out around 2500 letters per week. The savings we make between first and second class are £14 per 100 letters.
- The post team have been extremely diligent in managing this and have reminded all officers twice in the past 12 months of the requirement to send out letters by second class.
- We are reviewing which services need to communicate by post to challenge the use of other forms of communication.
- The response times for 'Complaints' has been improved and all complaints have met correct turnaround times for the past three months

4. Web Development

This is a targeted work stream specifically designed to improve the technical ability of the web as the previous web was not meeting customer needs.

- A new website was launched in January 2013
- All web editors have received up to date training on website design to ensure pages are accessible
- Key web editors have received 'user based design' training, to design web based services based on customer need and accessibility
- All web editors have received technical training on how to update and maintain the new website
- Website hosting is under review a 'value for money' review
- Features to make online payments available to our customers including Direct Debits and Card payments are being treated as priority.
- We have been asked to speak at a National Conference to share our learning on how to successfully approach a new website build

5. Improve Customer Flow

This is a targeted work stream, initially for our face to face customers using the Plaza, specifically designed to ensure we deliver the savings proposed in the Plaza refurbishment business case.

- We are now seeing twice the number of customers than before the Plaza regeneration, at no additional cost.
- Customer analysis also highlighted potential to improve customer flow further
- A New customer flow management system is due for review and business case decision at the Executive board in October.

6. Service redesign for Advisory Services

This work will be delivered through the Citizen's Advice Bureau project which has just been awarded funding for the 2 year project which aims to:

- Review and improve the financial advisory services offered by the Citizen Advice Bureau, Havant Borough Council,

Social Housing providers, Portsmouth City Council and the Council of Voluntary Services to ensure the customer has a more effective and streamlined access to financial advice

- Encourage those customers who can to use digital or telephone channels of communication, reducing reliance on face-to-face interventions which can be targeted at those who have the greatest need.

This 2 year project is being delivered through a Steering Group; HBC representation is through the Service Managers for Housing (Tracey Howard) and Revenues & Benefits (Mike Ball) runs until summer 2015 when an evaluation report will be presented.

7. Service redesign for Community Services

Work is underway with Hampshire County Council colleagues to review how community services are delivered across the borough of Havant. An analysis of the work of the Hampshire County Council and Havant Borough Council Community Officers has been undertaken and has designed out overlap in activity. This work will be extended to other areas (Council of Voluntary Services, Portsmouth City Council and Social landlords) in the forthcoming months.

The HCC Community Officer for the area is co-located with the HBC Community team in the Plaza and this has improved communication and knowledge of issues in the area.

8. Residents pack

This generic work stream is designed to take our services out to our customers and present the services as an offering for 'customer choice'.

- The pricing strategy model has been designed by the finance service and agreed in principle at the Executive board in Spring 2013
- We have carried out considerable research into similar customer offers
- We will be carrying out some market research in the autumn to establish which types of services and which sort of pricing models our customers would consider to be 'good' service
- The further development on this customer offering will be based around our insight/research

- The offers or outputs of this research may reshape services, which will go through the correct approval channels before being implemented.

9. Stakeholder Engagement

This work stream is designed to make sure we are researching our customers needs and delivering appropriate, sustainable services.

Our stakeholder engagement plans include:

Residents

- Residents Survey
- Customer opinion polls
- Councillor Road shows
- Testing quality of service received – various methods
- Web based feedback
- An on-line notice board/forum
- Formal Consultation

Businesses

- Consultation (formal)
- Business Survey
- Testing quality of service received – various methods
- Informal consultation such as conference and road shows
- Web based feedback
- An on-line notice board/forum

Visitors

- Testing quality of service received – various methods
- National Benchmarking

Staff

- Staff Survey
- Quality feedback at Service level (IT)
- Sandy's Sounding Board
- Staff focus Group

Councillors

- Councillor Survey
- Testing quality of service received – various methods

HAVANT BOROUGH COUNCIL

SCRUTINY BOARD

10 September 2013

POLICY REVIEW – MARKETING STRATEGY

Report by the Marketing and Development Panel:

Councillor J Smith (Scrutiny Lead)

Councillors V Pierce Jones, R Galloway, F Ponsonby, G Smith, T Hart

Marketing and Development Portfolio: Councillor M Cheshire

Key Decision: Not Applicable

1.0 Purpose of Report

1.1 The purpose of this report is to present the findings, conclusions and recommendations of the Marketing and Development Panel following its Marketing Strategy policy review.

2.0 Recommendation

RECOMMENDED to the Cabinet that:

2.1 The Council adopts the process of Commissioning as set out in paragraph 3.10 of this report;

2.2 all potentially appropriate service delivery models be considered, not limited to those referred to in this report, in taking forward future customer-focused service delivery, in line with the mixed economy approach set out in the Council's Marketing Strategy; and

2.3 any proposals for the implementation of alternative service delivery models, in relation to any particular service, be in line with the Council's Corporate Strategy priorities and supported by a sound business case.

3.0 Introduction

3.1 As set out in the Panel's Interim report to the Scrutiny Board on 26 February 2013, there is an urgency for a change in the way we deliver our services, as a result of central Government policy of giving Councils less and less grant.

3.2 This Council does not want to reach the stage of being on a fiscal cliff, where desperate action is needed. The Council must avoid this at all costs and plan ahead, we can do this by understanding the financial reality of the situation.

- 3.3 The Panel believes that this Council has the will and the talent to come out at the end of the financial tunnel solvent. This is going to be a hard road, but our residents, who rely upon us to support and look after them, will expect us to rise to the challenge and the Panel believes they will support us.
- 3.4 As a Council, we must also support our officers and staff to develop innovative ideas for future service delivery, we understand how important it is to take action now and build on the good work we have started in working with other Councils, sharing services with them; we are doing well but we cannot rest on our laurels now.
- 3.5 By 2015/16 we may not be receiving any Government grant at all, so we must aim to be self supporting by then. We may have to reduce or terminate certain non-statutory services, so it is vital we have an action plan in place. At some point in the future we may have to increase the Council Tax, but in doing so, we must be honest with our residents as to the reasons for this.
- 3.6 These are indeed challenging times. This Council must not have a rearview mirror approach; there is not an option to do nothing, or rely on past methodology, because we will be left behind and founder. We must continue to work with our partners and even strive to find new ones, perhaps even in different counties; maybe another Council can perform a service for us and there may be opportunities for us to generate income by providing certain services to other Councils. This must be a continual process.
- 3.7 In undertaking this review, the Panel sought to contribute to the implementation of the Council's Marketing Strategy by examining alternative service delivery models and assessing their suitability for Havant in the context of providing cost-effective, high quality services for our customers. The Panel looked at examples of best practice with regard to alternative service delivery models adopted by other local authorities, in particular:
- **Public Service Mutuals** - organisations that are owned by, and run for the benefit of, their current and future members
 - **Social Enterprise** - 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
 - **Local Authority Trading Company** – wholly Council-owned private companies operating as commercial enterprises to deliver services

