

HAVANT BOROUGH COUNCIL

CPA SELF ASSESSMENT

August 2003

HAVANT BOROUGH COUNCIL CORPORATE SELF-ASSESSMENT

As the Leader and Managing Director of Havant Borough Council, we are pleased to submit our self-assessment for the Peer Review element of the Comprehensive Performance Assessment.

We welcome the CPA as it makes us focus on the issues that are important to the Council and the community: ambition and focus, achievement in services and future plans. The CPA comes at an important time for us. In 2001, we instituted new Cabinet arrangements under the Local Government Act. Elections in May 2002 resulted in a majority party in the Borough for the first time in many years, and that party took full charge of the Executive after the elections in May 2003. The recruitment of a permanent Managing Director in December 2002 ended a 12 month period of management uncertainty, and has allowed the Council to move forward more confidently.

Over the last six months, Havant Borough Council has embarked on an ambitious and wide-ranging Change Development Programme. That programme has already delivered significant change within the Council and will continue to do so. We have also focused more sharply on the future of our Borough, and started to ask ourselves what we want Havant to look like in 2020.

The CPA is an important checkpoint for us in our own change programme and with regard to our ambitions for the future. We have learned a great deal about the Borough and the health of our organisation through the preparation for the Peer Review. We look forward to welcoming colleagues who can give us feedback on how we are doing, and what to aim for in the future.



David Gillett
Leader of the Council



Gwen Andrews
Managing Director

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1.0 SETTING THE SCENE

1.1 THE BOROUGH AND ITS COMMUNITIES

The Borough lies on the South Coast, within the south east corner of Hampshire adjoining the boundary with West Sussex. It is a largely urban area at the eastern end of the Solent conurbation based around the cities of Southampton and Portsmouth. To the immediate north of the Borough lie the South Downs, an area expected to become designated as a National Park in the near future. The coastal area to the south includes Chichester Harbour, an Area of Outstanding Natural Beauty, and Langstone Harbour. Both of these coastal resources enjoy national and international protection, being designated as quality natural habitats for a rich variety of flora and fauna.

The Borough does not have a single dominant urban centre. Havant is the administrative centre and is a market town with Roman origins. Waterlooville developed significantly in post war years as part of the corridor of growth taking place on the A3 Portsmouth to London route. In addition to these two main centres there are smaller centres with a strong local identity, including Emsworth an historic former fishing port, Hayling Island a popular holiday resort and sailing centre, and Leigh Park a “garden suburb” created by Portsmouth City Council as a solution to the post war housing needs of the city. These centres are separated by local countryside gaps of woodland and farmland that are protected from further development by planning policy, strengthening their individual identity.

The Borough has excellent communications by rail and road to London and along the south coast. The communications network is dominated by private car travel for leisure, shopping and work-related activity. The local social and economic network extends westwards throughout the Solent area, eastwards to Chichester and northwards to Petersfield facilitated by the A3M and A27/M27 routes, which meet in the central/southern area of the Borough. The current population of the Borough is 116,800 and the total area is 21.3 sq. miles of which 11.5 are urban in nature. There are approximately 50,700 dwellings.

1.2 SOCIO ECONOMIC AND ENVIRONMENTAL AND QUALITY OF LIFE PROFILE OF THE BOROUGH

The Borough Council commissioned the Local Futures Group to produce a ‘state of the borough’ audit¹ of economic, social and environmental conditions in November 2002. The Local Futures Audit approach has been developed in collaboration with the Audit Commission and the Local Government Association. The findings of this work are being used to inform various strategic and planning processes. The key points from this work are included in this social, economic and environmental profile.

Economic Profile

Havant is the 232nd largest local economy in Britain out of 408, whereas Hampshire is the 7th largest sub-regional economy in Britain. Thus, Havant is a relatively small local economy by national standards and within the County. The South East region is made up of many powerful local economies that rival Havant for investment and job opportunities. Havant’s modest economic scale makes it particularly vulnerable to economic ‘shocks’ brought on by large-scale job losses amongst major employers.

Havant’s productivity performance is marginally below the national average, and considerably below the Sub Region and Region. Total employment in Havant grew by only 9 per cent over the period 1991-2001 compared to figures of 22 per cent for Hampshire, 28 per cent for the South East and 19 per cent for Britain. More positively, Havant experienced high growth in average earnings over recent years: 22 per cent between 1999 and 2002, compared to 17 per cent for Hampshire, 15 per cent for the South East and 13.5 per cent for Great Britain.

Havant has the 98th most knowledge-intensive local economy in Britain. Havant’s special strength has until now been in *knowledge-driven production*, which employed around 7 per cent of the workforce in 2001. Recent disinvestments in knowledge-based production sectors by major employers such as Plessey, IBM, Siemens and Procter & Gamble underline the need for Havant to diversify into the higher and future growth areas of knowledge-based services.

Havant has an excellent recent track record on business formation and survival, ranking 58th of the 354 English authorities and scoring above the national and the sub-regional average – though below the South East average.

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Havant's qualifications profile is poor by national standards, ranking 299th in Britain, and well below par for the South East and the Sub Region. The Borough is poorly equipped to compete in the 'knowledge economy' age. Only 24 per cent of Havant's working age population holds a degree or equivalent. Skills poverty is extensive, with 35% of the total working age population falling below NVQ level 2 (the Government's policy target minimum). Havant's human capital profile is unfavourable in the context of the powerful South East knowledge economy.

Havant's employment rate (76 per cent) is close to the national average, but is significantly below the regional and sub-regional averages (both around 80 per cent). Havant has very low full-time employment rates amongst men (87 per cent). The part-time rate for men is one of the highest in the country. In sharp contrast, the 65 per cent full time employment rate for women places Havant 36th in Britain and 2nd in the South East, behind Slough in Berkshire. Like the rest of Britain, Havant's unemployment rate is low at 2.2 per cent. However, this rate is consistently the highest unemployment rate in Hampshire. Long-term unemployment in Havant (5.8 per cent) is less of a problem than it is nationally (14.4 per cent), and regionally (11.2 per cent) and within the Sub Region (8.1 per cent). There are, however, significant differences within the Borough, with the 4 wards making up Leigh Park experiencing higher rates of unemployment (over 5%), especially amongst males. Self-employment in Havant is around the national average.

Social Profile

Havant has a high level of deprivation relative to the region and nationally, giving it a rank of 248th out of 354 English authorities (62nd out of the 67 authorities in the South East). The four wards that make up Leigh Park are amongst the 35 most deprived in the south east and only Thanet and Hastings have more wards in this category. In total, 6 Wards in the Borough are in the top 2,000 English wards for deprivation. Inequality, as measured by the range of deprivation in Havant's wards, is high by national standards: the Borough is ranked 58th out of the English authorities.

Havant has a relatively old population, with 45 per cent of residents aged 45 years and over (compared to a national average of 40 per cent). The under-representation of residents in the core 24-44 year age group gives cause for concern in the light of their enterprise and skills contributions to the local economy, and their role in new family and household formation. This is an issue with future policy implications for the Borough. The average household size for Havant is 2.4 people, but with under-representation of households comprising married couples with dependent children and one-person households.

The resident population of Havant fell by 2.4 per cent over the period 1991 – 2001: the weakest performance of any local authority in the South East region. Continuing out-migration combined with a comparatively elderly population will undoubtedly have adverse long-term social and economic consequences.

Havant has a relatively low representation of resident knowledge workers, due to its very low representation of associate professional and technical occupations: the biggest area of future job growth according to most forecasters. Havant records its strongest performance in process, plant and machine operatives and elementary occupations (SOC Groups 8 and 9). The Borough ranks 4th and 12th of the 67 South East authorities on these indicators, reflecting its manufacturing orientation.

The average total annual income of Havant residents falls below the national average. The Borough is ranked 173rd in the national league table of local annual income. More positively, house prices and multiple car ownership are above the national average. Overall, Havant is relatively prosperous by national standards, but it compares unfavourably with the South East and Hampshire and Isle of Wight averages.

Average life expectancy in Havant is 79 years, above the national, regional and sub-regional averages. The Borough's health performance varies between indicators: for example, a low proportion of accident and cancer related deaths, but very high infant mortality rates.

Havant suffers less from crime than the national average on all indicators, and is the 192nd 'safest' local authority in England and Wales. Havant recorded 31 crimes per thousand inhabitants between October 2001 and September 2002, fewer than the national average but above the figure for the sub-region. It performed best on the measure of burglaries, with only 3.5 burglaries per thousand households. More negatively, the Borough has relatively high rates of both vehicle crime and violent crime with rates well above those of the region and the sub-region.

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Environmental and Quality of Life Profile

Like the South East as a whole, Havant's housing is less affordable than the rest of England and Wales. However, the Borough is one of the more affordable areas within the region, ranking 14th of the 67 South East authorities. At 74 per cent, the rate of owner-occupation in Havant is about average for the region and sub-region, but stands above the England and Wales average of just over 70 per cent.

The Borough has relatively good transport links with southern England and London, with connectivity to external markets, international airports and seaports an important asset for the Borough's businesses and population. Havant ranks 106th in Britain for connectivity, above the national, regional and sub-regional average.

The Borough has a very high score for outward net commuting; on balance it is more of a residential area than an employment centre. Given that 'sustainable communities' are more self-contained in terms of local job opportunities, Havant faces the challenge of developing a more inclusive and compact economy. Havant's labour force is car-dependent with 70 per cent of commuters travelling to work by car, compared to the national average of 61 per cent and the regional average of 65 per cent.

Havant has good local services but is weaker on local amenities. Havant needs to strengthen its cultural and leisure assets for local residents. The potential for improvement is indicated by its relatively small workforce in hotels and restaurants, where it scores well below the national, regional and sub-regional averages.

In terms of natural environment indicators, Havant scores above the national average to rank 109th of the 354 English local authorities. This ranking is based on Havant's location within the Hampshire and Isle of Wight Sub-Region as well as its local qualities.

1.3 STRATEGIC ISSUES AND PRIORITIES

The key issues and priorities for the Council are set out in the Community Strategy and the Corporate Strategy. These are described in more detail in the following section dealing with the Council's ambition, but some of the key features of these strategies are set out below.

Economic

- Developing and regenerating more sustainable local communities
- Improving the extent, quality and availability of business workspace
- Strengthening the knowledge based economy especially service based business
- Reducing travel out of the Borough by improving local opportunity for work and leisure

Social

- Reducing crime and the fear of crime in our communities
- Improving the skill base and educational attainment levels within the Borough
- Tackling deprivation and creating social inclusion within our communities
- Promoting a healthier lifestyle for residents in the Borough
- Improving the range of services and leisure facilities in the Borough
- Tackling homelessness and enabling more affordable housing
- Involving young people in improving the services and facilities they need

Environmental

- Improving environmental quality of town centres in the Borough
- Improving the visual quality of the built and natural environment
- Promoting improvements in public transport
- Improving levels of recycling of waste and promoting related economic activity

1.4 APPROACH TO PARTNERSHIP

The Borough has a long established approach of working with partners to secure improvements for the local community. Currently there are 139 partners who are working with the Council. The apex of this

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partnership activity is the local strategic partnership (LSP) which has task groups operating for each of the key aims in the Community Strategy. The Borough continues to hold annual Community Partnership Forums to encourage an inclusive and well-informed network of partners. The LSP is in its early stages of development. It needs to be encouraged to start afresh in developing a new strategic framework for the Borough and preparing a new Community Strategy that all partners recognise as the product of the LSP (the existing Community Strategy was developed out of a Community Forum held in 2000 and was a largely Council-led initiative). The Council is also committed to ensuring that more efficient and effective services for the community are developed through the LSP on the basis of integrated action and joint use of resource. Work on our priorities will be focused through the LSP mechanism in future years.

The Council has always been pro-active in promoting innovative partnership arrangements to secure improvements and efficiencies in service delivery. Examples include: the transfer of the housing stock to a housing association and significantly increased investment in social housing through a range of registered social landlords; alternative procurement from the private sector of the Council's Housing Benefits and Taxation Service and IT Support Services; the transfer of the direct leisure services to a charitable trust (Horizon Leisure Trust); joint working with the County Council on a youth strategy and related youth initiatives; and significant joint working with adjoining authorities on service delivery (Building Control, Audit, Housing, and Health Promotion).

1.5 FINANCIAL CONTEXT

Havant Borough Council is not a prosperous Council in terms of either capital or revenue resources. The Council has few assets with revenue earning or sale potential such as land and property, and in comparison with most neighbouring authorities, higher proportions of low income and benefits-dependent households. It also has an increasingly high percentage of retired households and persistently high local unemployment rates. The Council's revenue financial settlements from Government will, under the current system, be at the minimum ("floor") increase each year for the medium term. The government grant system means that a relatively small change in budget (£60,000) will need to be supported by a 1% change in the Borough Council Tax.

The Council has, for many years, been under pressure to achieve budget reductions in order to set an acceptable Borough Council Tax. Ongoing savings of over £3 million have been made since 1995 through efficiencies, outsourcing and becoming debt-free. The Council has also been able, through the continuous identification of efficiencies, to divert resources from lower priorities to emerging priorities. Since 1998 £1.3M per annum has been diverted to support emerging priorities (more detail on this is provided in para. 2.2.) The Council's net budget for 2003/2004 is £15.343 million. The Council has developed a Medium Term Financial Strategy² which takes account of these financial pressures.

The Council's external audit report for 2001/2002³ indicated that the Council has strong financial controls, but can anticipate increasing pressure on its resources from 2003/04. The audit also noted that good progress has been made in the development of corporate governance arrangements and the approach to risk management, in line with national "good practice" guidelines. A local corporate governance code⁴ has now been formally adopted. Draft audit judgements for 2002/2003 show improvement against the previous year's picture, with high scores particularly for corporate governance and financial contracts.

1.6 COUNCIL STRUCTURES

The Borough has 38 elected members representing 14 wards with elections taking place annually by "thirds". The Council has a Conservative majority with 23 members. There are 8 Labour members and 7 Liberal Democrat members. The Council adopted a modernised structure for decision-making with a Council Leader and Executive, in June 2001. Initially this was a pilot scheme but it was then modified on the basis of experience a year later. The Council is continuing to develop its approach to the modernising agenda and new working arrangements for the Executive are being introduced in September based on the work of a joint member and officer group. Individual Executive members have during the current year begun to exercise delegated decision-making under an agreed delegation scheme⁵ thus ensuring that more routine business is dealt with efficiently and leaving Executive meetings to focus on more strategic and significant business. The Executive has 7 members including the Leader and meets on a 3 weekly cycle. All of the portfolio members on the Executive are from the Conservative Group. A list of the Portfolio responsibilities is attached⁶.

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There are also 4 Overview and Scrutiny Boards that meet regularly to scrutinise Executive decision making and develop policy proposals. These Boards, listed below, are of a cross-party composition but are chaired by members of the opposition groups.

Strategy and Regeneration Board
Social Wellbeing Board

Environmental Wellbeing Board
Customers and Staff Board

The Council recognises that the role of the Overview and Scrutiny Boards needs to be further developed. Although there have been achievements in developing policy and undertaking best value reviews of service delivery, the scrutiny function and the concept of holding the Executive to account is less well developed. Following the work mentioned above of the joint officer/member group in relation to the Executive, a similar group has been established involving Chairs of the Overview and Scrutiny Boards. This work will consider how to improve the focus of Overview and Scrutiny and the results are expected to be implemented during the autumn.

In addition to the Executive and Overview and Scrutiny Boards, the Council operates a system of Working Parties to focus in on delivery of special projects or policy development. Such working parties are normally commissioned on a 'task and finish' basis by an Overview and Scrutiny Board, with a clear remit and terms of reference, and they report back to the Board on completion of their work. The composition of these working parties usually includes relevant portfolio-holders from the Executive in order to ensure an informed and inclusive approach. Achievements from such task and finish Working Parties include developing a new policy on decriminalised parking, and a strategy for continuing the work of an important Employment and Resource Support Centre (for which Single Regeneration Budget funding is coming to an end). Current Working Parties are addressing waste and recycling, and street cleansing.

