



NOTICE OF MEETING

Meeting:	Overview and Scrutiny Committee
Date and Time:	Tuesday 14 December 2021 7.00 pm
Place:	Council Chamber
Enquiries to:	Committee Services committeeservices@hart.gov.uk
Members:	Axam, Collins, Crookes, Davies, Dorn, Drage, Farmer, Harward, Smith, Wildsmith and Worlock (Chairman)

Joint Chief Executive

CIVIC OFFICES, HARLINGTON WAY
FLEET, HAMPSHIRE GU51 4AE

AGENDA

This Agenda and associated appendices are provided in electronic form only and are published on the Hart District Council Website.

Please download all papers through the Modern.Gov app before the meeting.

- At the start of the meeting, the Lead Officer will confirm the Fire Evacuation Procedure.**
- The Chairman will announce that this meeting will be recorded and that anyone remaining at the meeting had provided their consent to any such recording.**

1 MINUTES OF PREVIOUS MEETING (Pages 5 - 10)

The minutes of the meeting of 16 November are attached to be confirmed and signed as a correct record.

2 APOLOGIES FOR ABSENCE

To receive any apologies for absence from Members*.

***Note:** Members are asked to email Committee Services in advance of the meeting as soon as they become aware they will be absent.

3 DECLARATIONS OF INTEREST

To declare disclosable, pecuniary and any other interests*.

***Note:** Members are asked to email Committee Services in advance of the meeting as soon as they become aware they may have an interest to declare.

4 CHAIRMAN'S ANNOUNCEMENTS

5 PUBLIC PARTICIPATION (ITEMS PERTAINING TO THE AGENDA)

Anyone wishing to make a statement to the Committee should contact Committee Services at least two clear working days prior to the meeting. Further information can be found at:

[Public Participation leaflet 2021.pdf \(hart.gov.uk\)](#)

6 PLACE SERVICE PANEL UPDATE (Pages 11 - 34)

Feedback from Members of the Service Panel for Place.

7 COMMUNITY SERVICE PANEL UPDATE (Pages 35 - 57)

Feedback from Members of the Service Panel for Community.

8 ENVIRONMENT & TECHNICAL SERVICE PANEL UPDATE (Pages 58 - 67)

Feedback from Members of the Service Panel for Environment & Technical Services.

9 PROJECT INTEGRA JOINT MUNICIPAL WASTE MANAGEMENT STRATEGY (Pages 68 - 100)

This report sets out the Joint Municipal Waste Management Strategy (JMWMS) in Appendix 1 and seeks endorsement of the strategic direction for the partnership.

This will be supported by a new operational partnership agreement and detailed action plan to take Project Integra (PI) forward including meeting the requirements of the Environment Bill.

RECOMMENDATION

The Overview and Scrutiny Committee is recommended to:

Recommend to Cabinet the endorsement of the “twin-stream” approach to recycling, to improve performance, noting the clear proviso, that no commitment can yet be made to it, until the requirements of the Environment Bill and the associated financial arrangements are made clear, and agreement is reached on any revision to Project Integra with Hampshire County Council.

10 TREASURY MANAGEMENT 2021/22 (HALF YEAR REPORT) (Pages 101 - 126)

To report the Council’s Treasury Management activities and performance during the first half of the 2021/22 financial year (April-September 2021).

RECOMMENDATIONS

1. That the Overview and Scrutiny Committee review the report providing scrutiny and challenge in advance of the report being reviewed by Cabinet.
2. That the Overview and Scrutiny Committee endorse the recommendation to Cabinet to increase the Barclays Counterparty limit to £10m until 31 March to accommodate the investment in the Barclays Green Investment fund.
3. That following the acquisition of Centenary House, the Overview and Scrutiny Committee endorse the recommendation to increase the Operational Boundary and Authorised Limit as detailed in paragraph 4.3.

11 QUARTER TWO BUDGET MONITORING (Pages 127 - 165)

This report contains the revenue outturn for the first six months of the year ending 30 September 2021.

The report contains the capital outturn for the first six months ending 30 September 2021.

The report contains predictions of forecasts of revenue and capital expenditure to year end (31 March 2022).