- 3.8 At the outset of the review, the Panel agreed that no additional research be done by the Panel with regard to Outsourcing, as the Council has already successfully outsourced its Revenues and Benefits service to CAPITA. The Panel also accepted that the above list of service delivery models was unlikely to be exclusive and the outcome of additional research, conducted during the course of this review into Shared Services and the Community Right to Challenge, is set out in section 5.0 below.

Commissioning

- 3.9 The Marketing Strategy approved by Cabinet in March is the blueprint for the way the Council intends Meeting Local Needs and Delivering Value for Money. It is based on the principles of Commissioning as promoted by Government. Details of these principles are contained in the Introduction to Marketing Strategy Sections 1.1-1.5. Board members are recommended to refer to these sections when reading this report. In particular adopting a Commissioning approach will require a new mindset by officers and councillors as the guiding principle is to provide services that the residents want in the most efficient, effective manner. Commissioning can be defined as the process for deciding how to use the total resources available in order to improve outcomes in the most efficient effective equitable and sustainable way.
- 3.10 The Panel believes that the Scrutiny Board should recommend a firm way forward, in that the Council should adopt the process of Commissioning. This would be a fundamental strategy decision which would involve setting up a dedicated Commissioning team of experienced officials suitably trained to deal with the process. There would be cost and resource issues flowing from this. The Panel is aware that there is some work being undertaken currently but a clear lead from Councillors is necessary if this is the way forward. Consideration of alternative methods of procurement /delivery of services would flow from this fundamental decision.

4.0 Public Service Mutuels – Cllr John Smith

- 4.1 As part of this report I looked at the creation of Public Service Mutuels (PSMs), or 'Spinning Out'. Mutualisation is a relatively new addition to the arena of public service reform. The new mutuels in the public sector area not mutuels in the true sense of the word. They do not satisfy both tests of mutuality, namely, the business is owned by and run for the benefit of its members. They do share similar characteristics to mutuels as their businesses are directed towards delivering a collective benefit for improved public services, rather than maximising profits for shareholders.
- 4.2 The Government is actually promoting mutuels as a success story, indeed, the Cabinet Office lists 100 established and developing PSMs across England and, of these, 65 projects are already live, delivering around £1 billion of public services.
- 4.3 As part of my investigation, I visited West Sussex County Council to learn about Aspire Sussex Ltd, which, until September 2012, had been an in-

house County Council-run service delivering community learning services to people aged 19-plus in 200 community venues across West Sussex.

- 4.4 Key customer groups supported by this service are people who have mental health needs or learning disabilities, lone parents, ex-offenders and vulnerable or disadvantaged groups. Core funding came from the Skills Funding Agency (SFA). West Sussex County Council were made aware by their legal team of future risks in keeping Aspire in house. There was no statutory requirement to provide this service and the Council was advised that there could be future redundancy/pension liabilities and, because of current Government restraints, the service could become a financial liability to the Council.
- 4.5 I was that of the driver behind Aspire asking to 'spin out', was the aspiration to create a new organisational model that would give the service more freedom and flexibility, be more responsive to client demand, gain new funding opportunities and reduce their dependence on their main contract with the SFA. By spinning out and obtaining charitable status, Aspire would have greater commercial freedom to access grant funding.
- 4.6 This mutualisation has worked well for both parties; the Council no longer has the future financial risk and Aspire, having charitable status, can gain sponsorship and access to tax relief. Aspire seemingly are going from strength to strength and have gained national awards.
- 4.7 I also pursued my enquiries into PSMs with Portsmouth City Council and arranged an interview with officers Louise Wilders, Charlotte Smith and Joe McGoldrick. In looking at the staff mutuals agenda, the Council identified significant risks in setting up a PSM for both parties.
- 4.8 The Council's legal team provided a comprehensive briefing, pointing out several issues demonstrating that the process of setting up a mutual is neither quick nor simple. The team pointed out that there are benefits and risks to any Council involved in setting up a mutual.
- 4.9 My research suggests that a team leading on a mutualisation proposal must have a detailed financial/business plan in place. The Council will need to provide expert financial, legal and HR assistance, which has a cost implication. The mutual will need the host Council to meet or assist in their start-up costs by way of a loan or grant and, if possible, provide them with premises or equipment. The staff must understand the risks of running a business outside the Council umbrella. They must develop the relevant business skills to do this, really buy into the scheme and must get trade union involvement.
- 4.10 Finally, spinning out is not a quick process, it took 2 years to set up the Aspire PSM. The question is, could this Council afford the officer time and money? This must be looked into. This Panel feels that Havant Borough Council should have a corporate policy in place to address any staff initiatives to set up a PSM. Because of Government support, staff mutuals may become more popular across the country in the future.