1.7 KEY PROGRAMMES AND PROJECTS

The Council is engaged in a wide range of programmes and projects to further its defined priorities. These are now described in a Key Projects Database accessible on the Council's intranet and an extract is attached providing a summary of what each is aiming to achieve.⁷

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Spin-off benefit

2.0 WHAT IS THE COUNCIL TRYING TO ACHIEVE?

2.1 AMBITION

The Council's member-led vision is for a **cleaner, safer, more prosperous** Borough. These key objectives determine everything we do.

The Council's longer-term ambitions are founded in the Community Strategy⁸ – 'Creating a Better Future – Partnership in Action'. The Council took the lead in creating a Community Partnership, comprising 57 organisations, carrying out extensive consultation⁹ and holding a community forum to agree the strategy. It was published in July 2001.

The creation of a **sustainable future** is a key feature of the strategy. It looks ahead to the year 2020 and views aspects of community life through the eyes of a range of residents – youths, mothers, elderly people and business people.

There are 8 principal aims in the Community Strategy:

- Strengthening our **economy**
- Enhancing our **environment**
- Making a **safer** community
- Enabling **better housing**
- Improving **educational attainment** and **lifelong learning**
- Promoting a **healthier** community
- Promoting **social wellbeing**
- Working to engage **young people**.

For each of these aims the strategy sets out key actions and targets for the years 2001 to 2004, as well as the organisations that will be working together to progress each of the 8 aims.

Since the Community Strategy was first drafted, the concept of Local Strategic Partnerships has emerged. The Council has taken the lead in creating a Local Strategic Partnership, holding a Partnership Forum in September 2002. An extensive report⁹ showing progress made against each of the actions in the Community Strategy was prepared following the forum. The realism of the agreed actions within the Community Strategy was reinforced by the fact that many actions had been successfully completed and targets had been met.

The LSP^b has been launched and a Partnership Board established which the Council currently chairs. The LSP is reviewing the Community Strategy and will publish a new version by July 2004. As mentioned previously the LSP is still establishing its role and credibility within the Community. The production of a new Community Strategy is a key milestone in this regard. Task groups, under the guidance of the Partnership Board, are working on revising the aims and a Community Forum is planned for the first quarter of 2004.

In the context of the LSP and the Community Strategy the Council is focusing on improving quality of life by generating more local employment to combat our relatively high levels of deprivation, and by improving the environment for everyone in the Borough. The Council will develop a more focused Community Leadership role in these regards through the LSP and will encourage the development of the LSP as a key Community Leadership group. This will take committed work with our partners, given the early stage of development of the partnership.

The Council's Corporate Strategy (2003 to 2008)¹⁰ comprises sub-sets of 3 types of strategies:

Foundation Strategies - These have a significant impact on the Borough as a whole and will affect most customers of the Council.

^aConsultation included local schools, one of which incorporated the consultation into its curriculum as a specific project.

^bThe total number of partner organisations with which the Council works now stands at 139.

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Local Strategies - These have an impact on individual local communities and are designed to deliver something specific for people living or working in that locality. For example, the 'Creating Quality Places' initiative in Leigh Park.

Organisational Strategies - These create an environment that will enable staff and councillors to understand and deliver the Council's objectives, and raise performance across the organisation. For example, the Council's Medium Term Financial Strategy.

Foundation Strategies include:

Planning the Community's Land Use and Development (Lead Role) – In land use terms the overall vision for the Borough is set out in the draft Local Plan^{11c} to 2011. The Public Inquiry on the Plan was completed in May 2003 and it is expected to be adopted in 2004, well in advance of many of our neighbouring boroughs.

Strengthening our Economy (Lead Role) – The Council recognises that the Borough in general and Havant in particular would benefit considerably from extensive regeneration. We are completely re-drafting our Regeneration Strategy, in consultation with SEEDA and local partners.

Enhancing our Environment (Lead Role) – There are many aspects where the Council has a lead role, but we are focussing particularly on making the Borough a cleaner and tidier place, and improving our already good recycling^d rates. The Council is an active partner with Hampshire's Project Integra and through that partnership enjoys beacon status for waste management together with the County Council and the other District Authorities in Hampshire.

Making a Safer Community (Supporting Role) – The Council plays an active part in the Community Safety Partnership, which last year reviewed the Crime and Disorder Strategy¹². In addition, our coastal defences are extremely important to protect property and livelihoods. We chair the East Solent Coastal Group and are respected for our expertise and resources, which are often called upon by neighbouring authorities.

Enabling Better Housing (Supporting Role) – The Council divested its stock in 1994 and has been a debt-free authority since. Havant Borough has exceeded the targets set for it in the County Structure Plan in terms of house building overall by 22%, and in terms of affordable housing we have enabled the construction of a further 1,000 homes, which has more than fulfilled a pledge to provide 500 homes in the 3 years following the stock transfer.

Underpinning these priorities is the theme of building sustainable and cohesive communities. The commitment to sustainable communities is clearly set out in the Community Strategy, the emerging Havant Borough District Wide Local Plan and the Council's Housing Strategy. Project work that supports this commitment is evident in the work of home energy conservation, a model scheme for eco-homes that has been established with a partner Housing Association and the various area based initiatives to foster community cohesion (within Leigh Park and Wecock Estate). The Council has taken forward this commitment in its new structures establishing a development, implementation and sustainability unit to lead on this strategic work.

2.2 PRIORITISATION

The Council's priorities of a cleaner, safer, more prosperous borough have been reviewed in the context of the Community Strategy and continue to be subject to review through our Best Value Performance indicators. Evidence of improvement since the establishment of the Community Strategy is set out in Section 4 and in the section dealing with Public Space.

The Council's Corporate Strategy for 2003 to 2008 has been developed in the context of local and national priorities. It builds on the vision and sets out the Council's roles^e in relation to the local priorities, as expressed in the current Community Strategy.

^cOur early work on the local plan helped to identify issues of concern associated with the Major Development Area west of Waterlooville. These will now be referred to the Winchester Local Plan Inquiry, which is expected to be chaired by the same Inspector.

^dThrough our work on recycling we have identified the potential for new small waste processing industries in Havant, which we are pursuing with the County and others.

^eThis allocation of roles reflects both a

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These are:

Priorities on which the **Council will lead:**

- Strengthening our **economy**
- Enhancing our **environment**

Priorities in which the **Council will be strategically involved:**

- Making a **safer** community
- Enabling **better housing**

Priorities to which the **Council will contribute:**

- Improving **educational attainment** and **lifelong learning**
- Promoting a **healthier** community
- Promoting **social wellbeing**
- Working to engage **young people**.

As noted above, strategies are in place to support each of the Council's key roles. Particularly important to the borough is strengthening the economy of Havant, to provide more economic opportunities within the borough's boundaries and to reduce out commuting. In addition to highlighting this aspect in its Local Plan, the Council has worked in partnership with the Government Office for the South East and the South East England Development Agency (SEEDA) to deliver improved business opportunities through infrastructure projects such as the Broadmarsh Business Centre. We are continuing to work with these organisations on other significant regeneration projects that will benefit not only the immediate neighbourhoods to which some of them relate but also the Borough as a whole. An example of this is 'Creating Quality Places'^f – an initiative that also includes SEEDA, the Princes Foundation, Portsmouth City Council and Hampshire County Council - to deliver improvements in Leigh Park (an area of high deprivation) that are agreed by residents' forums. Another example of regeneration work that is planned is the Dunsbury Hill Farm Business Park, which could see 60,000 sq. m of new employment premises delivered within the borough by 2012, with the capacity for 2,500 to 3,000 new jobs.

In order to underpin its economic regeneration work, the Council has undertaken some significant research and consultation exercises. These include benchmarking^g the social, environmental and economic development indicators of the borough to establish a "competitiveness" picture, and partnering with SEEDA in a visioning workshop in July 2003 that brought together a range of consultants and key local stakeholders to discuss a regeneration vision for the borough to 2020.

For a number of years the Council has used a citizens' panel for consultation purposes, particularly when carrying out Best Value reviews. We have also used focus groups (e.g. community safety) when deemed appropriate and have so far held two 'State of the Borough' debates, the most recent of which was well attended by members of the public, community representatives and partner organisations.

The Council has developed its use of consultation methodology to inform policy development/service improvement and has recently appointed a specialist Consultation Officer to lead and co-ordinate this work. A Consultation Strategy has been approved by the Executive to provide a more consistent framework to guide future consultation activity.¹³ The Council has a wide range of consultation experience including engagement with hard to reach groups such as young people and residents in deprived communities (see appendices 2,4 and 6). However it is recognised that one significant area of further improvement would be to ensure better feedback to those who have been consulted. The Consultation Officer will be developing such feedback mechanisms during the year ahead, through the web-site, the Council's Serving You magazine, a newsletter for the citizen's panel and other appropriate forms of communication.

Spin-off benefit

realistic view of what the Council's efforts can achieve and of the value of other local partners in realising the vision for the community. It helps to clarify the responsibilities of strategic partners

^f'Creating Quality places' is a ground-breaking approach, which if successful, may prove to be a model upon which other schemes in the South East Region could be based.

^gThe results of the social, environmental and economic benchmarking are being made available to neighbouring councils that were included in our study and who are interested in joint working within an urban South East Hampshire context

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Spin-off benefit

As part of the budget setting process for 2003/04 we asked the citizens' panel to rank all our services in priority order and to indicate what levels of increases in council tax they would be prepared to see invested in delivery of priority services. The response¹⁴ was used to contribute to the setting of the council tax, the realignment of budgets and the drafting of a revised Corporate Strategy.

Over the last 3 years additional revenue budgets^h set aside for delivery of our priorities have been:

2001/02	£183,000
2002/03	£376,000
2003/04	£616,000

The additional revenue in 2003/04 was allocated to the following priorities:

Economic development	£93,000
Cleaner Borough (e.g. recycling, parks maintenance)	£371,000
Crime prevention	£36,000
Community development	£116,000

To achieve this required budgetary reductions in lower priority services. For example, reductions were made in:

- funding for concessionary travel
- direct subsidies for a local economic/business partnership that was not performing
- work on maintenance of highway trees
- an out of hours complaints service which was little used
- efficiencies in administration of development control

In previous years the Council has made significant savings through externalising services such as the operation of Leisure Centres and Revenues and Benefits. In total, more than £1.3 million per annum has been re-allocated to priority services since 1998 and more than £3 million per annum has been saved from the cost of existing services since 1995.

2.3 FOCUS

The Council's new Change Development Programme (CDP) is a key driver for a more focused approach to its activities. The aims of the CDP include developing an improved focus on the customer, generating capacity to make significant improvements in service delivery and more effective use of resources (CDP is explained more fully in the following section, 3.1). One of the early outcomes has been the restructuring of the organisation into 3 Service Groups, which maximises operational synergies and is intended to break down the "departmental silos" that previously existed in some areas of the organisation. The principal purpose of each Service Group is as follows:

Corporate Group: To help the Council improve its performance and to drive improvement in service delivery across the organisation. Corporate supports the other Groups by providing frameworks for staff to perform at their best and to use financial and other resources of the Council to achieve our priorities more effectively.

Community Services Group: To improve frontline services to the citizens of the Borough, using resources flexibly, responding quickly to priorities and seeking out new ways of delivering better services.

Regeneration Group: To plan for a better Borough in 2020. The group focuses strategically on economic development, tourism, transportation, housing and community development and ensures that efforts are aligned with the planning and land use framework for the Borough.

^hThe Council has this year adopted a medium term financial strategy that requires a 2% efficiency saving annually from each department, with at least 1% to be reinvested in identified Council priorities.

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Spin-off benefit

This approach has been clearly explained and communicated to all staff in newsletters and other briefings.¹⁵ The CDP has also provided clearer lines of accountability by defining managerial and other roles. This internal clarification now needs to be reflected in service delivery and partnership activity, by refocusing on external priorities. Cross service working is a key feature of the new structures and managers will ensure that 'departmental silos' do not re-emerge based on the new service groupings.

The Change Development Programme involved the full-time secondment of four senior officers to lead the programme for six months and the establishment of 14 separate project teams to deliver change. A diagram of these project teams, mapped to the "Seven Ss" model of organisational development is attached (Appendix 1). Now that a new structure has been introduced, the CDP has been mainstreamed into the Council's business plans and will be delivered by the Corporate Services Group. A revised set of project teams is in place and sufficient staff resource and skills to continue the momentum is assured. The benefits of cross-service project teams are recognised, and these will continue to be used.

From the perspective of the Council's ongoing identified priorities, there is evidence of a sustained focus. A few years ago the Council spent nothing on community safety, whereas today revenue spending is about £800,000 per annum. Ten years ago, nothing was spent on economic development, whereas today revenue spending is about £450,000 per annum. Significant investment in plant and vehicles was recently undertaken to improve delivery of our environmental services.

An area of weakness had been the alignment of the Council's Corporate Strategy and business plans with the Community Strategy. A complete revision of the Corporate Strategy and a realignment of business plans based upon it has addressed this weakness.

The effectiveness of business planning and associated performance targets and performance management is also an area with scope for improvement. Following a restructuring of the Council's senior management team, improvements have been sought by requiring the newly appointed Heads of Service to produce revised business plans that focus on agreed priorities and service improvement. This is coupled with an improved performance management system (see section 3.2).

The Council operates with four Overview and Scrutiny Boards now chaired by Members from opposition parties. These set their own work programmes to assist the Council to maintain focus and continuously improve. They also oversee the Best Value reviews, which have been focused on our priorities, the programme of reviews being:

- 2002/03 – Safer Borough
- 2003/04 – Corporate (Comprehensive Performance Review)
- 2004/05 – Cleaner Borough
- 2005/06 – More Prosperous Borough.

In focusing on finance, the Council has maintained strong financial controls for many years, as evidenced by the auditors' management letter. Budgets have consistently been spent in line with the priorities for which they were allocated and variations in revenue outturn figures compared to net budgets are minimal, e.g. 1% underspending in 2001/02 and 0.9% underspending in 2002/03. Council policy is to transfer any underspending to its capital reserve. Regular budgetary control reports¹ are considered by the Management Team and the Overview and Scrutiny Boards and these arrangements have ensured these outcomes.

¹The Council's revenue reserves have consistently been held at 10% or greater.

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3.0 HOW HAS THE COUNCIL SET ABOUT DELIVERING ITS PRIORITIES FOR IMPROVEMENT?

3.1 CAPACITY

The Council has experienced low turnover rates of salaried staff for many years. For the last two years the figures were 15.5% (2001/02) and 13.1% (2002/03). This trend has led to a relatively stable workforce that has built up a wealth of knowledge and experience. However some staff have risen through the professional ranks to become managers, but not always with sufficient training for the role. In this year we have reorganised the Council and required all senior managers to reapply for new roles, based on a clear understanding of the skill set needed for competent management performance, which has led to significant change in the management ranks. We are also implementing a new performance appraisal system, which will provide upward feedback and link directors' salaries to performance. This scheme, known as the Performance and Development Scheme will be rolled out to all staff, and managers' targets will include ensuring that appraisal and development of all staff is carried out regularly. The delivery of this will be monitored through the managers' individual appraisals. We are currently designing a management development programme^j to assist Council managers in developing the skills they need for people management, financial management, business planning and performance review. The initial training sessions (giving and receiving feedback and setting targets) will be held in September.

Last year the Council joined with three neighbouring councils (Arun, Chichester and East Hampshire) in conducting peer reviews of each other. The review of Havant Borough Council pointed up a number of areas of weakness. It occurred during a period of upheaval in the management of the Council. The former Chief Executive had departed in October 2001. The three Group Leaders of the Council formed a board of management and appointed one of the Directors as Acting Head of Paid Service. These circumstances clearly had an influence on the peer review.