RECOMMENDATIONS

1. That the Overview and Scrutiny Committee note and provide scrutiny over the revised projections and main revenue variances highlighted in Paragraph 4.1 and Appendices 1 and 2.
2. That the Committee note the provisional full year revenue outturn position as at 30 September 2021 of an £612K overspend as detailed in Table 4.3.

3. The Committee note capital outturn position as at 30 September 2021. To date the capital programme has underspent against profiled against budget by £9.863m. This is shown in Table 5.3.

12 CABINET WORK PROGRAMME (Pages 166 - 170)

To consider the Cabinet Work Programme.

13 OVERVIEW AND SCRUTINY WORK PROGRAMME (Pages 171 - 174)

To consider and amend the Overview and Scrutiny Work Programme.

Date of Publication: Monday, 6 December 2021

Public Document Pack Agenda Item 1

OVERVIEW AND SCRUTINY COMMITTEE

Date and Time: Tuesday 16 November 2021 at 7.00 pm

Place: Council Chamber

Present:

Axam, Collins, Crookes, Davies, Dorn, Drage, Farmer, Harward, Smith, Wildsmith and Worlock (Chairman)

In attendance:

Cllrs Bailey, Butcher, Clarke, Cockarill, Oliver, Neighbour
From Hook Parish Council – Cllrs Nabbs and Orchard

Officers:

Daryl Phillips, Joint Chief Executive
Patricia Hughes, Joint Chief Executive
Kirsty Jenkins, Head of Community
Daniel Hawes, Planning Policy and Economic Development Manager
Nicola Harpham, Strategy & Development Manager
Amy Summers, Media and Communications Manager
Jenny Wood, Principal Planning Policy Officer
Alex Jones, Flood Risk Management Officer
Peter Summersell, Sustainability Officer
Jenny Humphreys, Committee Services Officer

60 MINUTES OF PREVIOUS MEETING

The Minutes of the meeting of 19 October 2021 were confirmed and signed as a correct record.

61 APOLOGIES FOR ABSENCE

None.

62 DECLARATIONS OF INTEREST

None.

63 CHAIRMAN'S ANNOUNCEMENTS

The Chairman moved agenda Item 12 after Item 14.

Cllr Dorn said that he had been unable to see a report for Item 11 and the Joint Chief Executive (DP) agreed to clarify the questions he had about Modern.gov outside of the meeting.

64 PUBLIC PARTICIPATION (ITEMS PERTAINING TO THE AGENDA)

None.

65 CORPORATE SERVICE PANEL UPDATE

Most Members summarised that the meeting content was clear and concise and that they were comfortable the team was doing a good job.

A Member asked for definitions on the red, amber, blue and green criteria in the report and this was discussed.

The Joint Chief Executive (PH) reassured members that the Staff Survey had already been completed.

The Chairman informed members that the report for the latest Place Service Board meeting had been issued today.

66 MULTI AGENCY AND PARISH FLOOD FORUM

The Chairman introduced Alex Jones to The Committee. Alex recently joined the council as Flood Risk Management Officer.

Alex summarised that last month's Multi Agency meeting with Thames Water went well and the next meeting is 7 March 2022. The date for the next Parish Flood Forum is still to be confirmed.

Members wanted to help the team make more contact with parish councils to get more of them to attend future flooding meetings. The Chairman agreed to mention this at the next meeting with Hart District Association of Parish and Town Councils in January.

A Member asked the Flood Risk Management Officer for an update on Mill Corner, Odiham.

67 CAR PARKING CHARGES REVIEW - FEEDBACK

The Chairman introduced Cllrs Verd Nabbs and John Orchard from Hook Parish Council.

Cllr Nabbs summarised that the one-hour parking scheme had been well received and Cllr Orchard stressed that more adequate signage was required to highlight the car parks, particularly Crossways Manor.

The Portfolio Holder for Environment reported that Hook parents had been issued parking permits. Emergency vehicles also had permits to park, but more enforcement was needed to prevent them using disabled spaces.

The Portfolio Holder for Environment confirmed that Hampshire County Council's support is needed to install road signs.

A Member summarised the parking charges effect in Hartley Wintney and believed that short term parking was working better than long term. More residents need to be reminded to display their parking permits.

More accurate assessments for all parking charges and car parks are expected to be carried out when the covid 19 pandemic improves.

