HAVANT BOROUGH COUNCIL

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

Present

Councillor Shimbart (Chairman)

Councillors Bastin, Mrs Blackett, Bolton, Cousins, Edwards, Farrow, Galloway, Hart, Heard, Hilton, Keast, Kennedy, Lenaghan, Mackey, Ponsonby, Mrs Smallcorn, Smith G, 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.

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 Smallcorn
        Councillor Andy Lenaghan

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(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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NON EXEMPT

HAVANT BOROUGH COUNCIL

Scrutiny Board   **21 May 2013**

Development Management Improvement Plan
Report by Planning and Built Environment
Scrutiny Panel

Portfolio: Planning and Built Environment - Councillor Guest

Key Decision: N/A

1.0 Purpose of Report

1.1 To update the Scrutiny Board on the progress of the Development Management Improvement Plan and associated work.

2.0 Recommendation

THAT

2.1 the Development Management Service Improvement Plan actions be endorsed by the Scrutiny Board; and

2.2 the Planning and Built Environment Panel continues to monitor the implementation of the Plan and the delivery of its objectives and reports back to the Board on progress in 6 months' time.

3.0 Summary

3.1 The Planning and Built Environment Panel has undertaken a review of performance within the Council's Development Management Service (DMS), to establish to what degree, and in which areas, this Council's DMS appears to be performing less well than those of other authorities and has contributed to the development of an Improvement Plan. Various actions have been implemented (which are set out in Appendix A) resulting in improved planning application performance.

4.0 Subject of Report

4.1 Background

4.2 The Board received a report from the Planning and Built Environment Panel, setting out findings and recommendations in relation to its Development

Management Service Management Improvement Plan scrutiny review at the meeting held on 20 November 2012. 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.

4.3   The report set out the progress made on the implementation of the Development Management Improvement Plan, gave a summary of the range of projects within four key workstreams focussing on Processes, Systems, People and Culture and Customers and provided a table of key achievements and actions (quick wins) that had been implemented to date.

4.4   The report also summarised the findings of a benchmarking review, carried out by the Planning Advisory Service. The objective of the benchmarking review was to give the authorities an understanding of the costs, income and use of resources associated with the various elements of their development management services and to show how these compared with the other authorities in the peer group. The exercise was undertaken in the context of Government proposals to give local authorities discretion to set their own planning application fees. This proposal has not been implemented by government and in January of this year a 15% increase on the existing national fees was introduced. The benchmarking review also gave the authorities some limited feedback from a sample of their customers as to what they thought of the services the authorities provided.

At the meeting in November 2012 the Board 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 12 months' time.

4.5   Improvement Plan progress

4.6   Initial work on developing the Improvement Plan indicated that the poor performance and negative customer feedback highlighted by the benchmarking review were the result of a number of factors, including:

- increased job complexity;
- incomplete IT systems;
- service and accommodation changes;
- confusion as to priorities;
- cumbersome and risk averse procedures;
- too many checks and management controls; and
- insufficient delegation and devolution of responsibility.

4.7   Much of the work implemented so far has focussed on increasing delegation, simplifying procedures, identifying priority tasks and empowering staff. An

updated summary report setting out the key achievements and actions that have been implemented to date is attached as **Appendix A**. A key aim has been to significantly reduce the time taken to determine planning applications. The government sees quicker decision making on development proposals as key to aiding economic recovery and has introduced new measures to ensure that decisions on major applications are made in a timely manner. The government aim is that no decision should take more than 26 weeks. Councils which do not meet these targets can be identified as poor performing and in those circumstances applicants will be given the option of submitting their application directly to the Planning Inspectorate, by-passing the local Council. Councils can, however, enter into Planning Performance Agreements with applicants that can agree to various actions, including an alternative timescale for the determination of the application. This process has now been introduced and is being used in appropriate cases.