In December 2002 a new Managing Director was appointed and the Council embarked on its ambitious Change Development Programme^k in January 2003. A copy of the Project Initiation Document is attached.¹⁶

Some key outcomes of the Change Development Programme^l to date include:

- the Council's restructuring, effective on 30 June 2003
- the new Corporate Strategy 2003 to 2008, published as part of our Best Value Performance Plan
- a new Medium Term Financial Strategy
- improved performance management and appraisal arrangements
- completion of phase 1 of our Contact Centre, and a relaunch of our web site
- a Members' Issues Project Group that is looking actively at the way in which members conduct and oversee Council business.

Progress to date demonstrates that:

- the attitude of members is changing in line with the modernising agenda
- we have the capacity to switch staff resources to areas of need
- we have the skills to undertake projects of this nature (e.g. facilitation, coaching, visioning, project management)
- we are developing staff as a result of their involvement in the programme delivery
- we are achieving greater clarity as to officer roles and responsibilities (e.g. revised generic job descriptions for new Corporate Directors and Heads of Service).

Not all improvement initiatives have been recent. During the last 10 years the Council has sought a variety of alternative means for the provision of services where there has been a business case for doing so. The following examples illustrate this:

- The creation of a new Housing Association and the associated transfer of its stock of rented dwellings enabled the Council to become debt-free and provided a

^jA recent meeting with our IIP advisor indicated that the Council is in a much stronger position to retain its IIP certification given its recent focus on management skills, which was a key area of criticism in its last review.

^kSome 65 officers and members of the Council have become involved in the CDP project teams, driving innovation and change throughout the organisation and acting as a source of new ideas and energy.

^lPrince 2 methodology is used to manage all CDP projects, which has helped us to establish a standard project management methodology across the Council.

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better means of ensuring the satisfactory maintenance of the stock condition.

- The establishment of a Leisure Trust enabled the Council to make revenue savings whilst providing the facilities required by the public and maintaining the condition of the two leisure centres.
- The outsourcing of IT support and maintenance overcame the increasingly difficult problem of staff retention and provided a greater skills base than we could have achieved as an employer of IT staff. This was also achieved on a cost-neutral basis and the partnership enjoyed between the Council and Atkins has provided mutual benefits, e.g. skills development for satisfactory implementation of E-government projects.
- The outsourcing of revenues and benefits resulted in annual revenue savings for the Council and investment in upgraded computer systems, which the Council would have found difficult to achieve through its own financial resources.
- The Council has entered into a partnership arrangement to provide internal audit services to two neighbouring councils. This enabled all three authorities to overcome the problems associated with very small individual audit teams (typically about 3 staff) and provides for a satisfactory skills base and cover during absences. It also promotes better cross-fertilisation of ideas and best practice.
- In making progress towards its goals in E-government the Council is a member of the Hampshire and Isle of Wight E-government Partnership Board. We are taking the lead on one of the projects, i.e. collaborative working in the field of customer relationship management and contact centres.
- Economic regeneration is a service area rich in delivery partnerships. Over the last seven years our inward investment and business support activity has been largely delivered through the Harbour Economic Development Forum, a joint vehicle with Portsmouth City Council, Fareham and Gosport Borough Councils. We were the first council in SE Hampshire to develop purpose-built business starter 'managed workspaces' through a PPP arrangement with Basepoint plc. Our Employment Resource & Support Centre, helping to improve people's employability and combat worklessness, has been operated on our behalf by private contractors throughout the six years since it opened.
- The Council works with partners, including the East Hampshire Primary Care Trust, in delivering tangible benefits with respect to people's health and fitness, e.g. the Healthy Living Centre¹⁷. This has been established with funding from the Lottery New Opportunities Fund, is successfully achieving its objectives and has been recognised nationally as an example of best practice.

Our Capital Strategy¹⁸ and Asset Management Strategy¹⁹ have both received a "good" rating from GOSE. The prioritisation of capital schemes is based on a ten-point assessment, with weightings given to those that help deliver the Council's priorities. However, the Council currently has little capital with which to work. We will need to pursue all opportunities with regard to both returns on our assets and partnership finance, in order to achieve further investment for the borough.

In spite of good evidence of innovation and partnership working, the Council recognises that it has to develop its capacity to be more strategic and proactive in its community leadership, in order to achieve transformation of the Borough on a more modern and prosperous basis. A successful LSP will be critical in this endeavour.

Key internal challenges for the future include supporting and developing managers and staff to achieve results in a climate of continuing financial constraints; driving performance management and cost-effectiveness across the Council's services; pushing ahead with the E-government agenda; and supporting and developing members.

The Council recognises that the quality and capacity of members is crucial for delivery of the modernisation agenda. In 2002 there was an intake of 14 new councillors (out of

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38 in total). The Council provided an induction programme designed to enable them to find their feet as quickly as possible. Some of those new members are already operating successfully as members of the Executive. We need to build on this with a focused development programme, linked wherever appropriate with the staff development programme.

A Members' Issues Group, under the Change Development Programme, has commenced work on areas of further improvement. As a result of that work, the Executive in late July agreed new methods of working. Overview and Scrutiny Chairs will be meeting in September to discuss improvements in overview and scrutiny working. As part of this work the role of Working Parties and their relationship to Overview and Scrutiny Boards will be re-evaluated and clarified. A business process re-engineering workshop on the role of ward members is also planned for later in the year.

3.2 PERFORMANCE MANAGEMENT

Corporate and business plans are in place, as are a number of service standards, performance indicators and targets. However there is room for improvement, particularly in the areas of:

- development of local performance indicators
- use of quality of life indicators
- development and improvement of service standards
- linking of business plans with corporate objectives.

Key performance indicators are monitored by way of reports that are submitted to the Management Team and Overview & Scrutiny Boards. These reports include commentary on areas of performance that may be considered weak and suggestions for actions needed to improve the situation, but trend data and clear improvement plans are not always included in these reports. In view of the fact that overview and scrutiny arrangements need to be strengthened, discussions have begun with Overview and Scrutiny Chairs regarding more effective monitoring of performance.

We recognise that the performance management culture within the Council is not strong, and that managers and teams need to own their own results more fully. Some ways in which we are seeking to improve this include:

- grouping services and assigning responsibilities more clearly in the restructured organisation
- generic job descriptions for managers include a clear expectation of effective performance management
- management development programmes and appraisals will focus on performance management and customer service
- we have undertaken Business Process Re-engineering^m of performance management systems across the Council, using the Council's BPR methodology. This has led to an agreed performance management improvement plan
- some local performance indicators have been introduced into Business Plans this year and more are intended to be developed during the year ahead for next year's business planning cycle²⁰
- we are considering the introduction of a software-based reporting system
- we are seeking to improve the quality and consistency of staff appraisals.

^mBPR has been adopted as a technique for securing service improvements.

The Council's corporate complaints procedureⁿ was improved last year and is considered to be sound. In the last BVPI survey we found that there were high customer satisfaction levels with the way we were handling complaints.

ⁿWith the introduction of our new customer contact centre, we will be using the associated CRM software to provide better analyses of complaints, trends, etc. in order to help us improve services.

Best Value reviews have employed benchmarking in order to assess value for money, but we consider that establishing competitiveness and evaluation of alternative procurement options is an area for improvement. Evidence that the Council achieves value for money is lacking in some service areas. We have therefore recently

introduced a revised procurement strategy²¹. We will further develop local performance indicators to include better measures of comparative costs.

During the last 3 years there have been 3 Best Value Inspections undertaken in relation to Housing Aid, Waste Management and Car Parks, Markets and Street Trading. The outcome of each of these inspections was that the services were fair but unlikely to improve. The Council needed to develop the capacity to make a step change in service improvement, therefore it was agreed that a Corporate Best Value Review was required. This Corporate Review is in effect the Change Development Programme. The CDP is addressing in a systematic way the corporate capacity of the organisation to tackle continuous improvement of services by focusing on management development, performance management, delivery of financial efficiencies against national and local priorities and generally moving the organisation from "departmental silos" to a more modern, cross-cutting way of working. This approach is expected to deliver a more effective capacity to tackle Best Value Reviews in the future.

Following the completion of a Best Value Review, the progress in implementing improvement plans is monitored by the relevant Overview and Scrutiny Board on a regular basis. Examples include the Development Control Service Best Value Review Action Plan Progress Report²² and the Customer Care Best Value Review Action Plan Progress Report.²³

Our approach to risk management, led by a cross-service working group, is considered to be sound and comprehensive and has been recommended to other authorities by external advisers. The Council's Risk Management Strategy provides a general framework through which services in the organisation can manage and monitor their own risks.²⁴ One example of how risk management has been undertaken recently, is in monitoring risks under the wide ranging CDP. Fortnightly reports of risk assessment against each project within the programme have been considered at Management Team.²⁵

4.0 WHAT IMPROVEMENTS HAS THE COUNCIL ACHIEVED/NOT ACHIEVED?

4.1 ACHIEVEMENT IN QUALITY OF SERVICE

Citizen Satisfaction

One basis for assessing quality of service is the 2000/01 BVPI survey which was undertaken in accordance with Audit Commission guidance. The next BVPI survey is to take place later this year. The Audit Commission analysis shows many results to be significantly better than predictions based on deprivation levels. The results from this survey showed that:

- 72% of citizens were satisfied with the overall service provided by the Council. This matched the top quartile performance.
- Complaint levels were low and 54% of complainants were satisfied with the handling of their complaints. In terms of district council comparisons, two councils achieved the highest ratings of 55%; therefore our results meant we were the 3rd highest performing district council.
- Out of a total of 41 citizen satisfaction indicators, 15 (37%) were in the top quartile (excluding any adjustment for deprivation levels).

The BVPI survey is not the only source of customer satisfaction ratings for the Council. Surveys are undertaken regularly in relation to service planning and also to inform Best Value Reviews. Surveys supporting this kind of work are included within the list of Community Pulse (Citizens' Panel) surveys.²⁶

Comparative Performance Indicators

The Audit Commission analysis of key performance indicators for 2001/02, which

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includes weighting for areas of deprivation, shows the Council's overall comparative performance as: 39% in best quartile, 35% in second quartile, 15% in third quartile and 11% in worst quartile.

In terms of service areas our overall assessment is that for environment, community safety, planning, culture and housing benefits our performance is generally better than the average. In the use of resources our performance is better than the average, with several PIs in the best quartile, but planning costs per capita remain high. In community housing performance is about average.

Cleaner Borough Priority

The BVPI satisfaction ratings relevant to this showed:

- 70% citizen satisfaction with street cleanliness (close to top quartile)
- 90% citizen satisfaction with refuse collection (close to top quartile)
- 77% citizen satisfaction with recycling facilities (in top quartile).

These ratings are significantly better than the Audit Commission predictions based on deprivation levels.

With regard to recycling, 17% of household waste was recycled. The top quartile performance in 2001/02 was 12.6%. However, our performance is poor when compared to the statutory targets for this Council, i.e. 33% in 2003/04.

In terms of improving performance, we need to improve street cleanliness and parks and grounds maintenance, and to introduce more effective refuse collection practices to encourage even greater recycling. Working Parties of Overview and Scrutiny Boards are currently undertaking policy work in recycling and street cleansing. Environmental Services is proposing to restructure into one operational team encompassing cleansing, parks and maintenance, and to move from function based teams to area servicing teams. Significant investment in plant and machinery during 2002/03 will continue to deliver improved standards of maintenance of open spaces during the coming years (see 'Cleaner Borough Priority' on page 20 and paragraph 2.5 of the Diagnostic for Public Space).

Safer Borough Priority

The number of burglaries per 1,000 households in 2002/03 was 6.5 and stands well within the top quartile figure of 7.3. However, the equivalent figures for vehicle related crimes were 16.3 and 8.06 per 1,000 population.

The Council takes the lead, in conjunction with the local police, in the Havant Community Safety Partnership^o. Vehicle Crime is now a priority area for the Partnership. The Council is now working with the Police to focus on known hotspots with "target-hardening" initiatives.^{27 28} Advisory leaflets have been prepared and a multi agency anti-social behaviour panel has been set up.

We operate an extensive network of 76 CCTV cameras, and have successfully secured funding from GOSE for crime reduction initiatives.

Young people are often involved with crime, either as victims or perpetrators. The Council has been very proactive in establishing a comprehensive youth strategy in consultation with partners and young people. A selection from the range of initiatives for the benefit of young people^p is set out in the diagnostic for Public Space (part 4).

More Prosperous Borough Priority

In the last five years the Council has improved the quality of its economic development and planning services by developing its approach to consultation and making more use of evidence-based primary research. As a result, policies and projects have become more responsive to need and demand. Examples of improving consultation

^oIn 2000 this Partnership received the Hampshire Police Authority award in recognition of its outstanding contribution to crime prevention.

^pIn 2002, 274 young people participated in the Havant Sports Fair. In a survey, 93% of participants rated the event as highly satisfactory or excellent.

include the use of local business surveys to establish future property and location needs; 'pin-boarding' events to identify community concerns and priorities in regeneration priority areas; the development of a pro-active business liaison programme; and 'Planning for Real' and 'Enquiry by Design' events. Fundamental research has been conducted to ensure that policy, investment and delivery options are rooted in robust business cases. Examples include market research to underpin a new employment land strategy, specialist research to 'healthcheck' and benchmark the Borough's shopping centres, and an over-arching social, economic and environmental 'State of the Borough' audit.

The increasingly evidence-based and customer-driven focus of our work has helped to maintain a high-level of success in winning external funds for regeneration. In the last six years about £18m of European and UK external public funds has been drawn into key projects that would otherwise not have been possible to deliver.

In the area of tackling fuel poverty we have been successful in promoting the Government's 'Warm Front' grant scheme and are the leading council in Hampshire in terms of grants made per capita. In 2002/03, 547 homes benefited from these grants, which amounted to £294,000. The Council has partnership arrangements with a local housing association involving a secondee from that association working on Home Energy Conservation as part of the Council's Housing Partnerships team. Through the expertise of this secondee the Council has led bids to secure partnership funding on a joint basis across a range of Hampshire authorities.⁹ The funding has been used to secure investment in the private housing sector for thermal insulation.

⁹The Council was rewarded for its innovative practice by winning an award from the Institute of Energy recognising its good partnership practice.

Tourism is important to the prosperity of the Borough. Our work in developing and maintaining our Beachlands recreational areas has resulted in consistently achieving 2 Blue Flag awards, 2 Seaside Resort awards and 1 Rural Seaside award. We have achieved a rise in AB sector tourist visitors of 8% above the national average. However, the Council needs to focus more strategically on the development of tourism and other business opportunities in the Borough – to clarify its goals, gain the support of residents, and carry through with well planned developments.

Service Quality

The Council appreciates that service quality must be underpinned by the quality of staff and their continued development. In this regard the Council has been awarded Investor in People status for several years.

Our programme of Best Value Reviews targeted those services where we had concluded that there was the greatest scope for improvement. We therefore carried out reviews on the provision of housing strategy, housing advice and dealing with homelessness; waste and cleansing services; and parking, markets and street trading. Our initial assessment was confirmed by the results of the Audit Commission Inspectors' reports, which classified these services as 'fair'. More worrying was the assessment that the services had limited or uncertain prospects for improvement. This underlined the need for the Council to focus on corporate strategy and business planning, and on improvements in performance management through the Change Development Programme.

We also carried out Best Value reviews for development control and customer care – both of which have led to improvement plans being implemented with significant follow on improvements (see endnotes 21 and 22).