68 WASTE MANAGEMENT UPDATE

The Portfolio Holder for Environment reported that the waste management transition to Basingstoke and Deane Borough Council had completed. He summarised that staff were calm and happy and the senior leadership team at Basingstoke had learnt lessons along the way.

The Joint Chief Executive (PH) acknowledged that there are existing service delivery challenges, particularly with the garden waste collection service and she received daily updates.

Members were keen to hear Basingstoke Council's opinion of the transition and the Joint Chief Executive (DP) suggested inviting a representative from the council to a future meeting.

Members also questioned:

- The Council's engagement with the contract.
- The service's performance and the possibility of receiving monthly updates.
- Issues with the service and why they were occurring.
- The garden waste scheme letters and how they had been received and understood by residents.

The Joint Chief Executive (PH) confirmed that regular KPIs, data and updates would be provided soon.

69 DRAFT COMMUNICATIONS AND ENGAGEMENT STRATEGY

The Portfolio Holder for Digital summarised the draft Communications and Engagement Strategy and reminded members it was a living document.

Members praised the team and the council for its transparency in producing this strategy.

RECOMMEDATION

Members recommended the draft strategy to Cabinet with the following comments:

- Climate change implications to be included in the document.

- Changing the length of the review – currently it is four years, could it be done annually.
- The inclusion of links to resident’s items of interest, not just statutory obligations (3.1).
- Political implications need to be carefully managed and considered when planning, creating and delivering news (3.6).
- The inclusion of more links to parishes and parish councils (4.1).
- More description on how the council provides news to people who are not as digitally enabled.
- How the team manages and archives historical content on the council’s website.

70 A TASK AND FINISH GROUP TO REVIEW PROJECTS FOR HOUSING CAPITAL SPEND

The Portfolio Holder for Community explained the team were seeking six Members to form a Task and Finish Group which will assist in the assessment and development of projects to be funded from the Housing Capital Fund.

Councillors Axam, Collins, Harward, Farmer, and Wildsmith volunteered. Cllr Axam is unable to attend the first meeting on 8 December. The Chairman said she also hoped to attend this meeting, pending diary commitments.

71 HOUSING CAPITAL FUNDING FOR ENERGY EFFICIENCY MEASURES IN NEW AFFORDABLE HOUSING

The Portfolio Holder for Community summarised the report, setting out a proposal to ringfence a proportion of the housing capital funds to support housing associations to provide energy efficiency measures in some new affordable homes.

The Strategy and Development Manager explained that a site had been identified that will provide 14 affordable homes – 11 rented and three shared ownership and believed this could be a good pilot site.

Members questions included:

- How energy efficiency benefits would be monitored and measured.
- The type of data that would be collected and how.
- The possibility of upgrading existing housing schemes in Hart to be more energy efficient.
- For the team to define the criteria that will be used to award money.

Members liked and supported this funding and welcomed schemes that would provide the Council with additional knowledge on more energy efficient housing initiatives.

RECOMMENDATION

The Overview and Scrutiny Committee wanted more information, evidence, and operational costs to be included in the report before it could be recommended to Cabinet.

The Chairman to send the Committee information and data on Passivhaus and summarise tonight's discussions to the team.

72 HART INTERIM PLANNING POLICY STATEMENT ON FIRST HOMES

The Portfolio Holder for Place, Principal Planning Policy Officer and Planning Policy and Economic Development Manager explained that the Government had introduced First Homes as an affordable housing product in May 2021 and that the Council is looking to introduce an Interim Planning Policy statement to reflect this.

The Joint Chief Executive (DP) asked if the Rural Exception sites policy could be exploited but officers confirmed that First Homes Exception sites now exist, so this is unlikely.

The Leader of the Council questioned why the Housing Team appeared to be reducing the number of rental homes in the borough. The Strategy and Development Manager confirmed that this was an interim approach that required further work.

RECOMMENDATION

The committee noted the content of the report with the following comments:

- The price of the first sale after discount is £250,000 - what this could afford in Hart compared to other areas.
- How this policy would affect the current Local Plan.
- Further work that would be needed after adoption of the policy.
- The decimal points in table 4.5 could be confusing.
- The inclusion of parish and town councils in planning policies (4.7).
- How and when is the First Home given up and how can the purpose of a First Home be preserved.
- The effect this will have on Neighbourhood plans.