4.8   Workloads and Performance

4.9   The Improvement Plan work has delivered a number of improvements. A review of the enforcement work and the introduction of pro-active management have resulted in the number of enforcement cases in hand falling from 615 in April 2012 to 178 in April 2013. Decision making on condition approvals has been simplified and speeded up to ensure there is no requirement to refund fees. Recent actions include improved monitoring of S106 Agreement drafting with colleagues in Legal Services and a review of our Local Validation Requirements to clarify, simplify and speed up the validation of applications.

4.10   The Improvement Plan set a target of meeting the three national planning application performance targets by the end of Q3 of 2012-13. This was successfully achieved and performance was maintained to the end of the year, resulting in all targets being met for the year, despite the slow start in Q1. As a result a significant improvement in the speed of dealing with planning applications (see table 2 below) has been achieved. Further improvement needs to be made to meet the government's challenge on improving the speed and quality of decisions and ensuring that we plan for growth.

Table 2. Planning application performance at HBC 2011/12 & 2012/13

	YR 2011/12	Q1 2012/13	YR 2012/13	Target
Major	6%	33%	**60%**	60%
Minor	51%	47%	**65%**	65%
Other	68%	79%	**86%**	80%
Trees	62%	86%	**91%**	80%

4.11   This performance has been achieved against a background of increasing workload, particularly on major applications. In 2011 a total of 16 major applications were received (2 of which were in the 'large scale' majors category). In 2012 a total of 38 major applications were received (11 large scale majors). This increase in major planning applications (and the associated pre-application work, including Development Consultation Forums) has been absorbed and successfully managed. The additional work load is reflected in the fee income

which was £170,000 over budget (budgeted application income based on past years income was £260,000, actual income was £430,000).

4.12   PAS Benchmarking work

4.13   As reported to the Board in November 2012, the Council took part in the second PAS benchmarking exercise in November and December 2012, along with over 160 local authorities. PAS has been analysing the information from the exercise and released an initial report of their findings in April 2013 and, as with the first PAS benchmarking exercise, this information is being used to compare HBC and EHDC performance against a peer group of comparative local authorities.

4.14   The key issues for HBC highlighted in the benchmarking review are;

- When processing applications, our costs are lower than the average of our peer group at the start of the process (ie registration and validation) but higher than average during the evaluations and determination of the application. This means that on average our costs of dealing with major applications appear to be significantly higher than in the peer group and is of interest given the increase in major applications during the past year. Further work with PAS in May/June 2013 will enable us to identify the main reasons for this.

- We took part again in the limited customer satisfaction survey so that we could track any improvements on the previous year's responses, which had shown that levels of satisfaction were significantly lower for Havant compared to the peer group average. Unfortunately, the survey return rate for HBC was too low to enable PAS to come to any meaningful view. We don't know what the reasons for the low return rate are and we will be taking this forward as part of the Customer work stream.

4.15   It is important to note that the benchmarking exercise took place during the start up of Improvement Plan and is based on data from 2011-2012 and therefore the results will not necessarily show the full impact of the changes to processes and procedures that have been carried out since August 2012. However, our continued involvement in the benchmarking club helps us to prioritise our review of all practices and procedures within the DMS, in order to identify areas where there is scope to improve efficiency, increase customer satisfaction and reduce costs.

4.16   IT upgrades

4.17   The Improvement Plan work identified that IT limitations in some areas were impacting on efficiency. This related primarily to two areas, the planning application processing system (Idox Acolaid) and the underlying document management system (Meridio). Action has been taken to enhance the Acolaid system by investing in three new modules:

- Consultee Access – this will simplify the process of carrying out consultations with internal and external consultees (Highway Authority,

Natural England, Environment Agency etc), and allow for responses to automatically populate the back office system and appear on the website.

- Public Access - this will allow customers (applicants, agents, residents, councillors etc) to access application information on the website, introducing better facilities to search for applications by type, description and geographical location and to receive e-mail alerts when applications are received in the category they have identified.