4.2 ACHIEVEMENT OF IMPROVEMENT

Performance Indicators

The Audit Commission's overall comparisons show that 12 key PIs improved but 14 did not for the period 2000/01 to 2001/02. If 2002/03 is included, 14 key PIs have now improved and 8 have not. Those that have improved significantly between 2000/01 and 2002/03 include:

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- % of invoices paid within 30 days – from 91% to 96.6%
- % of council tax collected – from 96.0% to 96.6%
- % of buildings suitable for and accessible by disabled people – from 46% to 62%
- % of major planning applications determined in 13 weeks – 27% (2001/02) to 56%
- % of minor planning applications determined in 8 weeks – 47% (2001/02) to 56%

The 8 Key PIs that have not improved during this 3 year period are:

- Recycling/composting of household waste : 18%/0% to 17%/0% (as a result of a change in Project Integra metrics)
- Household waste collected per head of population : 363 to 381 Kg
- % of NNDR collected : 99% to 98.5%
- Number of benefits cases processed correctly : 99% to 97.8%
- Number of domestic violence refuge places per 10,000 population : 1.0 to 0.06
- % of new homes built on previously developed land : 100% to 99%
- Number of early retirements as a % of total staff : 0% to 0.21%
- Number of ill health retirements as a % of total staff : 0% to 0.43%

In respect of recycling the Council has now invested in expanding its wheeled bin collection scheme and is currently considering moving to alternate weekly collections of recyclable and non-recyclable waste. Consideration is also to be given to a composting scheme perhaps on a partnership basis with an adjoining authority. The level of household waste collected, whilst increasing over this period, is likely to be contained or reduced as a result of the changes planned to recyclable material.

The minor reduction in performance in respect of NNDR collection is related to the way in which we have previously dealt with the treatment of credit balances carried forward. This has now been clarified. The reduction in performance of benefits cases processed correctly arises from a rule change over the contracting out of determination of claims.

The number of domestic violence refuge places within the Borough has not actually changed during the period in question but the Council has invested over £400,000 of Social Housing Grant to replace the existing Refuge with a new facility of much higher quality. Experience indicates there is not a pressing need to increase the provision of such accommodation in the Borough at present.

The PI related to new homes constructed on previously developed land is a negligible reduction and remains well above the Government's national target of 60%.

The PIs related to early and ill-health requirements represent 1 and 2 FTEs respectively, out of a total workforce of approximately 390 staff and will vary from year to year according to circumstances.

Customer Service

Good progress continues to be made towards meeting our E-government targets, with 63% of interactions now electronically enabled. We have recently installed content management software for our website and Intranet, and this will facilitate further progress, particularly in the area of transactional capability.

A corporate best value review of customer care was undertaken in 2001/02 and the resulting improvement plan agreed in July last year. There has been significant progress in the implementation of this plan. We now have a Customer Contact Centre, Customer Care Strategy and Customer Charter. The contact centre, known as the customer service centre, is the cornerstone of our E-government programme and will provide a central access point for customer contact and service delivery for the Council and our partner organisations. It makes use of new telephony, customer relationship management (CRM) and web technologies. A key target of the Customer Service Centre is to be able to deal with 80% of customer requests and enquiries without staff needing to refer to specialist officers, giving a responsive and seamless service to our customers.^r

^r the information from the customer service centre will be used to lever improvements to our performance management processes and enable us to focus on service improvements driven by customer needs

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Spin-off benefit

In July 2001, we consulted our citizens' panel about aspects of customer care. 94% of respondents said that they had found it easy to contact the Council. The Council is committed to a customer-focused approach and is continuing to modernise and improve its customer response capability through the development of the Customer Contact Centre. The Contact Centre technology enables all enquiries and service requests to be tracked through to resolution and provides a clear history of all customer contact with the organisation. The call centre approach to managing telephone contact is enabling us to make better use of the staff resources, as we are able to deal with many more enquiries at the first point of contact. This improves service to the customer and has the added benefit of freeing up specialist officers to focus on their work. The Council's new Customer Charter²⁹ makes clear commitments to our customers, and the technology supporting the Contact Centre is enabling us to measure how well we are doing in meeting our targets. Since the introduction of the Contact Centre the level of abandoned external calls has been monitored and has been reduced from 10%, to 7%. We have also been able to set realistic targets for answering calls within 10 seconds and have been able to improve our performance from 57% in May to 60% in July with an intention of achieving 65%.

We have successfully implemented Havant Online with the assistance of approximately £650,000 grant funding. This has resulted in the provision of 9 UK Online centres at locations across the Borough (including 4 in deprived wards). This gives our citizens access to technology and the Internet, supplemented by assistance and training to give them confidence in the use of the equipment.

Cleaner Borough Priority

Additional funding of £730,000 was made available in 2002/03 to replace vehicles and plant that service this priority, e.g. refuse vehicles, street sweeping machinery and grass-cutting machinery. Additional staff were recruited in 2002 to work on litter clearance and street cleansing. The result is that cleaning frequencies have been improved from 4-weekly to 2-weekly.

£115,000 has been allocated in 2003/04 to enable the procurement of additional wheeled recycling bins and to enhance recycling promotion and litter awareness schemes. A Working Party is looking at further measures to improve recycling rates, including fortnightly collections and green waste initiatives.

In partnership with the County Council, environmental improvement schemes have been carried out (e.g. North Street, Emsworth and Langstone High Street) which have improved the ambience of certain key locations in the public realm.

Safer Borough Priority

The Council has taken a lead role with regard to the Community Safety Partnership. Details of the Council's role and the outcomes from the Partnership, together with other aspects of safety, are covered in the section on Public Space. This is an area in which improved performance and public appreciation of improvements can be clearly demonstrated. Through partnership working with the Police and Neighbourhood Watch domestic burglary rates have been reduced from 11.8 per 1,000 households in 2000/2001 to 6.5 in 2002/2003. Our continued practical support for neighbourhood watch has resulted in 40 being established across the Borough. Also the Stakes Lodge Estate project, which was established as a result of the high levels of juvenile nuisance and criminal damage identified in the 1998 crime and disorder audit, has shown significant reductions in anti-social behaviour and criminal activity.^s A more rigorous approach to juvenile nuisance in Leigh Park has resulted in the securing of 7 Anti-Social Behaviour Orders this year.

More Prosperous Borough Priority

We are making significant progress in focusing regulatory and discretionary services, infrastructure and people-facing services to key objectives and actions. A new Local Plan has recently completed its passage through the Local Plan Inquiry stage and we

^s This project received a Chairman's Award for Innovation in BAE System's 2003 Campaign

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are on track to adopt it in late 2004 or early 2005. We are achieving new housing development in line with target allocations.

Partnership working with SEEDA, Hampshire CC and private sector interests is bringing brownfield land forward for industrial development in the Broadmarsh area.^t This has resulted in the development of a Business and Innovation Centre with space for start-up businesses. A "one stop" for business support operates at this centre, supported by a range of sub-regional partners such as adjoining local authorities and the Chamber of Commerce.

Further partnership working now involves the relocation of the Council's depot and will lead to the further improvement of the Broadmarsh area as a location for attracting new businesses. In the immediately adjoining locality the first phase of construction on ex-IBM land (acquired by SEEDA) is underway with space fully pre-let or sold, mainly to existing local manufacturing companies with expansion and job creation plans. Recent inward investment by Lockheed Martin and Hitachi is partly attributable to our determination to prevent the loss of key sites to inappropriate uses, combined with our ability to influence and encourage landholders to rethink their own business strategies.

The Borough has performed well in terms of business formation and survival when compared with national and sub-regional averages. This is reflected in the efforts that the Council has made in establishing public private sector partnerships for Enterprise Centres, encouraging small business start-ups in modern premises with flexible tenure arrangements.

Our particular contribution to reducing the local skills deficit is currently focused on improving access to training facilities. In the last two years, working with partners and utilising external funds, we have converted a redundant ambulance station in a deprived area into a construction skills training centre. We have helped an engineering sector training body relocate into the borough and expand its training offer.

The Council enjoys a good overall performance in terms of housing construction, having exceeded our County Structure Plan targets by 22% between 1996 and 2002. Although the rate of house building has fallen off in the last eighteen months, due to the wider national economic forces, the Council has provided sufficient land within the Local Plan allocations for us to continue to meet our targets.

Following a 'Planning for Real' exercise, a partnership-based scheme for the regeneration of Wecock Estate Centre commenced in 2002. The first homes were completed and let in April 2003. The scheme will deliver 100 new homes, a new community centre, take-away outlet, neighbourhood office and other associated amenities.

Another regeneration scheme (Mill Road) was completed, which involved the redevelopment of 2 sheltered housing schemes, 32 new homes and other associated improvements.

Transport

The Council is a contributory partner in most areas of transportation. We have been very active in working with the County Council on for example the A3 bus priority scheme which links the Waterlooville area more effectively towards the major employment areas in Portsmouth. Also we have worked in partnership with local bus operators to secure improvements in certain bus routes providing key linkages to shopping facilities and essential hospital services from the Leigh Park area, which did not previously enjoy good public transportation connections. However transportation generally remains in need of further improvement and joint effort with partners.

4.3 INVESTMENT

The comprehensive Change Development Programme demonstrates the investment that the Council is continuing to make in order to secure significant improvements. ^u

Spin-off benefit

^t Most of the new space will be taken by local firms relocating to expand and thereby releasing other sites for re-occupation and re-use

^u The Council views the CPA as being a useful checkpoint that will validate whether we are moving in the right direction with our change development programme.

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Spin-off benefit

For example, the revised performance management and staff performance and development schemes now being introduced and the management development programme and People Strategy currently being developed. All indicate the importance that the Council places on investing in its staff. The Council has also invested significant energy in a self-financing restructuring of the organisation in order to improve its focus on national and local priorities, service delivery, future strategy and customer requirements.

Investment in training of staff within the Council is approximately £110,000 per annum of which £12,000 is currently allocated to corporate training programmes. One of the expectations of the CDP is the need for a more strategic approach to management development and core skills generally across the organisation. The development of a People Strategy later this year is anticipated to review the way in which such staff development funds are invested to maximise the benefits for the Council in line with its corporate priorities.

Investment in our customers is evident in the Customer Contact Centre, the first phase of which is now operational at a cost of £200,000 (excluding officer time). The second phase is now being developed on the basis of a series of business process re-engineering workshops to realign services so that they maximise customer responsiveness through the Contact Centre.

The following areas have been identified as requiring further investment in the year ahead as phase 2 of the CDP is implemented.

- Developing a more strategic personnel capacity
- Developing the Medium Term Financial Strategy
- Investing in the frontline community services
- Developing a more sustainable arrangement for Member support

In addition, as part of developing the Medium Term Financial Strategy, we are planning to seek a strategic partnership to allow increased investment in our E-government and enabling technology. Our contract with our current IT provider expires at the end of September 2004 and work is now in hand to consider how to take this forward in a way that delivers the necessary investment.

As mentioned earlier, our approach to risk management is sound. It is built into our projects and should therefore ensure that investments are soundly based and are capable of being reassessed if any of the identified risks materialise or if new ones arise.

Our Best Value reviews have been strong on consultation and comparison, but have not been sufficiently challenging. Nonetheless, they have delivered some improvements, and we have taken on board Inspectors' recommendations such as securing the funding needed to improve waste recycling rates. In relation to the Housing Best Value Review we improved the level of staffing resources as recommended by Inspectors in order to improve the quality and range of services available to homeless persons. We also reviewed and implemented changes to our housing allocation scheme based on external advice and in liaison with a partner Housing Association.³⁰

Our investment in performance management systems is now increasing. The staff performance and development scheme has been reviewed and a new system is to be introduced in the autumn.³¹ In future, performance contracts will be developed for all staff to clarify what is expected of them and how this relates to the Council's defined priorities as set out in the Corporate and Community Strategies. Service improvement is now being addressed through business process re-engineering, a technique newly incorporated into the tool kit for best value reviews and used to support the restructuring of the organisation within the Change Development Programme. Another new approach is the systematic adoption of a standard methodology (Prince 2), for Project Management and the development of a project management database to monitor progress and communicate milestones on key projects. This clear and focused

performance management framework will drive forward service improvements in future.

Partnership working is embedded throughout the Council. This means that our investment is targeted in line with partnership aspirations and effort, and that outcomes are better than would have been possible if the Council had acted independently.

We recognise that the Council cannot do or provide everything that the local communities want. We have therefore worked to build the capacity within local communities to deliver certain services themselves. A good example of this is the West Leigh Youth Centre (Appendix 2).

We have a good track record of securing external funding and bringing investment into the Borough, as outlined earlier. Where this has involved time limited funding (e.g. pump priming) we have had due regard to sustainability of the scheme and appropriate exit strategies. The recent review of future options for the Employment Resource and Support Centre is an example of our approach.

We now have a medium-term financial strategy to guide the Council's revenue and capital investments in coming years. We need to work on a related partnership funding strategy to assist in securing future investment, particularly through public private partnerships and regionally based funding such as the Area Investment Framework. The level of investment that will be necessary to achieve transformational effects in areas such as Leigh Park and Havant Town Centre can only be accessed through effective working with partners in the public and private sectors.

5.0 IN LIGHT OF WHAT THE COUNCIL HAS LEARNT TO DATE, WHAT DOES IT PLAN TO DO NEXT?

5.1 LEARNING

Learning from Other Local Authorities

The fact that the Council was keen to engage in a voluntary Peer Review with 3 other neighbouring councils in 2002, is evidence of a desire to learn from peers.

The voluntary peer review was an outgrowth of a Council initiative a few years ago to institute joint meetings with two other neighbouring authorities (Chichester and East Hampshire) to share best practice and co-operate on joint policy initiatives. Last year this arrangement^v was expanded to include Arun Council. We have learned notably through the Peer Review, but also through the approaches of other councils to specific issues such as recycling, progressing Local Strategic Partnerships and Community Strategies and tackling affordable housing.

^vThe 4 councils agreed to carry out a peer review using CPA lines of enquiry.

The Council is a member of the Hampshire and Isle of Wight Association of Local Authorities and actively participates in its officer and member meetings. These are used to share best practice and, where appropriate, to enter into joint working arrangements. The Leader of the Council recently chaired the Hampshire and Isle of Wight Association for a two year period and was able to access a range of strategic learning opportunities in this role.

Members involved in Working Parties on specific issues regularly visit other authorities. For example the decisions taken thus far on decriminalised parking have been informed by the experiences of other councils that have already implemented such schemes. The approach being pursued and the project plan to deliver it will similarly be informed by others' experiences. The Working Party on Recycling is similarly expected to review the experience of neighbouring authorities that have already revised their refuse collection arrangements.

We have maintained a close interest in the pathfinder projects for E-government and as a result we have avoided 're-inventing the wheel'.

In spite of these positive examples we recognise that the Council has been somewhat insular in the past and has not taken advantage of opportunities to learn from others in a structured way. In working with Overview and Scrutiny Boards, we will attempt to identify principles and practices to bring valuable learning into the Council on a more systemic basis, and in a way that responds more clearly to our priorities.

Learning from Staff

The Change Development Programme is based on extensive staff involvement^w and hence involves learning from their past experiences and being prepared to experiment with new ideas.

One of the early pieces of work of this programme has been significant changes to the staffing structures of the Council. The proposals for change were informed by council-wide staff consultation. Staff were specifically asked to comment on what worked well and what didn't work well, and to offer suggestions for improvement.

The Council regularly carries out a staff satisfaction survey. As a result of this, improvement action plans are put in place.

The Corporate Strategy and the decision to review the Community Strategy are also evidence of willingness to learn from past experiences and constantly revise goals and plans.

The need to support managers and staff in relation to restructuring and change was recognised as part of the change process and is being addressed. A management development programme is being implemented based on five prioritised core skills: leadership, strategic planning, results-driven approach, quality orientation and implementation of change. Funding for this training and development programme will be allocated and it will be delivered using both in-house resources and external partners. A particular theme of the programme will be to support the generic management model.

Learning from Projects

The Council has learnt from projects and experiences that are producing favourable outcomes (e.g. regeneration of the Wecock estate, where we learnt to trust residents, how to sustain momentum and that sustainable solutions take time). The lessons of the Wecock experience are now transferring to the work emerging in Leigh Park on the 'Creating Quality Places' Initiative.

We have also learnt from experiences where there has been an element of failure. An example of the latter is the Havant Borough Partnership. This was a company limited by guarantee that was set up by the Council and business partners with the objective of fostering business growth and improved town centre management. The business plan for the company had not been well developed and the financial position and prospects proved to be based on shaky foundations. The Council found itself in the position of potentially having to continue to subsidise the Partnership's costs. As a result the decision was taken to cease trading and the Council has made alternative arrangements.