5.0 Shared Services and Community Right to Challenge – Cllr John Smith

- 5.1 During the course of my visit to Portsmouth City Council to discuss mutuals, I broached the subject of the possibility of shared services between PCC and HBC, pointing out the success of the Coastal Protection Partnership, and all agreed that it was an excellent idea for both Councils to start talking. I was really heartened on hearing this response and decided to investigate further. I arranged to meet with PCC Cllr Mattew Winnington, Chair of the Economic Development, Culture and Leisure Panel. I asked him for his views on starting discussions between our two Councils regarding future shared services. He gave me a very positive response and stated that he would speak with his colleagues to gain their views.
- 5.2 Cllr Winnington brought to my attention his latest report entitled 'A review into making Community Ownership work for Portsmouth'. In his report, Cllr Winnington refers to Challenge as one of the new rights enshrined in the Localism Act 2011 which came into force in June 2012. It aims to make it easier for voluntary and community groups or Council employees to bid to run Council services.
- 5.3 A ministerial foreward to the statutory guidance of June 2012 says that the Community Right to Challenge paves the way for more communities to help share and run excellent local services. This might include making services more responsive to local needs, offering additional social value outcomes or delivering better value for money. It may act as a springboard for radical reshaping of services, or simply trigger small changes that will make a big difference to the quality of service communities receive.
- 5.5 This Panel believes that Havant Borough Council should have a corporate strategy in place to address community groups' rights to challenge under the Localism Act to run Council services, with a view to ascertaining if this could put the Council at financial risk in any way and be prepared to handle any such challenge.
- 5.6 I also met with PCC officers Michael Lawther and Mel Burns at the Portsmouth offices and spoke to them about the possibility of future shared services with PCC. They were both very positive about this and agreed with me that talks should take place and even suggested that there may even be three-way shared services between HBC, PCC and East Hants District Council (EHDC). They mentioned that Human Resources, Communications/PR and Democratic Services as departments that could be looked at. This Panel believes that HBC seriously considers the possibility in the very near future of starting talks with PCC. We feel, in view of the current financial situation concerning the dwindling Government grant, that this is vital.
- 5.7 I had a very positive meeting with David Williams, Chief Executive of Portsmouth City Council, to further explore the possibility of working more closely together to deliver shared services. The two Councils already

have a good working relationship, with regular meetings between the Leaders and Chief Executives and through PUSH and the LEP. The Eastern Solent Coastal Partnership, of which both authorities are members, is particularly successful and PCC would be open to potential future options for developing other shared services with HBC as part of its own mixed economy approach to improving services for customers in the context of the current financial climate and future reductions in Government funding. Any proposal for future shared service provision would need to be subject to a robust business case, supported by both authorities and with political engagement from both partners key ensuring success.

6.0 Decommissioning – Cllr Richard Galloway

6.1 Panel member Councillor Richard Galloway, member for Emsworth, investigated decommissioning as part of the overall commissioning process. Cllr Galloway conducted extensive research into the experience of other local authorities including the London Borough of Croydon and Bristol City Council. Cllr Galloway also interviewed the commissioning team at Croydon. His report is written on the assumption that commissioning will be accepted as a way forward as part of the mixed economy approach to service delivery advocated in this Council's Marketing Strategy.

6.2 Cllr Galloway's full report is attached at Appendix A.

7.0 Social Enterprise – Cllr Victor Pierce Jones

7.1 Panel member Councillor Victor Pierce Jones, member for Hayling Island West, investigated Social Enterprises as part of this scrutiny report and made thorough enquiries with Lambeth Council. Cllr Pierce Jones was impressed by the high level of caution shown by Lambeth Council in going forward with their aim to be a 'Cooperative Council'. The Council put a strong emphasis on the delivery of services endorses. Cllr Pierce Jones had an indepth interview with HBC Executive Director Gill Kneller, who took a positive view of this Council's situation for the future and the way we are moving forward and looking at innovative ways of providing services to our residents. It was suggested that a possible disadvantage for this Council is that we have relatively low financial resources.

7.3 Cllr Pierce-Jones' report is attached at Appendix B.

8.0 Insourcing – Cllr Faith Ponsonby

8.1 Panel member Councillor Faith Ponsonby, member for Battins ward, thoroughly investigated insourcing as part of this scrutiny report. Insourcing, ie, providing services by our own staff to other local authorities, private companies or members of the public thereby bringing

in money to HBC and/or bringing back inhouse services that have been outsourced.

- 8.2 In discussions with the officers, it became apparent that the Council has a pool of expertise which could offer services that may bring in additional funds to the Council.
- 8.3 Cllr Ponsonby has had extensive meetings with HBC Council officers and has contacted other Councils to find out to what extent they have insourced or outsourced services and could do so in the future.
- 8.4 Cllr Ponsonby's report is attached at Appendix C.

9.0 Local Authority Trading Companies – Cllr John Smith

- 9.1 As part of my research, I looked into the setting up by Councils of 'Local Authority Trading Companies' (LATCs). As a Council, we are realising that now that keeping pace with our citizens' expectations in terms of the services we provide, is and will be an uphill struggle at a time when central Government funding is being reduced.
- 9.2 It is important that this Council considers all the options available to save money. LATCs are an opportunity to make money. A LATC is a form of organisation which operates in the same way as a private company, but is wholly owned by a Local Authority. LATCs have shareholdings with the Council holding 100% of the shares. The advantage of setting up a LATC is that the Council can retain in-house expertise and a skilled workforce, maintain direct control with regard to service delivery and is able to retain and reinvest any surplus funds.
- 9.3 During my investigations, I found that at least 20 Councils are planning to transfer their adult social care services to LATCs. Aberdeen CC, Buckinghamshire CC, London Borough of Croydon and Essex CC among others have all set up LATCs delivering a variety of services. This Panel believes that Havant Borough Council should look into the possibility that LATCs be considered as part of our mixed economy marketing strategy.

10.0 Conclusions

- 10.1 In bringing this report to a close, it is important to refer back to the Council's adopted Marketing Strategy. Traditionally, the old approach to marketing for Councils and businesses was to say "this is the product or service we have to offer/these are the facilities, products or Council services that are available, that's all there is, virtually take it or leave it". The new marketing approach, which is the complete opposite to this, should start with the customers' needs and requirements, not the product.
- 10.2 The approach is market-led and today's businesses are spending £millions on customer research to find out exactly what their customers and future customers want. We, as a Council, must continue to go down this route. At an early stage in this review, HBC Leader, Councillor Tony Briggs, and CEO Sandy Hopkins emphasised to the Panel that the

Council's key resources are people and the services we deliver to our customers.

- 10.3 To give our residents good service, we must first understand them through data and information gathering. We must get better, smarter and more efficient at what we are doing on behalf of our customers and we must always strive to improve our services to them, that is what we exist for. As a Council, we must never forget this. The desire to satisfy our customers must be our main objective, and our mixed economy, or open market, approach will help us to identify who may be best placed to deliver services.
- 10.4 This whole approach to service delivery requires a complete culture shift and, as a Panel, we believe that this Council is a long way down that road in this new way of thinking. This change has happened in part because of Government financial restraints, but also this Council and its officers have quickly recognised that, in this new age of service delivery, our customers will demand that change and, indeed, we are doing so already.
- 10.5 The Panel commends this report to the Scrutiny Board.