- Enterprise – this is an internal tool which will allow application case officers to better monitor and manage their workloads, providing a traffic light system (RAG) and alerts for actioning cases. It will also provide a range of reports which will help officers to manage and prioritise their individual caseload.

4.18   The above modules have been purchased, using some of the fee income recovered in 2012/13 and it is anticipated they will be installed during the summer. The precise timing will be dependent on the timetable of the ongoing Hampshire IT roll out at HBC and EHDC.

4.19   Work is also being carried out to consider the options for the future strategies of the two Acolaid systems including replacement of the two existing systems with a single shared property based services software system. This project is part of the corporate Change Programme and would assist in the delivery of actions identified in Service Reviews across the Councils, creating necessary savings.

4.20   A single shared system would impact and benefit a number of services across three service areas - Planning and Built Environment, Environment and Neighbourhood Quality and Marketing and Development, all of which use the IDOX Acolaid suite of systems at the two Councils.

4.21   Future actions

4.22   At both Councils the biggest workload challenge is the effective management of the major proposals. These are the priority cases as they can deliver economic growth, much needed housing development and income for the council through Community Infrastructure Levy (CIL) and, more importantly, New Homes Bonus. These are also the types of application over which we have the least control or the most external interference, in that much of the decision making is dependent upon the views of internal and external consultees (Legal Services, HCC, EA, Natural England, District Valuer etc). More effective project management of these cases has been identified as a priority in the Planning Development Service Review. Actions for the coming year include a review of the team structure (to be implemented by March 2014) to establish greater focus on 'priority work', normally major planning applications and establish closer working relationships with internal colleagues (Economic Development, Housing, Planning Policy, Legal etc) and external consultees. A more focussed project management approach is required and this will be helped by the introduction of the Enterprise work management module referred to above.

4.23   There is a need for further work to improve our service to customers. The service has re-introduced a regular Agent's meeting. Local planning agents, plan

drawers, surveyors etc are invited to a regular briefing session and are encouraged to give constructive feedback. At the most recent session the attendees were asked for their ideas on amendments to the Local Validation Requirements list and were briefed on the imminent introduction of the CIL charging policy. There is also a bi-annual 'Breakfast Briefing' session with major applicants, developers and agents which encourages feedback on our performance on major schemes. These sessions provide valuable feedback but there is also a need for a comprehensive customer satisfaction survey to be carried out and it is planned to action this in the autumn.

4.24   The government has announced changes and relaxations to 'permitted development' rights, including making provision for larger domestic extensions. However, the right to build larger extensions will be the subject of a prior notification system, where the householder must advise the Council, who must then notify the immediate neighbours and have regard to any comments received before allowing the works to proceed. This 'prior notification' system does not involve a fee being paid to the Council and it remains to be seen how this new provision will impact on workloads and the cost of the service. The government anticipate that this 'light touch' should save council's considerable time but they also acknowledge that they would consider any new net costs for Councils in line with their New Burdens principles.

5.0   Implications

5.1   **Resources:** Project management teams are provided from within the Planning team and individual projects will be supported as required by ICT and Business Improvement Teams. Requests for external funding for improvements will come to JEB as required. Funding for the planned IT improvements is being taken form planning application fee income from 2012-13.

5.2   **Legal:** There are no legal implications for the Improvement Plan

5.3   **Strategy:** The delivery of actions in the Improvement Plan will directly support the following HBC Corporate Plan priorities:
   • Economic growth
   • Public Service excellence

5.4   **Risks:** The Customer Work stream includes a number of projects which will support the drive to encourage greater levels of online customer self service. Any implementation of these projects will include an impact assessment.

5.5   **Communications:** The individual projects within the Improvement Plan will include a communications plan as necessary as part of the project development process.

5.6   **For the Community:** A range of customers has been identified within the Customer Work Stream. The overall aim of the Plan is to support the P&BE objective of providing a high quality cost effective service that plans with our communities and businesses for a sustainable and natural built environment that adapts to today's demands and the needs of the future.