73 A TASK AND FINISH GROUP TO UPDATE AND REFRESH THE CORPORATE COMPLAINT POLICY

The Joint Chief Executive (PH) reminded Members that the Council is currently updating and refreshing its Corporate Complaint Policy. Members were being sought to form a Task and Finish Group to finalise the project details; with the first virtual meeting scheduled for Wednesday 1 December.

Councillors Davies, Drage, Dorn and Smith agreed to be part of this group.

74 CABINET WORK PROGRAMME

The Joint Chief Executive (PH) confirmed that a Members work group for Budget and Medium-Term Financial Strategy will be held after December's Cabinet meeting.

75 OVERVIEW AND SCRUTINY WORK PROGRAMME

The Chairman confirmed she was inviting the Portfolio Holder for Place and Head of Place to January's Overview and Scrutiny meeting to discuss the introduction of a policy on renewable energy for Hart.

The meeting closed at 9.51 pm



Service Board meeting Tuesday 23rd November 2021 – Place Service Quarter Two

1 Service Overview

The Place Service covers a range of services focussed on delivering excellent services to our resident, businesses and other stakeholders.

We create a vision for the Place of Hart – Place Shaping - through the Local Plan and other development plan documents delivered by our Planning Policy & Economic Development team; and deliver the great developments – creating the Conservation Areas of the future – through Place Making and our Planning Development Management team.

Every day, we deliver critical services such as Environmental Health. We work hard to support economic growth, and employment opportunities for our residents. Meanwhile, we continue to strengthen the partnerships behind shared services and contributing to new strategic policies.

Behind the scenes, our business support and facilities teams provide the oil to ensure the engine keeps running.

A key feature of our 2021/22 Service Plan is the Council's response to the Covid-19 Pandemic and moving into the recovery phase.

1. Planning Policy / Strategic Planning
2. Economic Development, Employment & Skills
3. Development Management (inc Heritage & Enforcement)
4. Building Control
5. Street Naming & Numbering

- 6. Environmental Health
- 7. Licensing
- 8. Health & Safety
- 9. Business Support and Data
- 10. Land Charges
- 11. Facilities
- 12. Corporate Health & Safety

Matt Saunders:
**Business Support, Data &
Facilities**

Steph Baker:
**Development Management
& Building Control**

Neil Hince:
**Environmental Health &
Licensing**

Daniel Hawes:
**Planning Policy &
Economic Development**

2 Service Priorities

	Service Priority	Expected Outcomes	Completion date	Update Q2
1	Covid-19 Response	Office safe and prepared for social distance working Covid-19 Patrols Business Newsletter	On going	Help with ARG grants to Businesses Offices made safe for Officers to return to the office, bookable desk spaces, desks safe distance apart, COVID-secure tea points and sanitisers on every desk, ventilation on office floors and meeting rooms HSE business inspections completed
2	Covid-19 Recovery	Offices of the future	On going	See Economic Recovery work at item 25 below FSA Food Recovery Plan approved by Cabinet in October, Council in November 2021 All Food Inspections required for 30 th September 2021 completed in time
3	Uniform Project: Make better use of Uniform throughout the Service / Council to ensure we are making the best most efficient use of this product	To ensure we get the best use of the software to help run an efficient and effective service	On-going – continuous improvement	Establish a Project Plan (Winter 2021) with a series of short, medium, and long-term actions. Project completion deadline 31 st March 2023

	Service Priority	Expected Outcomes	Completion date	Update Q2
4	GIS Project: make better use of GIS throughout the Service/Council to ensure we are making the best most efficient use of this product	To ensure we get the best use of the software to help run an efficient and effective service	On-going – continuous improvement	Establish a Project Plan (Winter 2021) with a series of short, medium and long-term actions. Project completion deadline 31 st March 2023
5	Review all webpages relating to the Place Service to ensure they are helpful, up to date, relevant, easy to navigate. Includes overhaul of DM and Planning Policy pages	Helping our residents, businesses and other customers find the answers on-line 24/7 to enable more effective self-service	On-going – continuous improvement All Place webpages reviewed at least once per year Overhaul of DM & Planning Policy pages (1 st October 2021)	Scope of project is evolving due to decision to procure new web platform. Meetings being held with the Change and Digital Manager 17 th November 2021 Establish a Project Plan (Winter 2021) with a series of short, medium and long-term actions Project completion deadline 31 st March 2023
6	Improved Customer Satisfaction	Improved customer engagement and feedback Review criteria for Customer Excellence Award	Engaging with planning agents and developers and other stakeholders including set up agents' forum (Summer 2021)	Customer service training set for 25 th November 2021 Establish a Project Plan (Winter 2021) with a series of short, medium and long-term actions. Project completion deadline 31 st March 2023 Planning Agents and developer Forum has not yet been set up