11.0 Implications

11.1 Resources:

By endorsing the implementation of the Council's Marketing Strategy and examining alternative service delivery models, resource implications will vary significantly, dependant on size of service, final recommendation and objective of the alternative service delivery model. Resource implications will be assessed through a robust business case for each alternative delivery model. Any alternative model will be presented with the national context in mind and will be assessed for their suitability for Havant in the context of providing cost-effective, high quality services that fulfil our budgetary requirements.

11.2 Legal:

Endorsement of the Marketing Strategy has no legal implications at this stage. Implementing different service delivery models will have varying legal obligations. Any service proposing an alternative delivery model would receive full legal support in preparing the full business case. Legal Services have already presented a paper to the Partnership Board highlighting the legal obligations

11.4 Risks:

Endorsement of the Marketing Strategy has no associated risks. Implementation of the strategy would carry elements of risk based on the type of alternative model proposed, impact on customers, financial risks, reputational risk. Each business case would carry a full risk analysis.

11.5 Communications:

The Council customer engagement strategy outlines the draft timetable on customer engagement.

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

No negative impact in endorsing the Marketing strategy.

12.0 Consultation

As set out in the report.

Appendices:

Appendix A – Decommissioning - Report from Cllr Galloway

Appendix B – Social Enterprise – Report from Cllr Pierce Jones

Appendix C – Insourcing – Report from Cllr Ponsonby

Marketing Strategy – Meeting Local Needs and Delivering Value for Money
September 2012

Acknowledgements

The Panel wishes to record its appreciation to the following who gave their time to provide information and advice in support of the members’ research:

Havant Borough Council:

Sandy Hopkins	Chief Executive
Cllr Tony Briggs	Leader
Cllr Mike Cheshire	Portfolio Holder
Gill Kneller	Executive Director
Tom Horwood	Executive Director
Jane Eaton	Executive Head, Governance and Logistics
Susan Parker	Service Manager, Business Improvement
Dawn Adey	Service Manager, Marketing and Customer Relations
Julia Potter	Executive Head for Planning and Built Environment
Robin Seamer	Building Control Team Leader
Debbie Fox	Executive Head for Marketing and Development
Caroline Tickner	Service Manager, Human Resources
Jo Barden-Hernandez	Service Manager, Legal and Democratic
Jamie Gargett	Arboriculturalist

Representating External Organisations:

Cllr Michael Brown	Portfolio Holder, West Sussex County Council
Derek Irvine	Director, Strategic Development, West Sussex CC
Tom Barrett	Scrutiny Manager, London Borough of Lambeth
David Williams	CEO, Portsmouth CC
Michael Lawther	Strategic Director, Portsmouth CC
Mel Burns	Head of IT, Portsmouth CC
Cllr Matthew Winnington	Chair of the Economic Development, Culture and Leisure Panel, Portsmouth CC
Louise Wilders	Head of Customer Services, Portsmouth CC
Charlotte Smith	Corporate Communications Manager, Portsmouth CC
CC	

Background Papers:

1. HBC Corporate Strategy
2. Marketing Strategy "Meeting Local Needs and Delivering Value for Money"
3. Customer Insight – Mosaic Ward Profiles
4. National Audit Office – Establishing Social Enterprises under the Right to Request Programme
5. Cornwall Council – Support Services Options Review
6. Devon County Council – Integrated Commissioning Strategy for Children with Additional Needs
7. Yorkshire and the Humber Joint Improvement Partnership – Commissioning Strategies / Prospectus
8. Bromley Children and Young People Trust – Commissioning, Aims, Principles and Processes
9. East Sussex County Council – Joint Commissioning Strategy, A Plan for services and support for people with learning disabilities in East Sussex 2011-2014
10. London Borough of Croydon Council – Commissioning Strategy, Meeting Local Needs and Delivering Value for Money
11. Audit Commission – Positively Charged, Maximising the Benefits of Local Public Service Charges
12. National Audit Office – Decommissioning, How to Decommission Public Services Delivered by Civil Society Organisations and Maintain Value for Money
13. Employee Ownership Association – So You Want to Become a Public Service Mutual
14. Association for Public Service Excellence – A guide to bringing local authority services back in house
15. UNISON – Insourcing Update: The value of returning local authority services in house in an era of budget constraints
16. Progress toward cooperative council implementation – Lambeth Council
17. DCLG paper; 50 Ways to Save
18. Cabinet Office paper: Procuring Services from Public Service Mutuals

Agreed and signed off by:

Legal Services: 29 August 2013

Relevant Executive Head: 29 August 2013

Portfolio Holder: 9 August 2013

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DECOMMISSIONING AS PART OF THE COMMISSIONING PROCESS

Councillor Richard Galloway

As part of the Scrutiny Panel review of future provision of services I have been asked to look at the Decommissioning section of the overall Commissioning process.

To assist in understanding the context of Decommissioning in the overall picture it is considered useful to look first of all at the basic principle of Commissioning. **This can be defined as the process for deciding how to use the total resources available in order to improve outcomes in the most efficient, effective, equitable and sustainable way.**

The drive to implement change to a Commissioning method of procurement comes from Government under its Localism agenda and the need to deliver better value for money, achieve efficiency savings and facilitate delivery of services more tailored to local needs.

I have studied strategy documents published on the internet by London Borough of Croydon and Bristol City Council on their commissioning process. I have also spoken to the Commissioning Team at Croydon.

The first point to make is that it is clear that for HBC to embark on the road of a comprehensive Commissioning procurement process a clear lead must be given by Councillors. The process is a new way of working for officers and members and will involve much change to existing practices. This report is written on the assumption that Commissioning will be accepted as the way forward. Other panel members are considering alternative methods of procuring services under the Commissioning process.

So what is Decommissioning and how does it work?

I have cherry picked from the strategy documents referred to above to help explain the essential things to be considered.

The first thing to note is that Decommissioning should be an integral part of the overall commissioning process and should not be an afterthought.

Decommissioning a service is defined as the process of planning and managing a reduction in service activity or terminating a service or contract in line with commissioning objectives.

Key considerations

Is the service still required?

How effective is the current service provision

Does the current delivery model provide value for money?