5.7 **The Integrated Impact Assessment (IIA) has concluded the following:** The report details the progress on the Improvement Plan. Further work stream development will include IIA where necessary.

6.0 Consultation

- Executive Head of Planning and Built Environment
- Service Manager Legal and Democratic Services

Appendices:

Appendix A – Improvement Plan Workstream update

Background Papers:

Development Management Service Improvement Plan – Report to Scrutiny Board 20 November 2012

Agreed and signed off by:

Service Manager, Legal and Democratic: 10 May 2013
Executive Head Planning and Built Environment: 10 May 2013

Contact Officer: Chris Murray
Job Title: Service Manager – Planning Development
Telephone: 02393 446517
E-Mail: chris.murray@havant.gov.uk

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Appendix A - Planning Management Improvement Plan – project activities by work stream
Update at April 2013

Main Project activity	Activity aims	Link to Service aims and objectives	Completion	Activity impact
Processes Work Stream 1. Improvement to validation process for applications; • Validation carried out Business Support Team • Simplify validation requirements • Correspondence on invalid applications by email • Introduce "subsequently made invalid" process	To reduce the number of applications that are invalid on receipt To ensure that validation requirements are in proportion in line with the Government's review of information requirements To improve speed of decision making	1. Empower staff to do their job and make decisions 2. Excellent customer service 3. Efficient and effective service 4. Deal promptly with applications	July/September 2012 training for BST completed Review of local information requirements consultation period ends 21 June 2013. New requirements to be published by 31st July 2013 Subsequently made invalid process introduced August 2013	Decision performance has improved during Q3 and Q4 and all targets were met at end of year Agents have been involved in the review of local information requirements and their comments have informed the draft list currently out to consultation Case officers are engaging with applicants and agents on older applications
2. Changing processes to ensure that staff are		1. Empower staff to do their job		

Main Project activity	Activity aims	Link to Service aims and objectives	Completion	Activity impact
empowered to make decisions and take responsibility for their work ; • Discharge of conditions decisions issued by case officers • Develop use of Acolaid system • Reallocation of activities in the application lifetime process • Avoid duplication of processes	Case officers to have responsibility for the decision process – cutting down on double handling of cases with the Support team Making better use of the current Acolaid system to improve the application process and the ability to monitor performance Strip out activities in the Support team to allow them to provide more focussed support	and make decisions 2. Excellent customer service 3. Efficient and effective service 4. Deal promptly with applications	New Discharge of Conditions process starts in August 2012 Using Acolaid system to improve recommendation process and to track case history starts in August 2012 Case officers take responsibility for ensuring information held on applications is stored on systems and available where appropriate via the website	Simplification of processes for dealing with discharge of conditions – activity required is proportionate Greater use of Acolaid has enabled more and better focussed performance management which has contributed to the improvement in decision performance in Q3 and year end The Business Support team are able to take on additional technical activities eg dealing with simpler enquiries

Main Project activity	Activity aims	Link to Service aims and objectives	Completion	Activity impact
3. Review of enforcement processes and historic case load	Reduce the historic case load of over 600 live cases Support focus on pro-active management of enforcement team workload	1. Empower staff to do their job and make decisions 2. Excellent customer service 3. Efficient and effective service	Review of historic "unresolved" cases completed in December 2012 Change of policy to stop accepting anonymous complaints from October 2012 Monthly monitoring of enforcement caseloads across the team starts in January 2013	Review has reduced the number of live enforcement cases to around 170 - allows enforcement officers to concentrate on priority cases Reduction in the number of anonymous complaints coming into the team Review of cases older than 6 months is now part of the rolling programme
Customers Work Stream 1. Improving access to	To increase customer ability to "self serve" as more	1. Excellent customer service	Redaction and publishing of consultation replies	Review of customer comments shows that this service is

Main Project activity	Activity aims	Link to Service aims and objectives	Completion	Activity impact
information about planning applications for all customers	information is available online

To reduce the number of simple enquiries coming through to case officers | 2. Efficient and effective service
3. Empower staff to do their job and make decisions | begins July 2012

Change to consultation procedure to stop sending hard copy acknowledgements of consultation replies from July 2012 | appreciated by a range of customers.