	Service Priority	Expected Outcomes	Completion date	Update Q2
7	Complaints: Examine level and nature of complaints received to identify any common causes or areas of concern	To reduce the number of complaints received in Place Service	Action Plan by 30 th June 2021	Council-wide Complaints Audit (Jo Innes) See update under item 6 above Action Plan not yet completed, move to Spring 2022
8	Facilities Management	Preparing the office for new ways of working	On-going	Completed: Facilitated the Agile Working Policy
9	Implement the Development Management Service Action Plan	Improved Development Management service	'Expected' milestones: Short 31 Mar 2021 Medium 31 Dec 2021 Long 30 Jun 2022	Action Plan and the KPIs were discussed at Joint Working Group in September 2021 BSU validation training ongoing Customer service training for DM staff in Autumn 2021 Case management review undertaken in Autumn 2021 and protocol established Overall assessment 'green' although some items within the DM Service Action Plan are 'amber'
10	Produce an Action Plan for the Planning Enforcement Service following the external review	Improved Planning Enforcement service	Summer 2021	Internal review ongoing Changes implemented to webpages and standard forms <i>Note: 0.5 FTE Enforcement Officer transferred to Development Management cases due to increase in workload</i>

	Service Priority	Expected Outcomes	Completion date	Update Q2
11	Review pre-application advice process and introduce the use of Planning Performance Agreements (PPA) and frontloading (introduction of an appropriate Protocol)	Production of an updated pre-application service and associated charges	Summer / Autumn 2021	PPAs already in place for major pre-applications, consideration of extending this to applications, for example Hartland Village, Grove Farm and Bramshill Charges reviewed Autumn 2021 as part of the wider review of Fees & Charges for the Budget Setting Process
12	Prepare a protocol and practice guidance note on Extensions of Time (EoTs) on planning applications	Ensure there is less need to seek EoT on the majority of planning applications	Summer 2021	Complete. New Protocol for Extensions of Time implemented late August 2021
13	Update the Planning Local Enforcement Plan	Best practice is to review and keep updated the Planning Local Enforcement Plan. Look to ensure there is conformity with similar plan across the Council	Autumn 2021	Being prepared following adoption of the Local Enforcement Plan for Environmental Health & Licensing Move to Spring 2022

	Service Priority	Expected Outcomes	Completion date	Update Q2
14	Statement of Community Involvement (SCI)	Update to the SCI primarily linked to the Development Management service	Summer 2021	Complete. Adopted by Cabinet September 2021
15	Building Control: Maintaining market share and IT improvements	Data transfer and harmonising two systems	On-going	On-going. Joint (Hart & Rushmoor) Portfolio Holder working group held Autumn 2021
16	Review and update the Local Development Scheme (LDS)	The LDS is a high-level project plan for the production of development plan documents	Spring 2021	<p>The review of the Local Development Scheme was put on hold pending the outcome of the Planning White Paper. This is now not expected until Spring 2022 following the appointment of Michael Gove as new SoS and the reinvention of MHCLG into DLUHC</p> <p>Cabinet considered a report on the Local Plan at its meeting November 2021. Cabinet resolved that a Local Plan review assessment is carried out once any 'Planning Bill' has passed through Parliament and the Government has issued any associated updated guidance</p>
17	Community Infrastructure Levy (CIL) charging schedule	A CIL charging schedule is first step to securing an increase in developer	<ul style="list-style-type: none"> Two consultations within the monitoring year Submit for examination 	Following consideration by Overview & Scrutiny in October, Cabinet approved the Preliminary Draft Charging Schedule for consultation at its November 2021 meeting. Consultation began Friday 5 th November for 6 weeks until Friday 17 th December 2022