Have alternative service delivery models been identified.

The process has two key stages

1. Strategic Decommissioning The business case for change and decision making
2. Operational Decommissioning. Implementing good change management.

It is clear from the strategy reports I have read that it is essential a suitably trained Commissioning Team including decommissioners is set up staffed by experienced staff with exceptional personal skills. The process needs to

be carefully planned with the right degree of involvement by providers to ensure there is no alienation.

Decommissioning is part of a complete process whereby services and the provision thereof are remodelled and shaped so as to meet the key considerations outlined above.

Clearly there are resource implications to setting up a suitably trained team as such a far reaching process will have legal implications, personnel issues etc.

This report is of necessity brief as its purpose is to form part of the initial information gathering exercise to enable a decision in principle to be made as to whether we should embark down the road of Commissioning. Clearly if the decision is to consider this further there is a wealth of information available both on line and with our officers.

We find ourselves in the position of having to reshape the services we provide due to severe budget restraints and for this reason I do not think we have any alternative but to consider the Commissioning process being adopted by other authorities.

I have conducted interviews with two key members of staff to understand what our current level of activity is and what we need to do to embark on a commissioning process with particular reference to decommissioning. My first interview was with Sue Parker Business Development Manager and the second with Dawn Adey Service Manager Marketing/Customer Relations.

I asked them both the following questions and their responses are as follows

1. What is your role in HBC? The role of Business Development is effectively working on existing practices and how these can be improved across HBC and East Hants.
The role of Service Manager Marketing/Customer Relations is responsibility for Data Collection/Customer Services and Communications.
2. Our need to reduce costs How do you see this challenge and do you think we can adapt/reduce on the scale indicated. They both thought the need for review was essential due to Government grant cuts and that the challenge would be substantial. However they were both supportive of the principle of change
3. What risks do you foresee? It was agreed there would be a need to plan thoroughly to seek to eliminate risks. The identification of risks and the process of dealing with them is a major part of the commissioning process.
4. The following questions were only relevant to Dawn Adey
 - a. What is our current level of intelligence? We have data provided by Mosaic an information tool prepared by Experian. This gives a significant amount of general information on the makeup of the population of Havant ward by ward. It gives a good general background knowledge which can assist in planning.
 - b. At present each Service Manager has more detailed information about their individual service but this is not at present centrally collated. Work will need to be done to gain a more detailed picture of which services or combination of services

our customers use, levels of satisfaction/dissatisfaction and level and trend of demand.

SUMMARY

The key considerations for decommissioning set out above rely on a thorough knowledge of our customer base, their needs, effectiveness of current service provision and level of demand. At present apart from Mosaic which gives general data more detailed data is held by each service manager. There is a clear need for the data held by individual managers to be collated centrally.

I consider before we embark on any review of alternative methods of service delivery we must have this work undertaken so we can see what data we hold across the Council and what we need to collate to give us the most comprehensive database on our customers we can achieve.

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QUESTIONNAIRE FOR GILL KNELLER re .SCRUTINY - MARKETING STRATEGY – SOCIAL ENTERPRISE

Councillor Victor Pierce Jones

ITEMS COVERED

A Would you please state you position in the council and the sphere which you cover or are involved in?

B The Leader indicates that our financial support from the government is likely to reduce from a high of £18 million p.a. a few years go to a likely £10 million in 2018.

What is your personal, subjective response to this? e.g. Is it a challenge that can be met without exceptional difficulty or does it appear to be an insurmountable problem involving drastic staff reductions and reduction of services? Can we adapt and reduce on this scale? If so what guidelines would you suggest?

C How do you think this reduction is likely to affect your position, e.g. the work you do and the changes you will meet with?

D Have you read Eric Pickles' document 50 Ways to Save? If so did anything strike you of particular importance, e.g. dangers; good tactics/strategies which we could adopt?

H Various ideas are being canvassed locally and nationally about applying new business models. Would you please comment on them from the point of view of your sphere? i.e. do you see any practical possibilities in your own or other council spheres which might save money?

I Outsourcing (Did you know that fleets of lorries and cars could be run by outside bodies, even the AA) resulting in economies of scale and the use of expertise?) We have been very successful with Capita but there are other companies quoted on the stock exchange which do similar work.

J Insourcing We could export some of our facilities and expertise if we found we had the unused capacity, especially in view of our extensive, new Civic Centre.

K Adopting patterns of other concerns? e.g. Efficiency savings of budget airlines. (Ryanair and Easy jet) Getting residents to pay more for extra services, e.g. as we do when charging extra for green waste collection.

L Cooperative Councils (e.g. Oldham) encouraging residents to get involved in council procedures, e.g. helping in libraries, parks. (Offering council tax reductions for those who do help.

M Mutuals, encouraging the "John Lewis partnership" attitude – getting rid of silos and bunker mentalities. Departments working together.

N Partnerships with other councils e.g. purchasing - (economies of scale) PROCUREMENT HUBS; commissioning; condense and share. e.g. West

Sussex (and Chichester), Portsmouth, Winchester including Hampshire. Looking towards East Hants, any ideas there?

O Decommissioning - Do you have any suggestions?

P Policy on staffing under reduced expenditure.

Ms Kneller stated her role was an Executive Director serving opposite Tom Horwood both reporting to Sandy Hopkins. Reporting to her are Jackie Batchelor is responsible for operational services, environmental health and neighbourhood quality and Debbie Fox who is responsible for marketing, Business Improvement, HR, ICT and Communications. Gill is also strategic lead for a number of cross-cutting projects including the Change Programme, the Public Service Plaza, Health and Well Being and Partnerships.

Though the matters listed above were the principal issues, Ms Kneller's response engendered an enthusiastic wide-ranging and creative discussion on relevant matters generally.

She took a positive, constructive view of the situation and the challenge posed by the need to retrench on the indicated scale. However she pointed to disadvantages in the council's position caused by relatively low financial resources due to improvident selling of the "family silver" by previous administrations. c.f. Basingstoke which starts off with £9 million income from assets (Despite currently low rates of interest.) It is not a level playing field for us.

She was critical of Minister Eric Pickles' booklet "Fifty Ways to Save" which she saw as late 1990s thinking. e.g. We don't indulge in expensive "Awaydays", biscuit provision etc. We've already implemented most of the suggestions included within the document.