The Council has also learnt from its experiences of working with partners. For example, there has been an extensive period of joint working with Health-related partners, particularly the East Hants Primary Care Trust, involving joint strategy work, project work and joint appointment of a Community Health Development Officer. The work has been closely connected with tackling deprivation within Leigh Park and Wecock Farm and has informed and broadened our understanding of the wide ranging, underlying causes of deprivation in these communities. We have also learnt effectively from private sector partners about the nature of information needed to assist inward investment and relocation decisions for local businesses. Joint work with local estate agents and neighbouring local authorities has led to the development of a high

"The staff in the project teams are encouraged to share their experiences. Through this they not only learn from one another, but also come to better appreciate the synergies and dependencies between the work of the various teams.

HAVANT BOROUGH COUNCIL CORPORATE SELF-ASSESSMENT

Spin-off benefit

quality and well respected Property Register providing the most comprehensive range of information about premises and land availability in South East Hampshire.

More recently the Council has been engaged in two innovative workshop events with SEEDA and a wide range of partner organisations. 'Creating Quality Places' in Leigh Park (see appendix 4), which also involved the Prince's Foundation, is a process of community engagement known as 'Enquiry by Design'. This model of engagement is being developed on a pilot basis prior to being disseminated more widely in the South East Region. The Council learned enormously from the event and it will put into practice the lessons learnt in similar exercises in future.

The second event was a "visioning" event bringing together over a 2 day period a wide range of leading consultants and partners to offer their insights on the key issues affecting the Borough. The output from this event is now being collated as a foundation for the development of a new Borough Regeneration Strategy (a copy of the report of the event will be available prior to the date of the CPA Inspection).

5.2 FUTURE PLANS

The Council has a good record of putting statutory plans and policies in place. For example, we started work on a Community Strategy in 1999 and in April 2001 we were one of the first councils in Hampshire to have an adopted Community Strategy. Another example of timely work was the publication of our Race Equality Scheme by the due date of 31 May 2002. Working with our partners we were also quick to develop and implement a Community Safety Strategy.^x

Our plans are soundly based on appropriate consultation.^y In the case of the Community and Corporate Strategies, these also were based on wide community consultation and partner involvement.

In terms of the Council's priorities, strategies and improvement plans are in place for two of these (cleaner and safer), and a completely revised regeneration strategy is being developed for the third, and most challenging, priority (more prosperous). A further step that we need to pursue is to use these cross-cutting strategies to combine and replace strategies that have been developed in a more ad hoc way in the past.

With regard to taking forward the Council's 'more prosperous' priority, the foundations for this are already in place. Significant land allocations for major development are coming forward positively in the emerging Local Plan and will create the opportunity to boost the local economy in a sustainable way. As mentioned earlier, the outcome of the highly innovative "Visioning Workshop" held early July with SEEDA will now be used to take forward a new Regeneration Strategy to reshape and modernise the Borough economy and create the kind of community we would like to see by 2020. We will also be working closely with SEEDA and a range of partners in South East Hampshire to develop an Area Investment Framework and secure appropriate funding to further our 'more prosperous' priorities. In addition, we will continue to work towards the regeneration of Leigh Park through the implementation of the 'Creating Quality Places' initiative and maintain our focus on tackling deprivation in the Borough in other locations. In this respect the Council will need to continue working closely with Portsmouth City Council and Hampshire County Council as both authorities have key land ownership and service responsibilities within these communities.

In 2002 we established an Anti-Poverty Forum, which includes housing associations, local charities, community development workers and the voluntary and community sector. We expect to agree an Anti-Poverty Strategy by December 2003. This work will be taken forward by the relevant task group within the LSP. One planned early initiative is a benefits take-up campaign.

Working with our Partners on the LSP we have begun a process of reviewing the Community Strategy. The review, to be completed in 2004, will build on the achievements of the current Community Strategy and provide a strategic framework upon which our future investment and work programmes will be based.

^xHavant Community Safety Partnership won the Hampshire Police Authority award for an Outstanding Contribution to Crime Prevention in 2000.

^yIn the case of the draft Local Plan, people were able to consult it on our website and submit comments on-line.

HAVANT BOROUGH COUNCIL CORPORATE SELF-ASSESSMENT

Spin-off benefit

In terms of organisational development the Council's future plans are clear. The comprehensive approach that is embedded in the Change Development Programme has already begun to make a noticeable improvement in the way the Council operates. A paper outlining proposed changes with services, as phase 2 of our restructuring, will be put out for staff consultation in September. Reorganisation of services will proceed before the end of the year.

Plans to improve quality assurance across the Council include developing and publishing service standards for all services, improving our performance management systems, and conducting more regular and detailed customer service surveys.

An area of weakness that sometimes becomes apparent is the tendency to agree to undertake certain projects or initiatives without being absolutely clear about the extent of staffing resource that would need to be committed, whether it could be made available and what else might have to be put on hold or dropped in order to free up the staff time. This needs to be addressed in a business planning context.

The Peer Challenge and the CPA are significant milestones on the route towards becoming an excellent Council. The ongoing implementation of the Change Development Programme beyond CPA will be a continuing priority in our future plans.

CONCLUSION

Overall, the picture that we paint is one of a Council with significant successes that is striving hard to improve its services in the face of considerable financial constraints and important recent changes in political control and organisational structure. We believe that the people of Havant have continued to benefit from a generally high level of services in spite of these obstacles, and that the considerable scope for improvement has been recognised and is being actively pursued.

HAVANT BOROUGH COUNCIL CORPORATE SELF-ASSESSMENT

SELF-SCORING ON CORPORATE ASSESSMENT

Theme	Score	Key Strengths	Key Weaknesses
Ambition	3	<p>Community Strategy adopted in 2001 by a Community Partnership of 57 partners after extensive consultation.</p> <p>LSP launched in 2002. Multi-partner Task groups set up in 2003. Council working with 139 partners.</p> <p>Corporate Strategy (2003-2008) adopted which reflects local and national priorities, and complements the Community Strategy.</p> <p>Extensive research to benchmark the Borough's social, economic and environmental performance.</p> <p>Regeneration of neighbourhoods being achieved by partnership working.</p>	<p>Disparity of communities within the Borough sometimes leads to difficulties in agreeing a common vision.</p> <p>Communication of ambitions and strategies could be improved.</p> <p>Regeneration efforts now need to be more broadly focused on the Borough as a whole.</p>
Prioritisation	3	<p>Citizens' panel used to identify priorities and inform budget setting.</p> <p>Focus and neighbourhood groups used to determine specific priorities.</p> <p>Priorities agreed in Corporate Strategy and reflected in business plans.</p> <p>Significant budget reallocation to meet priorities.</p>	<p>Greater political agreement required on priorities for Borough as a whole.</p>
Focus	3	<p>Strong financial and capital management controls in place.</p> <p>CDP established as a key driver for change.</p> <p>New organisational structure in place with clearly defined roles and purpose.</p> <p>Sustained focus on shifting expenditure from low to higher priorities.</p> <p>Significant successes achieved in terms of quality of services and regeneration efforts.</p>	<p>Focus needs to become more external now that internal change is bedding down.</p> <p>Role of O&S needs to be clarified.</p> <p>Political determination needed to follow through on difficult decisions.</p>
Capacity	3	<p>Knowledgeable experienced staff and low turnover rates.</p> <p>HR policies in place and covering key aspects of staffing matters.</p> <p>Strong financial controls and appropriate levels of reserves.</p> <p>Effective use of a variety of service delivery providers and partnership arrangements.</p> <p>Good Member Officer relations.</p> <p>CDP increasing officer capacity.</p>	<p>Capacity of members is improving but needs further support.</p> <p>Financial capacity is low.</p> <p>Officer capacity needs to be further underpinned by training and development and by a comprehensive people strategy.</p>

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Theme	Score	Key Strengths	Key Weaknesses
Performance Management	2	<p>Corporate and business plans in place that include service standards, performance indicators and targets.</p> <p>Performance monitoring reports are submitted to Management Team and Overview & Scrutiny Boards.</p> <p>Corporate complaints procedure sound, and high customer satisfaction levels with handling of complaints.</p> <p>Risk management approach is sound and comprehensive, and led by a cross-service working group.</p> <p>Capital Strategy and Asset Management Plan rated 'Good' by GOSE.</p>	<p>Standards and targets not fully developed or sufficiently well publicised.</p> <p>Performance management culture not as strong as business planning culture.</p> <p>Performance management system needs further development and better usage by management and members.</p> <p>Evidence that the Council achieves value for money is lacking in some service areas.</p>
Achievement in quality of service	3	<p>Citizens' satisfaction rates are generally high, with many in the top quartile.</p> <p>Generally good PIs in our service priority areas and examples of service activities that add value and help deliver our priorities.</p> <p>Quality assurance accreditation for several services, e.g. ISO 9001, ISO 9002 and IIP.</p> <p>Strong staff commitment to front line services and good customer focus.</p>	<p>Audit Commission Inspections for certain specific services returned low ratings.</p> <p>Performance information has not been used to drive quality sufficiently.</p>
Achievement of improvement	3	<p>About half our BVPIs have shown improvement and we are on track to achieve E-gov. targets.</p> <p>Customer access and response rates improved with new Contact Centre and Havant Online facilities.</p> <p>Improvements achieved in street cleaning and grass cutting, and dealing with abandoned vehicles.</p> <p>Environmental improvement schemes completed.</p> <p>Significant investment in and improvement of community safety.</p> <p>Regeneration schemes delivering improved localities, new homes and business development.</p> <p>Business Start up achieving excellent results by national and regional comparison.</p>	<p>Little improvement in transportation issues.</p> <p>Town centre regeneration needs to be a priority.</p>
Investment	3	<p>Comprehensive change development programme already in place and delivering.</p> <p>Use of external peer review in 2002, as well as a further peer review as part of CPA.</p>	<p>Overview and Scrutiny arrangements are improving but need further investment to be really effective.</p> <p>Best Value reviews have not driven improvement in services sufficiently.</p>

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Theme	Score	Key Strengths	Key Weaknesses
		<p>Clear evidence of investment in priorities through budget reallocations.</p> <p>Improvements to recycling rates will be achieved this year with the investment in further wheeled bins for domestic collection of recyclable materials.</p> <p>Sound risk management system developed.</p> <p>Partnership working is embedded throughout the Council.</p> <p>Community consultation is good and capacity building takes place.</p> <p>Good track record of securing external funding and investment into the Borough, coupled with medium-term financial strategy and exit strategies, where appropriate.</p>	
Learning	3	<p>Peer review in 2002 and resultant change development programme is evidence of a learning council.</p> <p>Change development programme is based on extensive staff involvement, experimentation and sharing of experiences.</p> <p>Council has learnt from good experiences, e.g. Wecock regeneration, and bad experiences, e.g. failure of Havant Borough Partnership.</p> <p>Council is learning from others, e.g. Peer Review, BVR Inspections, partners and other local authorities.</p>	<p>Need to become less internally focussed to improve our capacity to learn from external exemplars.</p> <p>Need to develop a more systemic approach to learning and sharing knowledge.</p>
Future Plans	3	<p>Good at putting statutory plans/policies in place.</p> <p>Community and Corporate Strategies based on wide community consultation and partner involvement, and arrangements in place for review of the Community Strategy.</p> <p>Strategies and plans in place for 2 of the Council's priorities, and being developed for the 3rd priority (more prosperous).</p> <p>Good foundations in place for delivering regeneration.</p> <p>Change Development Programme is embedded and will continue.</p>	<p>More work needed to empower the LSP.</p> <p>Need to work more strategically with neighbouring authorities.</p>

District Council CPA Self-assessment Pro-Forma for Balancing Housing Markets

1. How well does the council understand its housing market and from its understanding has the council developed the right proposals to help balance its housing markets?

SUB BHM QUESTIONS	COUNCIL STATEMENT
<p>1.1 Does the council have the right research base to understand its housing market?</p>	<p>1.1 Havant’s housing market is characterised by a predominantly modern housing stock, in generally good condition, in which home ownership is the principal form of tenure. An unusual feature of the Borough is the very large scale building of social housing by Portsmouth City Council in the post war period. The effect of Right to Buy since 1980 has vastly reduced the size of the social rented sector but the unusual scale and nature of this development, much of which remains in Portsmouth’s ownership, continues to have an impact on the Borough. The private rented sector is small; affordability and access to suitable housing is the key issue for low income and newly forming households. This has been exacerbated by sharply rising prices in the late 1990’s. Demand for affordable rented housing is far in excess of supply and as a consequence of this, many statutorily homeless spend long periods in temporary accommodation.</p> <p>Our approach to understanding the local housing market starts from the view that the economy of Havant Borough is inextricably linked to the wider economy of South East Hampshire. Havant Borough is made up of the distinct communities of Havant, Waterlooville, Leigh Park, Hayling Island and Emsworth. Some marked differences exist between these areas but each shares a close link to the wider sub-region and a high proportion of Borough residents commute to jobs elsewhere: in Portsmouth and along the M27 corridor between Southampton and Chichester in particular.</p>
<p>1.2 How well does the council develop and evolve its strategies and plans?</p>	<p>1.2 To reflect this Havant has joined with its neighbours in Portsmouth, Fareham and Gosport to undertake research covering the housing market in the four districts of SE Hampshire. The South East Hants Housing Market Study 2002 (SEHHMS) offers a radical and innovative departure from traditional ‘Housing Needs Surveys’. Fundamental to this approach is the appreciation of the links between housing and labour markets, the need to form a comprehensive view of the whole housing market (not just affordable housing) and the inter-dependence of labour and housing markets within the four districts. Whilst aspects of the study are controversial, its approach has been welcomed by GoSE and other interested parties. Partly as a result of this the study’s authors have now been commissioned to carry out a wider review of housing needs in the South East on behalf of the newly established Regional Housing Board.</p> <p>The SEHHMS incorporated a ‘top down’ study of housing requirements based on government figures for households’ growth and a contrasting ‘bottom up’ study of needs based on survey evidence from household interviews. This was complimented by supplementary studies of specific segments of the market including employers of ‘key workers’, BME households, commuters and students. A separate, but parallel study, was undertaken to cover the immediate catchment area of the West of Waterlooville Major Development Area (MDA) where as many as 3,000 new homes are being planned. The results of the study have been published and widely disseminated to key stakeholders and form the basis for co-operation between LAs in the sub-region. The MDA will have a major impact upon Havant’s</p>