	Service Priority	Expected Outcomes	Completion date	Update Q2
		contributions towards infrastructure	Spring/Summer 2022	
18	Car & Cycle Parking Supplementary Planning Document (SPD)	New parking standards and guidance on how to design-in parking on new developments	Adopt Spring 2022	Project is underway, consultants appointed to do the evidence base Aiming to adopt in Spring / Summer 2022 - summer looking more achievable as it needs to go through consultation process.
19	Annual Monitoring Report (AMR)	Reports annually on development plan matters in accordance with legal requirements	December 2021	On track
20	Infrastructure Funding Statement (IFS)	Report of developer contributions towards infrastructure in accordance with legal requirements	December 2021	On track
21	Supporting Neighbourhood Plans	Supporting Parishes & Town Councils with Neighbourhood Plans including carrying out statutory functions e.g. public consultation,	Crandall and Crookham Village NPs referenda in May 2021 Winchfield NP and Yateley NP have both	Referenda held and both Crandall and Crookham Neighbourhood Plans have been formally 'made' Website updated including on-line mapping Yateley Neighbourhood Plan underwent pre-submission consultation during May to July 2021. The Council fed back comments on the draft plan, signed off by James Radley. Since

	Service Priority	Expected Outcomes	Completion date	Update Q2
		arranging examination, referenda & adoption	started. Depending on their progress, based on current timetables during this year HDC could be arranging Reg 16 consultations, examinations, referenda and adoption (making) for both plans	<p>then officer level discussions have taken place in response to draft revisions to the plan.</p> <p>The Town Council submitted the plan for examination on 8 November 2021. HDC will now lead the process of submission consultation and appoint an examiner to hold the examination.</p> <p>Winchfield Parish Council are reviewing their Neighbourhood Plan and are preparing Reg 14 consultation draft Plan</p>
22	<p>Fulfil legal and other obligations including:</p> <p>Housing data returns to Govt; Five Year Housing Land Supply; Self Build and Brownfield Registers; Assets of Community Value; TBHSPA JSPB related work.</p>	Fulfil legal and other obligations. Up to date 5-year housing land supply position statement important for maintaining control over residential development.	Deadlines throughout the year, or ongoing tasks	<p>All on track bar the 5-year land supply which we aim to publish in September each year. Delayed to revisit windfall allowance, and recent legal case. The document has been prepared</p> <p>Shoulder of Mutton (ACV) currently within a 6-month Moratorium period during which time it cannot be sold – this expires 10 December 2021 and allows time for local community to make a bid for the property</p> <p>AMR and Brownfield register update due by end of December 2021</p> <p>Self-build register maintained, and updated figures to be reported in AMR</p> <p>Overall assessment 'green' although delay in publishing 5-year land supply figures</p>

	Service Priority	Expected Outcomes	Completion date	Update Q2
23	Employment Land Article 4 Direction	In light of recent changes to the Use Classes Order, and proposed changes to permitted development rights and the NPPF, consider a new Article 4 direction to protect key employment sites against permitted development rights from commercial to residential use	To be confirmed following Government consultation on changes to permitted development rights	Project now cancelled in light of Government advice
24	Work with Town and Parish Councils to update Conservation Area Appraisals	Updated Conservation Area Appraisals. At present the following Parishes are involved: Odiham, Crondall, Fleet, Hartley Wintney.	Ongoing to parish timetables	Odiham out to consultation Crondall in progress Hartley Wintney PC considering way forward North Fleet – FTC considering way forward

	Service Priority	Expected Outcomes	Completion date	Update Q2
25	Covid-19 Economic Recovery Action Plan: deliver, monitor and review in light of changing circumstances	<p>Support for parishes to prepare town/village strategies</p> <p>Encourage inward investment</p> <p>Improved engagement with businesses</p>	Timescales contained within Economic Recovery Action Plan	<p>Economic Recovery work all but complete.</p> <p>We engaged with the main Town & Parish councils on how to commence a Town / Village Action Plan. Odiham has done one – we are currently responding to Odiham Centre action Plan which his out to consultation</p> <p>Inward investment site is live Why Hart District? Hart for Business High Skilled Workforce</p> <p>Hart District Council was allocated £86,003 from the Government’s Welcome Back Fund. Parish and Town Councils, Business Improvement District or other relevant stakeholders were given the opportunity to submit a bid, identifying projects, which would meet the Welcome Bank fund criteria. In October, Cabinet approved the following applications to progress:</p> <ul style="list-style-type: none"> • Fleet Bid/Fleet Town Council - The temporary installation of up to three parklets on wider pavement sections of Fleet Road. • Odiham Parish Council - Production of a two-sided leaflet promoting local businesses: Creation of picnic areas - Hiring 10 picnic benches; the provision of bins, bin emptying and associated wayfinding. • Yateley Town Council - Large Lit Christmas Character; Picnic Tables; Wildflower Turf; Heavy-Duty Gazebo for community; Larger capacity dual litter/recycling bins <p>Engagement with Business complete for purposes of Economic Recovery, but Newsletter remains weekly/fortnightly</p>