Balancing this the council has "hit the ground running" due to its existing portfolio of policies and the fact that we take advantage of new opportunities as they arise. She mentioned shared management with East Hants and the coastal protection partnership, and partnership working with the new Clinical Commissioning Groups resulting from NHS moves towards organizing provision by GPs as against Primary Care Trusts and the Strategic Health Authority.

But there is a need for fundamental, philosophical re-thinking of our role. The council cannot be "All things to all people". The philosophy should be to encourage changes in behaviour and assist the vulnerable rather than jumping into expensive imposed solutions in matters that are not our core business. We do have an important "Community Leadership" role, e.g. in street cleaning, litter removal, chewing gum cleaning. i.e. to encourage shops and businesses to upgrade their districts, e.g. introduce better street furniture, refresh car parking.

Amongst our assets are our service skills e.g. team provision and being able to build teams involving other sectors in partnership, e.g. community bodies and local businesses. We also have an important strategic position in being able to focus on and import best practice in other councils and areas.

Re Mutuals. (John Lewis partnership type). We should look outside our public sector role, making OUR OWN OPPORTUNITIES. Cf Kent's buying into framework for running and maintaining transport fleets. LGSS : -Northants and Cambridge public sector shared service partnership, Manchester and Southend-on-Sea ownership of airports.

We should encourage staff to acquire "ownership" attitude to responsibilities and consider mutuals and management buy-outs. Forge the principles of Big Society

She recommended officer Sue Parker's Team - Business Improvement consultants who are supporting corporate projects and transformational change across the south and east Hampshire partnership.

We should look for more partnerships with other local authority agencies e.g. in procurement – looking for economies of scale. Housing collaboration with other Hampshire districts has also been valuable and we should look to neighbouring councils for other opportunities e.g. West Sussex but Ms Kneller affirmed that we should look beyond local authorities to find commercial and other bodies with whom we can find a working, symbiotic relationship which could be very economical and profitable.

She did not mention decommissioning but this may not be a prominent issue in her sphere.

HAVANT COUNCIL SCRUTINY - REPORT ON LAMBETH COUNCIL PROGRESS ON CREATING COOPERATIVE COUNCIL AUTHORIZED BY CHIEF EXECUTIVE DEREK ANDERSON

Councillor Victor Pierce Jones

White paper initially issued 2010. Report drafted April 2013. 25 pages in easily read narrative style. Consultees (senior officers) : Anderson/Looney/Higgins/Paviou/Hughes (Finance/Legal/ Audit and counter fraud. Total 11 commissioners.)

Much appreciated 25 page report sent to Havant Council by Lambeth Scrutiny Officer Tom Barrett.

He quoted aim at delivering better and more responsive public services AND delivery of services despite an era of unprecedented cuts.

Principles: Council is local democratic leader; delivery through variety of organisations; "incentivising" public; enabling citizens to engage through employment opportunities; services available from variety of locations. (e.g. Youth Community "Coops" - e.g. cooperation between sports/drama clubs?)

STARTING POINT: Importance of EARLY ADOPTERS progressing to Cooperative commissioning. (Putting citizens at centre. See illustration of commissioning cycle and Outcomes cycle)

EMERGING RISKS : need to be task-focused, change from regulatory and blocking to enabling and supporting.

Need for more delivery bodies e.g. buy ins and spin offs; View council as provider; need for more “arms length” independent bodies; defining roles between councils and independents.

MANAGING RISK AND APPROPRIATE RISK CULTURE Strong audits essential e.g. involve Trade Unions.

But encourage innovation, risk-taking and avoiding blame.

Get nimbler performance from corporate support services, e.g. financial, legal, IT.

Make sure there is awareness of evidence of outcomes. (Spotting where difficulties are arising.)

Involve more than the usual “familiar faces”.

Staff should become aware of cooperative commissioning e.g. by training. Workshops to cut down risks.

City auditors KPMG to help audit against fraud. “Heat maps” to pinpoint possible weak areas. Expectations to the standard of existing outsource providers, e.g. Veolia and Capita even with local community groups, the smallest providers.

Portfolio management set up in three streams: transforming i delivery; enabling services; organisation. To ensure regular assurance reports.

Other considerations: Equalities impact: Community safety (e.g. Crime risks) Environmental implications. (Street cleaning.) Staffing and accommodation implications

There follows a lucid table detailing risks, e.g . Procurement problems - accessing new providers. What to do if costs rise or savings fail to be achieved.

CONCLUSIONS (after discussion with advices from Tom P. Barrett of Lambeth council.)

One has to be impressed by the high level, careful and cautious nature of Lambeth's approach to the problem of streamlining and saving money without a decline in customer services. e.g. learning from “Early adopters” though this may have slowed down their restructuring Mr Barrett indicated (May 2013) that the council are only half way to completing their transformation into a “Co-operative council” (or “Commissioning council”) covering all the responsibilities. (Therefore there is no working model for us to assess.) The council is not a Unitary body as we would understand it e.g. with responsibilities for police, roads etc. (but they do have a role in education. When I worked as a teacher in London I worked for Westminster Council and could have got a house from them) so in these respects it doesn't match Havant's profile and is much larger. Barrett referred to a three year programme for savings of about £82 million in a budget of about £300 million. However it would be very helpful if we were to see the final picture

exactly what "Coops" (e.g. "hubs" etc. are created and even walk around to see them in action.

SECURITY CONCERNS: One has to notice that Lambeth are very conscious of issues such as tight central control, checking on performance, outcomes and audit. I was struck that they have retained KPMG the City auditors and I queried the cost of this with Mr Barrett. He emphasised that this caution was necessary and hinted at unfortunate experiences the exact nature of which I wasn't informed about but there would be potential for theft of council property and even financial misappropriation in a setting with loose and wide links e.g. looking after sports, youth, special needs and welfare of elderly.

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Report on progress so far to Marketing and Development Scrutiny Panel – Insourcing

Councilor Faith Ponsonby

Insourcing = providing services by our own staff to other public authorities, private companies or members of the public, bringing in money to HBC and/or bringing back services which have been outsourced into our direct provision.

I have considered those areas of HBC where our own staff have particular expertise, and which is 'saleable' to others. I decided that areas we have already outsourced are probably being well provided by an external provider, and have been scrutinised relatively recently – eg those provided by Capita.