HAVANT BOROUGH COUNCIL CORPORATE SELF-ASSESSMENT

SUB BHM QUESTIONS	COUNCIL STATEMENT
<p>1.3 Does the council have the right strategies and plans to help it balance the housing market?</p>	<p>We monitor trends in our housing market on an ongoing basis by gathering data on house prices, rental costs and earnings. Of particular interest is the re-sale value of former Council homes since the unusually large pool of this type of housing in Havant generally provides the most accessible route into home ownership for first time buyers. The demand for social housing is expressed through applications to the housing register and approaches to our Housing Aid service. We monitor this as part of our annual review of homelessness.</p> <p>The Borough's housing stock is fairly modern and for the most part in good condition; the private rented sector is small and there are few problems associated with multiple occupation. Our last Stock Condition survey was undertaken in 1997; a new study has been commissioned and the results of this should be available before the end of 2003. The Borough's two major social landlords (Portsmouth City Council and Hermitage HA) are sharing information with us on their progress towards meeting the Decent Homes Standard in their respective stock.</p> <p>1.3 The Council published its Community Strategy in 2001 following an extensive period of consultation with residents, businesses and partners. The key strands of this plan – including Enabling Better Housing – are now being refined and re-cast through our Local Strategic Partnership (LSP). Our Community Strategy aspirations are reflected in the Housing Strategy; <i>'Building Communities - Meeting Needs'</i> which we published in 2002. This reflects a wide range of views gathered through liaison meetings, stakeholder forums and other consultation including the use of our Citizens' Panel, Community Pulse. The strategy is based upon an analysis of the market, housing affordability and the need to promote regeneration in some of the Borough's most disadvantaged neighbourhoods. It makes explicit links to national and regional policy priorities to provide affordable housing, address homelessness and promote neighbourhood renewal by encouraging sustainable communities. It contains a three-year action plan with clearly defined priorities and SMART objectives, a key part of which is to enable RSLs to deliver 600 additional affordable homes in the period 2002-07. The Action Plan contained in the strategy also sets objectives in relation to wider issues including BME needs, Home Energy Conservation (HECA) and Supporting People. A separate strategy to prevent and reduce homelessness was published in July 2003. The key objectives of this are to reduce the number of homelessness acceptances by focusing on prevention and to improve access to better quality temporary as well as permanent housing solutions.</p> <p>We have actively promoted resident involvement in key regeneration schemes as well as through consultation on the Local Plan, which has recently completed its Public Inquiry stage. The plan sets out how Structure Plan targets for new housing provision will be met through development during the period to 2011. The Plan reflects national policy objectives to promote development at higher densities in sustainable locations with a strong emphasis on development of previously used land and the need to provide affordable housing to meet local needs. Our current planning policy seeks a 25% affordable housing element of schemes of 15 or more homes and our approach has been to negotiate for this to be provided by RSLs as rented housing. This is now being reviewed in the light of the Public Inquiry and a general shift in emphasis towards a broader interpretation of 'affordable housing', which incorporates low cost home ownership and key worker housing requirements. The Local Plan also places specific emphasis on meeting local aspirations for neighbourhood renewal. The best example of this is in relation to the ambitious urban regeneration scheme for Leigh Park, which is being promoted by SEEDA as part of their <i>'Creating Quality Places'</i> initiative. This is referred to in more detail later and described more fully in Appendix 4.</p>

HAVANT BOROUGH COUNCIL CORPORATE SELF-ASSESSMENT

2 What are the council’s actions and what outcomes has it achieved in helping to balance housing markets?

KEY BHM QUESTIONS	COUNCIL STATEMENT
<p>2.1 How well is the council working corporately to help balance the housing market?</p>	<p>2.1 The two key ‘levers’ through which the Council influences the local housing market are the Local Plan and the Housing Strategy. Both depend upon strong corporate commitment within the Council as well as effective external partnerships. Until recently the Council’s financial strategy was based upon its debt-free status. This enabled the Borough to re-invest 100% of its capital receipts into LA Social Housing Grant schemes. A formally adopted policy existed between 1996 and 2003 through which all capital receipts were used to fund LASHG. Through the Asset Management Plan a number of under-utilised assets have been identified to generate receipts to support this programme.</p> <p>By effective corporate working we have delivered an LASHG programme in excess of £10 million over the past three years. Programme delivery has been within +/- 10% of the planned programme and schemes have been linked to wider regeneration initiatives and in some cases linked to external funding streams such as SRB. Since Stock Transfer in 1994 the Council has enabled RSLs to provide more than 1000 additional affordable homes. Collaborative partnerships have provided access to private finance and enabled the pooling of resources. The Council’s Housing Partnerships team includes five posts that have been enabled through external funding and secondment/partnership arrangements. This kind of co-operation helps to stretch limited staff resources and adds value by expanding the range of expertise at our disposal.</p> <p>As part of the Council’s Change Development Programme, a new staffing structure has been introduced from July 2003. Under the new arrangements, housing strategy will be part of the Regeneration Group which includes Planning services and is aligned closely to Economic Development and other essentially strategic and enabling roles. The new structure has been designed to promote more effective strategic working as well as an enhanced customer focus. This recognises the interrelationship between housing, planning and a range of other Council functions (including finance, health and economic development) which contribute to the housing strategy.</p> <p>A Housing Task Group has been established as part of Havant’s Local Strategic Partnership and this is chaired by the Chief Executive of one of our leading RSL partners. The LSP provides a forum through which a wider range of partners can contribute to solving local issues. The Housing Task Group reflects a broad membership incorporating RSLs, tenant/resident groups and private sector interests. The LSP also facilitates a more joined up approach between the Council and other statutory agencies such as the Primary Care Trust, Social Services and County Council all of whom have an important stake in a balanced housing market.</p>
<p>2.2 Is the council pursuing the right actions and initiatives to help balance the housing market and</p>	<p>2.2 Havant is one of only a few Councils in Hampshire that is meeting its Structure Plan targets for new house building. The Borough works closely with the County Council to monitor progress which is reported to elected members on an annual basis. The justification for the sites selected has been examined as part of a Local Plan Inquiry which was concluded in 2003. The Plan emphasises the development of previously used land and other sites in existing urban areas. The phasing of sites as well as the provision of reserve allocations provides flexibility to meet shortfall whilst also ensuring that brownfield sites are developed ahead of green field allocations. An ‘Urban Capacity Study’ (UCS) was commissioned to demonstrate the potential for providing new homes in existing urban areas; this is described in more detail in Appendix 5. Where appropriate, owners of sites identified as part of the UCS have been approached with a view to exploring the potential for residential development. We are meeting Government targets on new housing density and have enabled some very successful conversion of non-residential premises for affordable housing. Havant’s former tax office, the Clock</p>

HAVANT BOROUGH COUNCIL CORPORATE SELF-ASSESSMENT

KEY BHM QUESTIONS	COUNCIL STATEMENT
<p>are the outcomes for local residents and the housing market as a whole making the right kind of difference?</p>	<p>House in Waterlooville and 19 East Street all provide good examples of long term empty commercial properties that have been converted by RSLs and now provide attractive, affordable housing in town centres.</p> <p>Development Briefs are provided for larger schemes and particularly for greenfield sites allocated under the Local Plan. Development Control staff have contributed significantly to key housing and regeneration schemes through an active role in pre-planning advice and participation in schemes such as that at Wecock Farm. This is illustrated in more detail in Appendix 6. The Council takes a robust approach to PPG3 and recently lowered its threshold for the provision of affordable housing to 15 units, reflecting the fact that the majority of new developments in the Borough are on smaller sites.</p> <p>Our strategic objectives are to meet our structure plan requirements in terms of new housing and to limit the number of homeless households in temporary accommodation. In terms of providing more homes, and affordable housing in particular, there are two key priority areas for action. The West of Waterlooville MDA is being planned to provide up to 3,000 new homes in the period to 2011. We are working with Winchester CC and other partners to ensure that this contributes significantly to meeting the local need for affordable housing. The 'Creating Quality Places' initiative is a community based urban regeneration scheme focused on Leigh Park. It is being carried out in conjunction with SEEDA and the Prince's Foundation and depends on a high level of engagement with local residents. The initiative was launched with a week long 'Enquiry by Design' process which recently took place in Leigh Park. Whilst the initiative is not aimed specifically at the housing market, it is concerned with the quality of the urban environment and we expect new housing to be one of the outputs that will help deliver residents' aspirations for the estate. At this early stage it appears to be clear that residents accept and support the need for significant new development as a way to generate environmental improvements and the provision of new amenities. This follows a model of successful regeneration, which we initiated through the Wecock Farm Regeneration Scheme, which was mentioned earlier.</p> <p>Significant improvements have been made since housing transfer in reducing homelessness and the use of Bed and Breakfast. Our focus is on preventing homelessness as opposed to reacting to it. Our strategy for this centres on early intervention and a range of initiatives which help low income and vulnerable households, who are most likely to be excluded from the housing market, to access private rented housing. These initiatives include the First Base Accommodation service for young people, Private Leasing, Rent Deposits and our Supported Tenancy Scheme. The success of these schemes has enabled us to limit the growth in homeless acceptances and reduce our reliance on Bed and Breakfast accommodation and unsatisfactory hostel accommodation, especially for families with children. A summary of our Bed and Breakfast Reduction Plan is provided in Appendix 7.</p> <p>Significant progress has also been made with the introduction of Supporting People and in the past three years we have invested significantly in new supported housing. This has included new provision for people with mental health and learning disabilities, care leavers, young parents and the relocation of a women's refuge.</p> <p>Following the Regulatory Reform Order we have adopted a new set of proposals for addressing unfitness in privately owned homes. In recognition of high property values in the Borough this involves a shift away from grant based funding towards equity release and loan schemes. Though the condition of the private housing stock is generally good, a significant number of households, disproportionately elderly, are unable to heat their homes economically. To address this we are working hard to promote 'Warmfront' grants and have also attracted significant private investment in other Home Energy Conservation Schemes.</p>

HAVANT BOROUGH COUNCIL CORPORATE SELF-ASSESSMENT

2 How well does the council monitor its progress and impact in helping to balance housing markets and how effectively does this feed into future strategies and plans?

KEY BHM QUESTIONS	COUNCIL STATEMENT
<p>3.1 How well does the council monitor its progress and assess the impact of its work to help balance the housing market?</p>	<p>3.1 Progress in meeting Local Plan Targets is recorded in conjunction with the County Council and reported to members as part of an annual monitoring report. This indicates the number of housing completions against structure plan targets as well as providing data on density of development and % of development on previously used land. Progress in providing affordable housing is reported to members as part of a standard 'work programme' item to the relevant scrutiny board, an example of which is shown at Appendix 8.</p> <p>The housing strategy itself is based upon a three-year action plan linked to clearly defined objectives and smart indicators. The components of our strategic objectives are defined in more detail with key responsibilities attributed for them in Business and Service Plans and as part of our staff appraisal process. Progress in meeting housing strategy objectives is reported in annual updates. We monitor the performance of our partner agencies through Service Level Agreements and Performance Indicators; for RSLs these are based upon standard annual returns to the Housing Corporation. Given the very serious challenge we face in meeting national targets to reduce the number of households placed in Bed and Breakfast, our Housing Aid Team meets at the start of each week to co-ordinate action to prevent families being placed in Bed and Breakfast. Local Performance Indicators are also compiled to measure progress in reducing the time homeless households spend in temporary accommodation. A summary of these indicators is provided as part of Appendix 7, which describes our Bed and Breakfast Reduction Plan.</p>
<p>3.2 Has the council learnt from what it is doing to help balance the housing market to develop and improve its future strategies and plans?</p>	<p>3.2 We develop our policy and practice in the light of experience, changing market conditions, changes in the statutory and regulatory framework and through what we learn from partners, stakeholders and customers. We participate in a number of inter-authority groups which provide for a sharing of best practice. We subscribe to the Housing Quality Network's Housing Strategy Centre for Excellence service and have taken part in Peer Reviews of housing (2001) and corporate services (2002). Similarly both Housing and Development Control services have been subjected to Best Value reviews both of which have produced improvement plans that have subsequently been implemented.</p> <p>Most of all we learn from the success (and sometimes failure) of what we do. The Wecock Farm Regeneration scheme has provided a model for what we are now trying deliver in Leigh Park through the 'Creating Quality Places' project. Similarly our Supported Tenancy Scheme has evolved to a significant degree from the dialogue with our private landlords forum in relation to the Rent Deposit Scheme. By working in partnership and placing importance on the views of customers and stakeholders we expect to continue improving the way we work.</p>

District Council CPA Self-assessment Pro-forma for Public Space

1. How well does the council contribute to the management of the physical environment?

INSPECTION FOCUS	COUNCIL STATEMENT
<p>1.1 Does the Council secure a high quality environment through new build and maintenance work?</p>	<p>1.1 The Borough’s Community Strategy recognises and addresses the challenge of developing our local economy without damaging our local environment. Regenerating existing urban areas, ensuring that sustainable development takes place and creating a place where we will want to live and work, form part of the priority aim of enhancing the environment. Quality of life aims feature clearly in both the Community Strategy and Corporate Strategy. There is clarity about improving the local environment in the context of the economic, social and cultural needs of the Borough. The Council’s proposed Borough Wide Local Plan framework will provide capacity to deliver necessary jobs, homes and community infrastructure, and actively encourage development in sustainable locations and contributions to green transport schemes.</p> <p>In support of sustainable development the Development Control Service actively seeks pre application discussions with developers and involves statutory consultees at an early stage. The Development Control Service also publishes advice notes for residents/developers. The Development Control Service does not meet current BVPI performance targets, although it has improved performance relative to major applications in past 12 months. Staff turnover has been recognised as the key issue and is being addressed, e.g. by the introduction of career grades and by supporting staff to obtain planning qualifications.</p> <p>Plans and actions are in place to address Identified priorities. Some examples include: ‘Creating Quality Places’ – a joint initiative for urban renewal in Leigh Park; Waterlooville Town Centre Urban Framework; Wecock Regeneration – a scheme providing new homes, community buildings and facilities; Sinah Common Site of Special Scientific Interest Management Plan – an important area of Hayling Island being monitored and protected by working with English Nature; West Hayling Local Nature Reserve – a new reserve established with a four way partnership with the RSPB and HCC which attracted 50% match funding from the EU.</p> <p>Overall and detailed design takes account of use and maintenance requirements. Local architects with local knowledge are employed in design of new buildings. The Council promotes the use of sustainable and local materials in enhancement schemes where practicable. An extensive energy saving programme has been undertaken for Council buildings. Planned maintenance schemes cover Council- owned property and land holdings, sympathetic to and intended to maintain and enhance environmental quality.</p> <p>New build projects incorporate sustainable design attributes, such as at Bedhampton Social Hall. Wheelchair and pushchair access is provided to all council-owned buildings. The needs of the disabled are addressed in planning for public space. Another example of a recent development addressing quality of life issues effectively is Parchment Housing Association’s current Eco Housing Scheme at New Lane, designed as a sustainable scheme.</p> <p>Council staff are available to assist in public areas, enabling maintenance defect reporting. Specialist external operational staff are dedicated to proactively identifying maintenance issues. Website information and a customer services email address are provided to assist with reporting and processing defects.</p>

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	<p>There are effective procedures in place to deal with enforcement issues, including invasion of public space by travellers, contamination and littering in problem areas. Proactive use is made of S215 notices under the Town and Country Planning Act (Wasteland Notices). The Council seeks to deal effectively with pollution, noise and other nuisance issues. A two day target is in place for responding to callers reporting nuisance problems. There are currently no significant air quality management issues. Regular monitoring is undertaken with regard to oxides of nitrogen (especially in relation to vehicle emissions), seawater bacterial quality and radiation.</p> <p>The Council recognises the impacts and risks to the local area from global effects and is seeking to strengthen its capability to identify and respond to climate change. The Local Plan identifies areas at risk of flooding and the Council works proactively with the Environment Agency to take action.</p>
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2. Does the council help keep the locality clean?