	Service Priority	Expected Outcomes	Completion date	Update Q2
26	Update the Economic Strategy and Action Plan	An up-to-date strategy to supporting the local economy – aim to improve performance of local economy	Spring 2022 - subject to capacity (Economic Recovery Action Plan is priority)	<p>Timing of a new Economic Strategy currently being considered in light of savings, Local Plan review etc</p> <p>Officers are re-visiting the action plan following Covid-19 response to see what actions have been completed, what are outstanding, and whether there are any new actions to identify</p>
27	Helping local people into local jobs / assisting businesses with access to a skilled workforce	<p>Supporting delivery of the Hartland Village employment and skills plan</p> <p>Local companies better able to access suitable local workforce</p> <p>More local people helped into work</p>	2-year project from March 2020	<p>Job creation activities at Hartland Village including apprenticeships, Kickstart placements and DWP insight events, plus a new onsite community training hub</p> <p>North Hants youth employment skills zone joint initiative with Rushmoor, Basingstoke and Hart due to launch January 2022</p> <p>Ongoing employer engagement and promotion of incentive schemes such as apprenticeships and the Kickstart schemes</p> <p>Virtual job club 'Here for Hart' launched to support those looking for work</p>

	Service Priority	Expected Outcomes	Completion date	Update Q2
28	Environmental Health	<p>Devise an Action Plan on how to improve EH Service including:</p> <p>Learn from the best EH services, focusing initially on statutory nuisance investigations</p> <p>Improve resilience of Service through cross skilling and enhancing procedures</p>	<p>Summer 2021</p> <p>On-going through recruitment, training and development of staff</p>	<p>New Environmental Health & Licensing Local Enforcement Plan approved by Cabinet at its meeting in July 2021</p> <p>New Food Recovery Plan approved by Cabinet October 2021, Council to approve in November 2021. Premises which needed to be visited by end September completed</p> <p>Formal returns to the FSA completed</p> <p>EH recruitment progressing towards full complement of staff. Ongoing</p> <p>New staff Members now embedded within Team</p> <p>Programme of staff training, development and cross skilling ongoing</p>
29	Licensing	<p>Successful transfer of data from Hart to B&DBC's database</p> <p>Review and renewal of the Shared Licensing Service (current agreement expires July 2021)</p>	<p>Summer 2021</p> <p>Completion by July 2021</p>	<p>B&D have pushed the data transfer to later in the year (currently planned Winter 2021/Spring 2022) due to competing work pressures at B&DBC. All work required by Hart District Council are complete</p> <p>Cabinet agreed to renew Shared Licensing Service deed at its meeting on 1st July 2021</p>

	Service Priority	Expected Outcomes	Completion date	Update Q2
30	Update the Fly Tipping Strategy	<p>To update the Council's strategy and priorities in relation to fly tipping</p> <p>To combat fly tipping in open spaces within the District</p> <p>To continue to raise awareness of fly tipping in the District through publicity.</p>	March 2022	<p>3 no. successful prosecutions conducted, and schedule of prosecution cases pending court action. (1 no. further successful prosecution concluded in October)</p> <p>Outcomes being publicised in press releases</p> <p>Participation in joint enforcement initiative 'Operation Wolf' with Police and Environment Agency. Press release produced</p> <p>Fly tipping information sharing agreements ongoing</p>
31	Reduce incidence of dog fouling through education and targeted enforcement	<p>Dog fouling patrols targeted at hotspots</p> <p>Enforce District-wide Public Spaces Protection Order to deter dog fouling</p> <p>Review effectiveness of PSPO</p>	<p>Weekly dog fouling patrols for Parish Councils and directed patrols in hotspots</p> <p>On-going</p> <p>March 2022</p>	<p>There is a broad range of delivery for our dog service functions including the enforcement of dog fouling through our partnership with East Hampshire DC, as well as the wealth of support our Countryside team provide to dog walkers when in our country parks</p> <p>Hart also offers a subsidised service to Parish & Town Councils to purchase a patrol service for land under their control</p>