I have had 4 meetings so far looking at 3 different areas, and they have proved very fruitful.

HUMAN RESOURCES

Meeting on 15/3/13 with Debbie Fox and Caroline Tickner

This is now a shared service with E. Hants and is working well, with 9.27 FTE staff currently covering both authorities.

What activities done by HR could be marketed to other authorities and/or to private organisations?

There is already a host website 'Liberata' which advertises services for local authorities to buy/sell to each other. However it needs to be developed further by Liberata before it could be used by this Council to 'sell' its services to others.

Do you have the capacity to cope with more (outside) work at the moment?

Need much more HR support following the huge changes in HBC/EHDC. HR staff would need to become more commercially aware if dealing with private organisations. There is a need to invest to help shape cultures. Identifying some frontline services, eg Coastal regeneration, HR supports and facilitates these areas. However part of HR is developing managers and devolving more to line management. As part of the Service Delivery team, there are HR Business partners, who take the lead on complex HR matters and the provision of HR Services.

Is training an area which could be shared?

The corporate training plan is being set, but capacity prevents us doing inhouse training. So in 2013/14 are working with other providers to develop our own material, and if places are spare, offer to other people, eg training with fire and police authorities. We are linking in with other authorities, eg Winchester CC are supporting an appeal process. There is a H&IOW HR Forum which is picking up again. There is a need to develop resiliency to change: change is here to stay, and we need to equip staff not just to cope with it (reactive), but to lead on it (proactive).

What about absenteeism, and management role?

The statistics on absenteeism are carefully monitored, and HR work actively with line managers, also providing workshops.

What problems might arise if outside work, especially for private organisations, was taken on?

There is a difference in ethos and culture, and would need to tailor courses. We should not run before we can walk, and need to build capacity.

BUILDING CONTROL

Meeting on 28/3/13 with Julia Potter and Robin Seamer.

Questions were going to be similar to above, but Robin had already been thinking along the same lines.

What activities that you do could be marketed to other authorities and/or to private organisations?

Building regs for all building work can be done by 'approved inspectors', as well as the Council who operate in this competitive market - the customer (agent, developer or householder) choosing if they prefer to use the Local Authority route or Approved Inspector Route. There is a shortage of inspectors in some areas, and the Council are 'trusted' to provide this service by its customers. The Council could offer its Building Control staff and services to other councils where they have staff shortages. We cannot make money on building regs, but the outcome is better quality housing.

Work can come through registering on Local Authority Building Control website which has a 'consult' button.

The Building Control Service is already readying itself to providing additional non-Building Regulation services for which there is a demand in the market and from which income can be generated. The 2 main new services it is currently working on providing are Code for Sustainable Homes assessments (staff need to be trained) and Fire Risk Assessments. Colin Adams is training to be a fire risk assessor, as the Fire Service no longer do this, so that he can do the assessments on our own buildings, but there could be a capacity issue if we offer services outside, and then trained employee leaves. Housing Assns have their own fire risk assessors, but there is an external market to community halls, leisure centres and private landlords. Again risk that we might not have the staff to cope with demand. Other services are also being investigated.

Another potential area is the Energy Performance Rating, for public buildings, which have to have certificates displayed, current for every year. Could offer this assessment to local businesses. Other possibilities include Green Deal. Meeting with Penny Brown re green deal. 'Green Deal' assessors can look at what can be done, and this report can stay with the property. Potential market could collapse, but skills would be transferable. This needs structural qualifications, and at the moment are using external consultants. If we trained a member of staff, might save. Also 'Access audits' – all public buildings have to have these regularly re-assessed. We are already dealing with this for new builds, so could offer this. For some other areas, eg landscape assessment, technical evidence is needed, which is not sensibly provided inhouse.

The services will be offered to developers – offering a discount on building regs if they used additional services. Robin has been talking to Steve (Weaver) and Chris (Murray) and could offer a consultancy liaising with developers early. Eg in Bordon, assessors could not do this on old houses. Code assessment approx. £1500 per house.

Could we work with other Councils?

New Forest have their own assessor, but Fareham and Gosport do not yet. Possibility for working with them.

Meeting on 8/5/13 with Julia Potter and Jamie Gargett

Following the meeting with Julia and Robin, we arranged to meet Jamie to see if there was expertise in our arboriculture that is 'saleable'.

What activities are done by you that could be marketed to other authorities and/or to private organisations?

For developers, Jamie said that currently there is a charge of £100 for 'pre-app' advice to give a condition/safety survey on trees on the site. This covers a 30min site visit, and 30 min writing up. Bigger developments charge the same for a 'constraints plan'. However there was a possibility of providing a more detailed report, rather than purely statutory advice. Jamie will work out if there could be a sliding scale of charges depending on the number of homes. Risk that this could be seen as invidious, but as it is pre-app advice might not conflict. We needed to ask for a legal view. No-one else is doing this sort of work. For public companies, there is a possible service if they have land with trees on site, as they have a duty of care for insurance purposes to identify foreseeable risks. We need to talk to our insurers about the risk of indemnity against missing signs of decay, etc.

What about the advice given to residents on trees in their properties?

For members of the public, there is no statutory responsibility, but for community groups (eg tree wardens) the support is free. We also give free advice on trees on HCC property (eg schools) and could investigate making an annual charge to HCC for this advice. For instance, we pay HCC an annual fee to provide advice on building sites on the habitat, so we could do the same for trees in reverse. We cannot charge for advice on TPOs.

Jamie also said there were possible savings in our parks if we only pruned trees for health and safety, rather than pruning to provide light. We only have a small budget for our green spaces compared with Portsmouth-owned land in the Borough.

Do you have the capacity to cope with extra work?

An apprentice is coming for shared job for 2 years, will be given the project of a TPO review.

PRINTING SERVICES

Meeting on 15/3/13 with Jo Barden-Hernandez.

Does our printing service have capacity to cope with outside work?

The equipment is at the end of its life, and is needing to be replaced. There are occasional peaks, but otherwise demand is even. This service could, if it partnered with others provide a service to other parties and is ideal to be considered for insourcing, outsourcing or a management buy out. All these issues are currently being considered by officers who were pleased at the Councillor interest and input.

Can we sell our service to members of the public who might need printing whilst at the Plaza?