INSPECTION FOCUS	COUNCIL STATEMENT
<p>2.1 Does the council deal effectively with household and other waste?</p>	<p>2.1 The Council is an active partner of Project Integra. This county-wide all authority partnership works towards managing Hampshire's waste in a more sustainable way, delivering integrated household waste solutions which embrace the waste management hierarchy. Project Integra strategies include the Council's own Recycling Plan. The Council has also developed and adopted a local level Borough Waste Management Strategy, including policies, plans and proposals for achieving statutory and locally established targets. The Strategy has been published via the Council's Newsletter and website and promoted through talks and presentations to schools and interest groups.</p> <p>Waste reduction (minimisation), and/or reducing the rate of waste growth, are addressed by the Council's banning of green waste from the waste stream, promotion of home composting, charging for the collection of bulky waste etc. A three year plan of waste analysis, social/lifestyle forecasting and associated awareness programmes is undertaken through Project Integra. Reusing waste material is addressed by promoting the County's network of HWRCs where unwanted items can be taken for reuse, educating residents to repair or offer useful items for reuse and promotional schemes (for example home composting). Waste recycling is key to the Council's current and future waste management strategies. The Council has been operating a kerbside recycling collection scheme since 1996, which expanded borough-wide in 1998. The Council's recycling performance has increased from 5.2% in 1993/94 to the current recycling performance level of 17%. The Council has also approved significant additional current investment in recyclable material kerbside collection services, expected to increase recycling performance to 19% in 2003/04.</p> <p>As well as expanding its kerbside recycling collection services, the Council also provides 44 recycling 'Bring Sites', which have achieved increased recycling volumes, up from 1,689 tonnes in 1993/94 to a current performance of 2,347 tonnes. The Council recognises the need for additional investment in future years to increase performance in line with national priorities and achievement of statutory recycling targets (33% by 2003/04, 36% by 2005/06). The Council's policy is to invest first in current schemes and approaches in order to maximise waste reduction and recycling that can be achieved in that way and then to seek to implement new initiatives to improve on this. A Refuse Collection and Recycling Member Working Party is evaluating options to meet the government targets and will consider alternative weekly collections of recyclable and non recyclable waste as well as opportunities for a green composting scheme.</p> <p>The Council invested a capital sum of £730,000 in 2002/03 in renewing and upgrading vehicles and plant to achieve improved services. Vehicle Renewal Strategy is in place; programmed replacements in 2003/04 are being funded and in future years.</p>

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<p>2.2 How effectively is the council cleaning streets and other public places?</p>	<p>The volume of waste per head has increased by 14.7% over the period 1998/99 to 2002/03, making it unlikely that we will achieve the Council's waste reduction targets of reducing this to under 1% by 2003/04. The tonnage of waste disposed of via landfill has increased by an average of 2.57% over the period 1998/99 to 2002/03 against a target of reducing this to under 1% by 2003/04.</p> <p>Public consultation and satisfaction surveys have demonstrated strong approval ratings for the Council's waste collection services and performance, i.e. most recently 84% in 2000/01. A Community Pulse Survey carried out before the last budget showed that nearly 80% of respondents ranked increased recycling as their top priority.</p> <p>2.2 Performance specifications are in place and adhered to within acceptable margins. The cleansing of streets, car parks and the like is based on the 'Tidy Britain Group' guidelines as prescribed in the EPA 1990. Street cleansing schedules prior to 2002/03 ranged from 4 x daily for town centres to 4-weekly cleanse in some residential areas. Additional investment now ensures that no street is visited less than fortnightly and a range of mechanical sweepers aid cleanliness in heavily littered areas. Litter hotspots and areas subject to fly-tipping have been identified and are visited regularly and cleared when necessary.</p> <p>Work has commenced on the promotion of litter awareness especially with schools.</p> <p>Public consultation undertaken in 2000/01 showed that 75% of residents were happy with the general cleanliness of the borough. Shortcomings in the waste collection or street cleansing services can be reported to the Council via an easily accessible Customer Contact Centre. Standards are set for taking corrective action, e.g. missed bins are collected on the same day/following working day depending on the time of notification. Operational supervisors monitor in-house performance on a daily basis. A dedicated in-house performance and development team undertakes policy development, additional performance monitoring and resolves complex issues.</p> <p>Random sampling of streets is carried out by this team along with assessment of other local PIs such as fly-tipping response times and litter bin use. Overall, high level public relations are maintained. Arrangements have been made to respond to the new BVPI 199 regarding grading and cleanliness of streets.</p> <p>Fly tipping and graffiti removal performance are measured by a local performance indicator; the target is for removal within 24 hours of notification. Abandoned vehicles have been the subject of a service review resulting in much-improved fast response systems. Unwanted vehicles are removed by way of a local partnership with a charitable trust.</p> <p>Litter and dumping on private land is dealt with proactively by tracing landowners and using the EPA to enforce clearances. In some instances where no owner of the land can be identified clearances are made by the Council for environmental reasons.</p>
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3. Does the council work with partners to improve community safety?

INSPECTION FOCUS	COUNCIL STATEMENT
<p>3.1 Does the council provide an effective contribution to the local crime and disorder reduction partnership?</p>	<p>3.1 The Borough's Community Strategy recognises that crime and disorder affects everyone's quality of life; making a safer community is therefore a priority aim and this is supported in the Council's Corporate Strategy. Clear community leadership and vision for improving community safety is provided by the Havant Community Safety Partnership, which comprises 29 local organisations. The Council established the Partnership and drives and supports its work. The success of the Partnership has been recognised by Hampshire Police Authority who in 2000 gave the Partnership its award for an Outstanding Contribution to Crime Prevention.</p> <p>The Council leads, funds and provides administrative support to the Partnership, e.g. by conducting crime and disorder audits, consulting key agencies and the community, identifying priorities for action, developing three year Crime and Disorder Strategies and related action plans with agreed targets, and monitoring and evaluating performance.</p> <p>The Council's Community Safety Panel promotes regular policy development, communication, learning, monitoring and evaluation at strategic and operational levels. The Panel comprises elected members representing Local Focus Group areas and local members of the Police Authority, Hampshire Fire and Rescue and County Council.</p> <p>The Council commits financial and manpower resources and has obtained significant external funding from the Home Office, SRB and Hampshire Police Authority for crime and disorder reduction initiatives.</p> <p>The Community Safety Partnership has published an Audit of Crime and Disorder in the Borough of Havant 2001 and a Crime and Disorder Strategy for the Borough 2002-2005 (CDS), which addresses key national issues. The five key priorities are: reduce crime and disorder and increase public reassurance, reduce the involvement of young people in crime and disorder, whether as offender or as victim, tackling drugs and alcohol abuse and related crime, protecting vulnerable people and tackling domestic burglary.</p> <p>The Council has published, on behalf of the Partnership, an April 2003 Review of the Strategy for Reducing Crime and Disorder During the Period 2002-2005. It sets out an Action Plan showing performance/action status against the objectives for each key priority, with updated targets, milestones and responsibility details. Progress is monitored quarterly by the Council.</p> <p>Effective joint working with other agencies is demonstrated by joint planning and working with the Hampshire Drug Action Team, Neighbourhood Watch and Youth Offending Team as part of the Partnership's Community Safety Team. The Council's support for Neighbourhood Watch has enabled more than 40 new schemes to be started in the last 18 months, 4 of which are in high crime areas.</p> <p>Targeting of resources to geographical priorities is evidenced by work undertaken for the Stakes Project Group.</p> <p>The Council meets its 'Section 17' duties as evidenced by active involvement in crime and disorder reduction related work. This includes the multi-agency Anti-Social Behaviour Panel, consulting the Community Safety Officer and Police Crime Reduction Officer on planning applications, prompt removal of fly tipping and abandoned cars, improving street lighting and reducing the fear of crime.</p>

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<p>3.2 Has the council (in partnership) been able to secure impact on outcomes as a result of the local community safety work?</p>	<p>3.2 The Havant Community Safety Partnership is proving to be successful, with objectives and targets being largely achieved. Implementation of the 2002-2005 CDS is continuing to promote public reassurance and there is evidence from the 2003 Review of an effective approach to media management.</p> <p>The deployment of CCTV cameras has been expanded such that there are now 76 in use compared to 50 in 2001. This is contributing to the reduction in fear of crime. The CCTV system is also valued by the Police and retailers through its links with the Shopwatch Radio Schemes. The incidence of domestic burglaries has reduced from 11.8 per 1,000 households in 2000/01 to 6.5 in 2002/03.</p> <p>The Council's abandoned vehicles service has been further developed, in conjunction with the Police and Fire Service, to include an emergency response for out of hours incidents where the vehicle is deemed to be hazardous to public safety.</p> <p>In terms of tackling anti-social behaviour, we have introduced the Anti Social Behaviour Panel and so far have achieved 7 Anti-Social Behaviour Orders (4 or which are post conviction) and agreed 40 Acceptable Behaviour Contracts.</p> <p>The full impacts and benefits of the Council's approach to local community safety work are shown by the findings set out in the Fear of Crime Survey 2001, the Audit of Crime and Disorder in the Borough of Havant 2001, the Crime and Disorder Strategy 2002-2005 and the April 2003 Review of the Strategy for Reducing Crime during the period 2002-2005.</p>
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4. Does the council contribute to activities to positively engage children and young people?

INSPECTION FOCUS	COUNCIL STATEMENT
<p>4.1 Does the council have a clear idea about the needs of local children and young people?</p>	<p>4.1 Working to engage young people is a priority aim of the Borough's Community Strategy. The Council's Corporate Strategy supports this priority aim and the national priority of improving the quality of life of young people.</p> <p>Havant Borough Council provides budgetary assistance of around £1,000 each year to the Havant Youth Council. Council Members sit on the Youth Council Steering Group, often attend Youth Council Meetings, and the minutes are considered at Social Wellbeing Board meetings.</p> <p>In July 2002, the Stakes Lodge Estate Project carried out a detailed Youth Survey in two local secondary schools in Stakes, Waterlooville. With a 75% response rate, the Survey asked young people about a range of issues including money, free time and community safety. This has been followed up by a residential event and a group has been formed to tackle the priority areas identified, linking into Havant Borough Youth Council.</p> <p>The www.youthbeat.net website, maintained by the Youth Council, often runs opinion polls to get young people's views on a particular issue. The website is updated on a daily basis and local agencies can arrange to run a poll relevant to their area of work.</p> <p>Havant Borough Youth Council is highly regarded as a forum for consultation when new services are being planned: a key example of this is the proposed Skate Park in Waterlooville. Youth Councillors were informed of the proposals, and asked for their views, especially in relation to the location of the park. These views were then fed back to the elected Members, who decided to go ahead with the site chosen by the young people, rather than that of the residents.</p>

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<p>4.2 What is the council doing to secure a range of activities for young people and encourage their positive engagement?</p>	<p>The Youth Council is an active participant in the LSP and held an LSP Young People Conference on 30 July, to help review the existing Community Strategy.</p> <p>4.2 The regular Crimestoppers dance night SNAP (Say No And Phone) is extremely successful in Havant, often with in excess of 1,000 young people attending each event. The community cohesion which the SNAP night provides comes through very clearly as it brings young people from all over the Borough together in single venue.</p> <p>An extensive programme of sports, art and leisure activities is organised for young people by the Council's Community Services Team, much of which serves the dual purpose of providing diversionary activity and engaging socially excluded young people and involves a wide range of partners in the delivery. Initiatives include a 'Schools Out' programme, involvement of young people in the annual Arts Festival and funding of sports clubs and activities in The Arts Centre. The Team also hosts a Play Development Co-ordinator funded through the Hampshire Early Years Partnership whose remit is to develop local after school and holiday places, working with local voluntary groups and schools.</p> <p>Havant Borough Council funds and supports several Youth Clubs and Projects that are run by volunteers. Examples include West Leigh Youth Club near Leigh Park, and the Meeting Place Youth Club in Stakes, Waterloooville.</p> <p>Havant Borough Council actively aims to be accessible to all young people, including those who may be harder to reach for whatever reason. Strong working relationships exist between the Council and agencies including Social Services, Youth Offending Team, Hampshire County Youth Service, YMCA, Children's Society, Connexions, and EOTAS (Education Other Than At School). These relationships are demonstrated in the Havant Youth Strategy, but also exist in other areas, such as Havant Community Safety Team.</p> <p>The Council works very closely with local secondary schools, assisting in the delivery of Citizenship Education. Since Citizenship became part of the National Curriculum in September 2002, the Council has visited many local schools, giving presentations on the work of the Council, running workshops around issues in the local community and arranging visits to the Civic Offices and Question and Answer Sessions with the Mayor.</p> <p>A Youth Policy, developed by the Council, states how it will work with young people and what the community can expect.</p> <p>The Council is currently in the process of implementing a Child Protection Policy, which has been produced in a format similar to other CPPs in the County. Relevant staff and volunteers are screened through the Criminal Records Bureau, and the Council is an umbrella agency for local voluntary agencies.</p> <p>The Council has also been developing a Leisure Facilities Strategy for the Borough, providing a framework for future facilities development within the Borough. This will have significant implications for developing and improving facilities for young people.</p>
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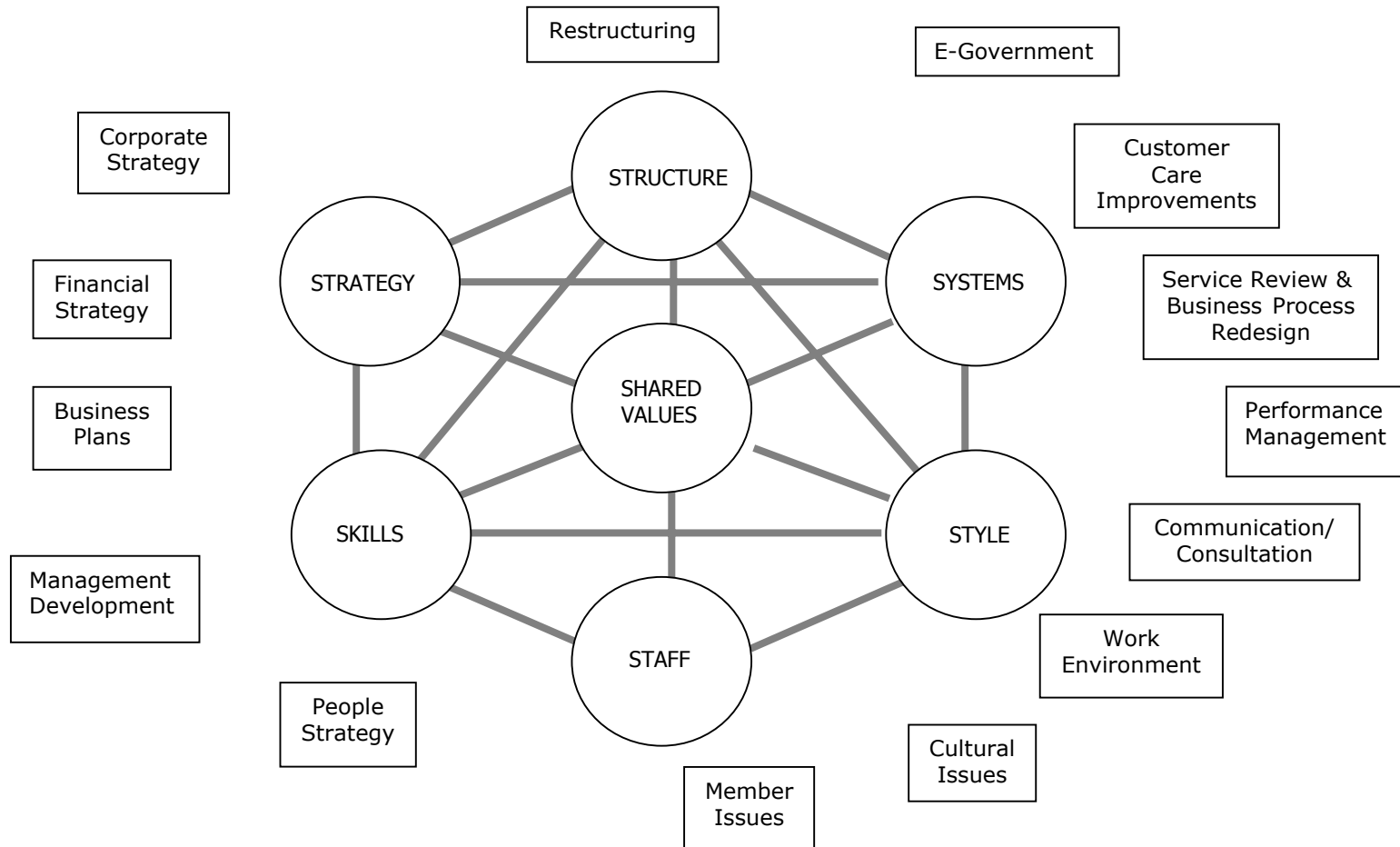
SUMMARISED INITIAL IMPROVEMENT PLAN