Number of calls to case officers asking whether comments have been received and what they say has reduced.

Time taken to redact and publish has been absorbed into the Support Team who no longer send out letters |
| 2. Improving access to case officers for all customers | To ensure that customers get to speak to the right person at the right time | 1. Excellent customer service
2. Efficient and effective service | Relevant letters changed to go out in the case officer name rather than the service manager (not decision letters) August 2012

Introduction of a "back up number" for people to talk to a member of the Support Team to leave messages in January 2013 | Recipients of letters contact the names case officer direct rather than service head – issues can be dealt with more swiftly.

Use of back up number has proved popular with customers who have been unable to speak to the case officer direct and prefer to leave a message with a person. Support team have |

Main Project activity	Activity aims	Link to Service aims and objectives	Completion	Activity impact
				been able to answer a number of the queries raised
3. Customer Insight	To gain customer data on services to inform future service design	1. Excellent customer service 2. Efficient and effective service	Customer Survey carried out as part of PAS benchmarking exercise in July/August 2012 – currently waiting for confirmation of results	Initial results from PAS indicate that the rate of completion of surveys was very low
			Refocus of the regular Agents meeting to get service user data starts with meeting in March 2013	Getting the customer perspective is a key part in designing the service and what we can offer – eg the impact of our current local information requirements
4. Reviewing the pre-application process and duty planner service	To work with potential applicants to improve standard	1. Excellent customer service	New pre-application process (with new fees)	Greater monitoring of performance on answering pre-

Main Project activity	Activity aims	Link to Service aims and objectives	Completion	Activity impact
	of submitted applications	2. Efficient and effective service	published July 2012 Duty planner service is reconfigured in response to customer usage in March 2013	application enquiries started in February 2013 and has seen an uplift in performance but this is still below target
People and Culture Work Stream 1. Better use of applications/enforcement case data for performance	Embed performance management into the day to day running of the team	1. Excellent customer service 2. Efficient and effective service	Weekly monitoring of planning application workload started in October 2012	Decision performance has improved during Q3 and Q4 and all targets were met at end of year. Officers have a clear

Main Project activity	Activity aims	Link to Service aims and objectives	Completion	Activity impact
management			Monthly monitoring of enforcement workload started in January 2013	understanding priorities/timescales and work load planning Whole team is aware of our performance and actively engaged in maintaining it
2. Building capacity and capability in the team; • Cutting down on layers of checking • Officers responsible for their own performance • Opportunities for project working	Empower staff to make decisions and take responsibility for their work Making better use of existing skills and experience	1. Empower staff to do their job and make decisions 2. Excellent customer service 3. Efficient and effective service	Committee reports are only checked by case officer and team leader from July 2012. All case officers authorised to sign off enforcement cases from October 2012	Case officers take responsibility for their own workloads and to make decisions according to policy and process Decision performance has improved during Q3 and Q4 and all targets were met at end of year Reduction in the number of live enforcement cases to around 170 - allows enforcement officers to concentrate on priority cases

Main Project activity	Activity aims	Link to Service aims and objectives	Completion	Activity impact
			Case officers authorised to negotiate extensions of determination time from October 2012	Increased performance in decisions on major applications
Systems Work Stream 1. Upgrade of current Acolaid system • Enterprise work flow and performance	Better use of the current systems to improve service delivery	1. Empower staff to do their job and make decisions 2. Excellent customer service	Upgrades procured in February 2013 Implementation date dependent on HCC input but expected before	

Main Project activity	Activity aims	Link to Service aims and objectives	Completion	Activity impact
management • Public/Consultee Access – enables customers and consultees to make comments directly online		3. Efficient and effective service	end of July 2013	

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NON EXEMPT

HAVANT BOROUGH COUNCIL

Scrutiny Board 21 May 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 agree the membership of the five Scrutiny Panels and to receive progress reports on the work programmes of those Panels.