Yes, we could provide printing at the Plaza for visitors. The issue is around the charging mechanism - for example who takes the payments?

For any of the Council's services there is the ability to sell the service provided the service becomes cost neutral. A profit can be made by a service but where that profit is assured over a period of time a Council must then set up a company in order to continue trading at a profit.

HAVANT BOROUGH COUNCIL

Scrutiny Board

10 September 2013

SCRUTINY BOARD – WORK PROGRAMME 2013/14

Report of the Democratic Services Officers

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 David Keast
- Marketing & Development – Councillor John Smith
- Governance & Logistics – Councillor Leah Turner

- 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:

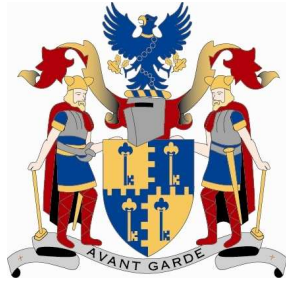
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Havant

BOROUGH COUNCIL

Havant Borough Council Overview - Scrutiny Board Work Programme 2013/14

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Topic Area	Objectives of Review	Panel	21 May 2013	23 July 2013	10 September 2013	19 November 2013	4 February 2014	25 February 2014	20 May 2014
Development Management Service – Improvement Plan	Ongoing review of the improvements made to the DM Service following LA peer group benchmarking exercise. Interim report from the Panel to the Board on 20 November 2012. Board to receive a presentation from the officers and progress report from the Scrutiny	Planning and Built Environment Panel							

APPENDIX A

Topic Area	Objectives of Review	Panel	21 May 2013	23 July 2013	10 September 2013	19 November 2013	4 February 2014	25 February 2014	20 May 2014
	Panel on 21 May 2013. Presentation to include an assessment the financial impact of the new fees introduced in April 2012.								
Corporate Performance Healthcheck	Scrutiny Lead Councillors meeting quarterly to review the Corporate Performance Healthcheck reports, referring any issues of concern to the appropriate Scrutiny Panel for investigation and report back. New proposals at this meeting for service-specific healthcheck reports to be presented directly to each of the Scrutiny Panels for discussion with their Head of Service on a quarterly basis.	Scrutiny Leads Panel							

Topic Area	Objectives of Review	Panel	21 May 2013	23 July 2013	10 September 2013	19 November 2013	4 February 2014	25 February 2014	20 May 2014
Customer Access Strategy 12 Month Progress Review	Panel contributed to the implementation of the Council's Customer Access Strategy; informing priorities for a channel shift in the way the Council communicates with, and receives information from, its customers. Panel's report and recommendations to the Board on 11 September 2012, 12 month review on 10 September 2013.	Marketing and Development							
Marketing Strategy	To contribute to the development and implementation of a marketing strategy for the Borough. Panel's initial report and recommendations to the Board on 26 February 2012, work ongoing in 2013 with final report to the Board on 19 November 2014.	Marketing and Development Panel							

Topic Area	Objectives of Review	Panel	21 May 2013	23 July 2013	10 September 2013	19 November 2013	4 February 2014	25 February 2014	20 May 2014
Democratic Process/Role of the Mayor	To investigate the cost and benefits of the democratic process in Havant, to measure the value of the councillor / resident link, establish if it is strong enough and suggest any changes	Governance and Logistics							
Discharges into Local Harbours – Progress Review	To receive an update from Southern Water on work undertaken to reduce discharges into local harbours	Environment and Neighbourhood Quality							
Events	Following from the Panel's earlier review of the Leisure Strategy and discussions between the Scrutiny Lead and Portfolio Holder.	Economy and Communities Panel							
Revenue Budget 2014/15	The Board is to consider the proposed budget strategy for	N/A							

Topic Area	Objectives of Review	Panel	21 May 2013	23 July 2013	10 September 2013	19 November 2013	4 February 2014	25 February 2014	20 May 2014
	2014/15 on 21 January 2013.								
Leisure Strategy Review 12 Month Progress Review	To understand/evaluate the Council's role in leisure infrastructure (including supporting events, activities and organisations) in the borough. Panel's report and recommendations to the Board on 26 February 13 month review on 25 February 2014.	Economy and Communities Panel							
Scrutiny Board – Annual Report 2013/14	To review the Board's performance in 2011/12, make recommendations for future work programmes and working methods	N/A							
Street Cleanliness	To investigate the reasons behind a reduction in	Environment and Neighbourhood Quality							

Topic Area	Objectives of Review	Panel	21 May 2013	23 July 2013	10 September 2013	19 November 2013	4 February 2014	25 February 2014	20 May 2014
12 Month Progress Review	standards of street cleaning and increase in litter and graffiti. Panel's report and recommendation to the Board on 26 February 2013, 12 month progress review on 25 February 2014.								
Quarterly Budget Scrutiny	The Panel to review the quarterly budget reports to monitor in-year overspends and underspends in relation to the original budget estimates – Ongoing.	Governance and Logistics Panel							
Community Infrastructure Levy	The Panel to look at priorities for allocating monies received through CIL. Panel's initial report and recommendations to the Board on 4 February 2013. Work ongoing in 2013, further report to Board date	Planning and Built Environment Panel							

Topic Area	Objectives of Review	Panel	21 May 2013	23 July 2013	10 September 2013	19 November 2013	4 February 2014	25 February 2014	20 May 2014
	to be confirmed								
CCTV	Recommendation from JEB on 16 April 2013 That the scrutiny Panel agree and prioritise the objectives of the service. Initial discussions for taking this forward underway.	Environment and Neighbourhood Quality							
Pricing Strategy/Residents Packs	Recommendation from the Cabinet that the Panel has input in the process for taking this forward. Panel to meet with Head of Service in June 2013 to discuss. Report back to the Board on date to be confirmed.	Marketing and Development Panel							
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	Economy and Communities Panel							

Topic Area	Objectives of Review	Panel	21 May 2013	23 July 2013	10 September 2013	19 November 2013	4 February 2014	25 February 2014	20 May 2014
	the future existence of PUSH and its relevance to the future of the SE Hants region. Arising from a recommendation of the Board on 20 November 2012. Date for taking this work forward to be confirmed.								
Climate Change and Sustainability	To investigate work being undertaken addressing climate change and sustainability in Havant borough and to help set a strategic way forward.	Environment and Neighbourhood Quality							