Focus	Actions	Targets/Outcomes
<i>Leadership and Vision</i>		
Community Strategy	<ul style="list-style-type: none"> ▪ Encourage the LSP to review the Community Strategy on a “clean sheet “basis ▪ Realign the Council’s Corporate Strategy accordingly ▪ Refocus the Council’s external and community leadership role 	<ul style="list-style-type: none"> ▪ Community Strategy reviewed, agreed and published by July 2004
<i>Strategic Priorities</i>		
A More Prosperous Borough	<ul style="list-style-type: none"> ▪ Completely revise our regeneration strategy ▪ Focus on priorities for regeneration 	<ul style="list-style-type: none"> ▪ Significant new investment attracted into the Borough ▪ The beginning of regeneration in Central Havant, Leigh Park, Wecock and Waterlooville Town Centre is apparent ▪ Greater supply of employment infrastructure in the Borough and improved access through transport and communication links
A Cleaner Borough	<ul style="list-style-type: none"> ▪ Improve the frequencies and standards of street cleaning, grass cutting and grounds maintenance ▪ Continue the phased introduction of wheeled recycling bins to all households in the Borough 	<ul style="list-style-type: none"> ▪ Customer satisfaction with the street scene, parks, recreational facilities and open spaces has increased ▪ Meet or exceed statutory recycling targets by 2008
A Safer Borough	<ul style="list-style-type: none"> ▪ Continue to work within the Community Safety Partnership on identified priorities 	<ul style="list-style-type: none"> ▪ People feel safer ▪ Improvement in crime indicators
<i>Corporate Effectiveness</i>		
E-Government	<ul style="list-style-type: none"> ▪ Review our strategy and programme co-ordination 	<ul style="list-style-type: none"> ▪ 100% E-enablement by the end of 2005 ▪ Improved customer access and service delivery
Overview and Scrutiny	<ul style="list-style-type: none"> ▪ Improve the effectiveness of Overview and Scrutiny Boards 	<ul style="list-style-type: none"> ▪ Overview and Scrutiny Boards clear about their role and effective in challenging ‘the way we do things’
People	<ul style="list-style-type: none"> ▪ Review our people strategy and associated policies ▪ Improve customer focus across the organisation ▪ Build ownership of change and address concerns about capacity and resources 	<ul style="list-style-type: none"> ▪ An integrated people strategy in place by end of 2003 ▪ Management and member development programmes in place by the end of 2003 ▪ Improvement in customer service apparent in next 3 years
Performance Management	<ul style="list-style-type: none"> ▪ Introduce improved performance management system ▪ Ensure performance management system is used to drive service improvement 	<ul style="list-style-type: none"> ▪ System operational by autumn 2003 ▪ Members and managers using it to take appropriate action

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Processes	<ul style="list-style-type: none"> ▪ Continue with programme of business process re-engineering ▪ Work with members to find better ways of providing them with appropriate support 	<ul style="list-style-type: none"> ▪ Key processes reviewed/re-engineered and delivering improvements on the ground ▪ Perceived improvements in member support by end of 2003
Project Management	<ul style="list-style-type: none"> ▪ Evaluate the corporate project management approach used in the CDP and cascade its use for all future projects 	<ul style="list-style-type: none"> ▪ Greater proportion of projects delivered to realistic timescales and budgets

Relationship Between Our Change Development Programme Project Teams and the Seven Ss



West Leigh Youth Project

The West Leigh Community were aware that there was nothing for young people to do in their area. What was needed was a drop-in facility that would get young people off the street. This idea was carried forward through the local ward member and the Council facilitated a Single Regeneration Budget project to provide a building that young people could use.

The local community, through a committee of residents, assisted with the detailed design work and on completion organised themselves to take over the day to day running. There is no formal structure in the use of the building, it purely acts as a drop-in centre where young people can come in, chill out, and perhaps watch TV. It is extremely successful in terms of the numbers of young people who continue to attend. The enthusiasm and commitment of the group managing the centre ensures that the building is well run and that there is an interesting range of things to do.

The centre now complements the adjoining Skate Park, which has been provided to reduce the level of juvenile nuisance in the area. Young People using the Skate Park are able to use the drop in centre and particularly the kitchen facilities. There has been a demonstrable reduction in the level of anti-social behaviour reported by the local police officers and the Police have supported this initiative throughout.

West of Waterlooville Major Development Area

The Hampshire County Structure Plan makes provision for a major development area (MDA) to the west of Waterlooville. The plan indicates that the new community should help to meet the development needs of south-east Hampshire and support the continued economic regeneration of Portsmouth, Havant and the surrounding area.

The majority of the development area is within Winchester District but a small part is within Havant Borough. The Borough Council and Winchester District Council are therefore working in partnership to plan for the new community. A comprehensive masterplan for the whole development will be required and this will be jointly prepared and agreed by Havant, Winchester and Hampshire County Council. The MDA is likely to provide a minimum of 2,000 new homes with provision for a further reserve figure of 1,000 homes.

The MDA provides a significant potential source of new affordable housing to meet local needs, though this will need to be secured by s106 agreements which reflect Winchester City Council's planning requirements. Proposals in Winchester's current local plan provide for 50% of new homes in the MDA being provided as 'affordable housing'. We expect this to include low cost market sales and shared ownership housing as well as traditional social renting. In order to deliver this we have:

- Undertaken a survey of the need for affordable housing in the MDA catchment area, (which in addition to Havant includes parts of Winchester, East Hampshire and Portsmouth)
- Established a process to select RSL partners to develop affordable housing in the MDA and contribute to the Masterplan process. This involves the Housing Corporation and each of the four neighbouring authorities (Havant, Winchester, Portsmouth and East Hampshire).

Havant has been closely involved with Winchester City Council for several years in planning for the MDA, which will have a major impact upon the Borough's western wards. This has involved collaboration at a professional and technical level through officers as well as through elected members and consultation with the Public. We expect the first homes in the MDA to be started in 2005.

Leigh Park 'Creating Quality Places' Project

'Creating Quality Places' is a joint initiative between SEEDA and the Prince's Foundation. It aims to regenerate existing and create new, sustainable communities in the South East through a process of collaborative working. The Leigh Park 'Creating Quality Places' project is one of only two such projects currently being run. It brings together the local community and stakeholders in the area assisted by a professional team, to develop solutions to regenerate local neighbourhoods.

The four electoral wards of Leigh Park have a distinct identity within Havant Borough in that almost all of the residential development that took place was undertaken by Portsmouth City Council to meet the City's housing needs in the post-war period. As a result of Right to Buy, tenure patterns in Leigh Park are now much more mixed, with some 50% of homes in private ownership. Notwithstanding this the estate is characterised by patterns of disadvantage and Leigh Park's four wards are classified as the most deprived in Hampshire under the Government's Index of Multiple Deprivation.

Havant's Local Plan reflects widely-held aspirations to promote urban regeneration and community development in Leigh Park through a process of external investment and community involvement. The Plan refers to this process as the '*Leigh Park Environmental Improvement Plan*', the guiding principle of which has been to promote development and modernisation which reflect community aspirations and cater more effectively for requirements which were not considered in the estate's original design.

Housing to meet local needs and demand is regarded as a regeneration priority and the Local Plan assumes that over the next few years some 300 new homes can be developed in Leigh Park with two thirds of these being on previously developed sites. This figure comes from the Council's Urban Capacity Study and reflects the relatively low density of development and potential to develop under-utilised sites e.g. run down garage blocks and little used car parks. However, thus far, the Council has been anxious to avoid indicating specific sites for development on the basis that this can only be done effectively and sustainably through community consultation. The initiative aims to achieve a mix of well-integrated, sustainable uses in a human scale of development, consistent with the creation of new urban neighbourhoods, through:-

- Improvements to pedestrian and transport accessibility, including cycle routes
- Strengthened links to the surrounding area
- Exploration of opportunities for more employment, sport and new housing
- A review of the function and purpose of large areas of open space
- Accommodation of the private car without it dominating design and layout
- Strong input from local stakeholders in the planning, design and ongoing management of the project.

Progress so far includes:

- Lock in of key partners (SEEDA, Prince's Foundation, Portsmouth City Council, Hampshire County Council)
- Appointment of Llewelyn Davies as lead consultants for the project (Summer 2002)
- A series of Open Consultation Meetings for residents held in schools and public areas across the estate. 1,200 different comments were made (October 2002)
- Direct involvement of a number of interested residents to participate in neighbourhood teams (May 2003)
- 'Enquiry by Design' event July 1st - 4th at St Francis Church, Leigh Park. This involved a wide range of residents and stakeholders in a four day 'hands on' event which will lead to the publication of a strategic framework for Leigh Park within which innovative approaches to design can stimulate urban regeneration
- Agreement in principle to establish a special purpose vehicle to deliver regeneration in Leigh Park.

Urban Capacity Study

As part of the progression of the Havant Borough District-Wide Local Plan, the Council commissioned an Urban Capacity Study (UCS) in 1991 to assess the potential for the existing urban areas to accommodate additional housing.

An analysis of the existing housing market was undertaken, examining tenure, land values, and competing uses. The study then focused on four priority areas at central locations accessible to shops and services. These are also the areas most able to accommodate change and redevelopment. Sites identified in the UCS have also been allocated in the emerging Local Plan, allowing for early public comment on their proposed redevelopment.

The UCS will assist the Borough in promoting sustainable development. The identification of sites within priority areas ensures housing is encouraged at locations where the inhabitants will be less reliant on the private car, and can assist in the regeneration of the Borough's older centres.

Cautious discounting of the overall theoretical urban capacity of the Borough means that a number of greenfield sites have had to be included in the local plan to ensure the Structure Plan housing target for new completions by 2011 is met.

Wecock Farm Regeneration Scheme

The Wecock Farm Regeneration Scheme involves the physical regeneration of the 'village centre' of Wecock Farm, a peripheral housing estate of which Portsmouth City Council is the principal landlord.

By the mid-1990's two of the three shops in the village centre had closed together with the Public House which had lost its licence. Low demand and a high turnover of tenancies on the estate had already led Portsmouth City Council to close two sheltered housing schemes in the area and this had further undermined the viability of the Centre. Following a *Planning for Real* Event in 1997 a Residents' Steering Group was formed to develop radical proposals for the regeneration of the estate in line with residents' aspirations.

The basis for this was a partnership agreement forged between the two local authority landowners: Portsmouth City Council and Havant Borough Council, with a private developer, Bellway Homes PLC. This provided for Bellway to build approximately 100 new homes on the estate on land that was provided by the two Councils at nil value. One third of these were to be for rent or sale to local people through Hermitage Housing Association. The remainder will be private housing. In return Bellway agreed to provide a new community centre incorporating a nursery and youth centre together with a replacement shop and neighbourhood management office.

Although the scheme has taken several years to realise it has provided for a more radical and far reaching transformation of the estate than might have been possible without extensive resident participation. The first new homes to be completed on the estate were let to tenants in March 2003 and the demolition of the remainder of the old village centre will be completed during the summer of 2003. Construction of a new Community Centre will soon commence.

The Bed and Breakfast Reduction Plan

The plan has been implemented to meet the government's target not to have any families in bed and breakfast accommodation for more than 42 nights. This will be achieved by:

- Improving prevention: all clients facing homelessness will be offered advice at an early stage to help stop or delay the homelessness and to plan moves to alternative accommodation
- Adopting a Housing Options approach to improve the advice offered to clients
- Reducing parental evictions: all clients and their parents or relatives will be visited in their homes and interviewed in an attempt to stop the eviction
- Reducing the loss of assured shorthold tenancies: all landlords will be interviewed to try to negotiate a settlement to renew the tenancy.

If homeless households have to be placed in bed and breakfast accommodation, intensive casework will be undertaken to move the applicant on to more appropriate accommodation within the 42-day target. We will:

- Arrange temporary accommodation with housing associations
- Negotiate "homeless at home" arrangements.

We will help homeless households access private rented sector accommodation by

- Providing rent deposits and other financial help offered by the Housing Support Fund
- Offering accommodation under the Supported Tenancy Scheme.

The Supported Tenancy scheme helps landlords set up tenancies, deals with the administration of the housing benefit and pays landlords 8 weeks rent in advance. Landlords are provided with support through the tenancy. The scheme is funded through a grant from the ODPM. Since September 2002, 35 new supported tenancies have been created.

Performance Management data illustrates that these approaches are proving successful

Target = no families in b and b for more than 42 nights	March 02	September 02	December 02	March 03	June 03	September 03	December 03	March 04
	families with children	13	8	6	6	5		
families more than 6 weeks	10	8	5	1	1			

HAVANT BOROUGH COUNCIL CORPORATE SELF-ASSESSMENT

APPENDIX 8

AFFORDABLE HOUSING PROGRAMME

Social Housing Grant Programme 2002/03 - Progress Report @June 2003

<i>Scheme</i>	<i>RSL</i>	<i>No.new homes</i>	<i>Start on Site</i>	<i>Forecast / Actual Completion</i>	<i>Comments</i>
<i>Former Kenwood Social Hall</i>	Havant	10	Jan-03		Scheme started Jan 03
<i>Open Market</i>	Ability	3		Mar-03	3 flats purchased
<i>Dunsbury Way Garage</i>	Hermitage	30	tba		Planning permission now granted for 30 flat scheme, further progress depends on successful funding application
<i>Disabled Adaptations</i>	Hermitage				Conversion of former hostel for family with disabled children
<i>Havant Women's Aid (reprovision)</i>	Hermitage		Jan-03	Apr-03	Conversion complete; the refuge has now opened
<i>New Lane, West Leigh</i>	Hermitage	11	Jan-03		Scheme started 26/2/03
<i>Gwatkin Close, Bedhampton</i>	Hermitage	4	tba		Scheme out to tender
<i>Wecock Farm</i>	Hermitage	23	Mar-02	Apr-03	First phase of homes let April 02
<i>Wecock Farm (shared ownership)</i>	Hermitage	10	Mar-02	Apr-03	as above
<i>Greywell Precinct</i>	Portsmouth	12	Mar-03		Conversion of former Snooker Centre started December
<i>Young Parents Supported Scheme</i>	Portsmouth	5	Apr-03		Progress depending on funding through supporting people
<i>Market Parade, Havant</i>	Portsmouth	4	Jan-03	Apr-03	Scheme completed and now let
<i>256 London Rd, Waterlooville</i>	Winchester	7	Jan-03		Awaiting purchase of site
<i>Starter Home Initiative (Police)</i>	Swaythling	5			
<i>Starter Home Initiative (Teachers)</i>	Swaythling	9			

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HAVANT BOROUGH COUNCIL CORPORATE SELF-ASSESSMENT

Supporting Documentation

- ¹ A Profile of The Borough of Havant : Local Futures Group
- ² Medium Term Financial Strategy : Havant Borough Council
- ³ Management Letter re Havant Borough Council : Mazaars (The Council's Auditors)
- ⁴ Local Corporate Governance Code
- ⁵ Executive Delegation Scheme : Havant Borough Council
- ⁶ List of Executive Portfolio Responsibilities : Havant Borough Council
- ⁷ Extract of Key Projects from Projects Database : Havant Borough Council
- ⁸ 'Creating a Better Future – Partnership in Action' (2001 – 2004)
- ⁹ Assessment of Progress on Community Strategy Action Plan
- ¹⁰ Corporate Strategy (2003 – 2008)
- ¹¹ Havant Borough District-Wide Local Plan (1996 – 2011)
- ¹² Crime and Disorder Strategy (2002 – 2005)
- ¹³ Consultation Strategy
- ¹⁴ Community Pulse – Results of Seventh Survey (January 2003)
- ¹⁵ "C" Edition 21 (The Change Development Programme newsletter)
- ¹⁶ Project Initiation Document for the Change Development Programme
- ¹⁷ Healthy Living Centre Programme and 'Leigh Park Life' (Issue One)
- ¹⁸ Capital Strategy
- ¹⁹ Asset Management Plan
- ²⁰ List of Local Performance Indicators introduced this year
- ²¹ Procurement Strategy
- ²² Development Control Service Best Value Review Action Plan Progress Report
- ²³ Customer Care Best Value Review Action Plan Progress Report
- ²⁴ Risk Management Strategy
- ²⁵ CDP Update Report (Checkpoint Report)
- ²⁶ Listing of survey work undertaken through Community Pulse
- ²⁷ Crime and Disorder Reduction Partnership Funding Plan 2003/04
- ²⁸ Leaflet "Vehicle Crime in Your Area Now! What You Can Do!"
- ²⁹ Havant Borough Council Customer Charter
- ³⁰ Report to Executive based on Housing Quality Network advice
- ³¹ Revised Staff Performance and Development Scheme