2.0 Recommendation

That the Board:

2.1 agrees the membership of the five Scrutiny Panels;

2.2 endorses a proposal that the five Scrutiny Panels each review their relevant cluster performance report on a quarterly basis;

2.3 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;

2.4 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 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 / HBC Works and Open Spaces – 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.

3.4 At their last quarterly meeting to review the Corporate Performance Healthcheck report, the Chairman and Scrutiny Leads endorsed a proposal that a performance report be produced in relation to each of the service clusters, providing more detailed information on areas of concern, and that these reports be subject to review by the relevant Scrutiny Panel in conjunction with the Portfolio Holder and Head of Service.

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

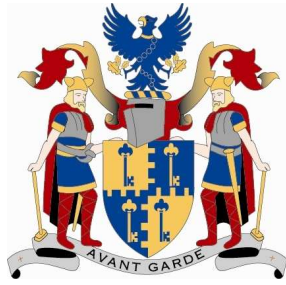**Background Papers:** Nil

Agreed and Signed off by:
Executive Head for Marketing and Development: 13 May 2013

Contact Officers:

Penny Milne
Democratic Services Officer
Tel: 023 9244 6234
Email: penny.milne@havant.gov.uk

Tristan Fieldsend
Democratic Services Officer
Tel: 023 9244 6233
Email: tristan.fieldsend@havant.gov.uk

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

Topic Area	Objectives of Review	Panel	21 May 2013	23 July 2013	10 September 2013	19 November 2013	21 January 2014	25 February 2014	20 May 2014
Development Management Service – Improvement Plan and Post-Implementation Review of Building Control and Pre-Application fees	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	■			■			

Topic Area	Objectives of Review	Panel	21 May 2013	23 July 2013	10 September 2013	19 November 2013	21 January 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	■						

Scrutiny Board 21 May 2013

Topic Area	Objectives of Review	Panel	21 May 2013	23 July 2013	10 September 2013	19 November 2013	21 January 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		■					
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			■				

Scrutiny Board 21 May 2013

Topic Area	Objectives of Review	Panel	21 May 2013	23 July 2013	10 September 2013	19 November 2013	21 January 2014	25 February 2014	20 May 2014
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				■			
Revenue Budget 2014/15	The Board is to consider the proposed budget strategy for 2014/15 on 21 January 2013.	N/A					■		
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	Economy and Communities Panel						■	

Topic Area	Objectives of Review	Panel	21 May 2013	23 July 2013	10 September 2013	19 November 2013	21 January 2014	25 February 2014	20 May 2014
	Board on 26 February 13 month review on 25 February 2014.							■	
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 **12 Month Progress Review**	To investigate the reasons behind a reduction in 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.	Environment and Neighbourhood Quality						■	
Quarterly Budget Scrutiny	The Panel to review the quarterly budget reports to	Governance and Logistics Panel							

Scrutiny Board 21 May 2013

Topic Area	Objectives of Review	Panel	21 May 2013	23 July 2013	10 September 2013	19 November 2013	21 January 2014	25 February 2014	20 May 2014
	monitor in-year overspends and underspends in relation to the original budget estimates – Ongoing.								
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 to be confirmed	Planning and Built Environment Panel							
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							

Topic Area	Objectives of Review	Panel	21 May 2013	23 July 2013	10 September 2013	19 November 2013	21 January 2014	25 February 2014	20 May 2014
Events	Following from the Panel's earlier review of the Leisure Strategy and discussions between the Scrutiny Lead and Portfolio Holder. Date for taking this forward to be confirmed.	Economy and Communities Panel							
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 the future existence of PUSH and its relevance to	Economy and Communities Panel							

Topic Area	Objectives of Review	Panel	21 May 2013	23 July 2013	10 September 2013	19 November 2013	21 January 2014	25 February 2014	20 May 2014
	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.								