3 Service Risk Register

A detailed service risk assessment has been completed and is reviewed at a minimum quarterly. This helps inform the Hart District Council Corporate Risk Register which is reported to Overview & Scrutiny Committee on a quarterly basis.

Ref Number	Group	Description	Impact	Source of Risk	Prior Assessment			Existing Controls	Effectiveness of Controls	Current Assessment			Further Mitigations	Risk Owner
					Likelihood	Consequence	Risk Rating			Likelihood	Consequence	Residual Risk		
Place 1	Contract for Legal Services	Delayed or late legal advice	Reputational Risk - potential missing planning/appeal deadlines or serving of notices deadlines, in adherence with laws and regulations	Basingstoke contract + Working relationship with B&DBC	3 - Possible	3 - Major	9	Regular meetings, improved dialogue and collaboration.	Satisfactory	2 - Unlikely	2 - Moderate	4		Mark Jaggard / Emma Foy
Place 2	Staffing	Loss of key staff and unable to recruit	Unable to deliver key services / Service Plan	Leave the organisation to work elsewhere / retire / redundancy and recruitment issues for short or long-term	3 - Possible	3 - Major	9	Succession planning, appropriate staff recognition, backfilling with agency staff	Satisfactory	3 - Possible	3 - Major	9		Mark Jaggard
Place 3	Staffing	Loss of key staff	Unable to deliver key services / Service Plan	Sickness or moved onto Covid-19 emergency plan	3 - Possible	3 - Major	9	Movement of staff around the organisation	Satisfactory	3 - Possible	3 - Major	9		Mark Jaggard
Place 4	All other shared services: Licensing / Building Control	Failing to deliver a high quality service to our customers	Public safety, reputational risk	Working relationship with B&DBC and Rushmoor BC	3 - Possible	3 - Major	9	Regular meetings, improved dialogue and collaboration.	Satisfactory	2 - Unlikely	3 - Major	6		Mark Jaggard

Place 5	Planning (Planning Policy & Development Management)	Impact of Planning White Paper and other Govt Changes	Major changes to planning services, potential roles and responsibilities and work priorities	National changes	4 - Likely	3 - Major	12	Respond to existing consultations, plan for different scenarios	Limited	3 - Possible	2 - Moderate	6		Mark Jaggard
Place 6	Licensing	Completion of the new Deed with B&DBC	No Licensing Service	Contract with B&DBC	3 - Possible	4 - Critical	12	Cabinet agreed new Deed in Summer 2021	Satisfactory	1 - Rare	1 - Minor	1		Mark Jaggard
Place 7	Policy	Community Infrastructure Levy (CIL) Charging Schedule	Delays to CIL project, financial implications, found unsound	Risk from unadoption of Charging Schedule	3 - Possible	3 - Major	9	Proper project management, risk assessment, legal advice	Satisfactory	2 - Unlikely	2 - Moderate	4		Mark Jaggard
Place 8	Policy	Community Infrastructure Levy (CIL) Charging Schedule	Missed deadline for implementation, incorrect monitoring, failure of internal processes	Consequences of implementation of CIL	3 - Possible	3 - Major	9	Proper project management, risk assessment, legal advice	Satisfactory	2 - Unlikely	2 - Moderate	4		Mark Jaggard
Place 9	Place	Idox down	Inability to perform key services, issue decisions or retrieve data, public perception and confidence	Idox issues, data storage	2 - Unlikely	5 - Catastrophic	10	Regular Idox updates and contact with Idox via account meetings	Satisfactory	2 - Unlikely	5 - Catastrophic	4		Mark Jaggard
Place 10	Env.Health	Imposition of new Covid enforcement requirements	Reduction in key services. Diversion of EH resources	National changes and public health legislation	4 - Likely	3 - Major	12	Appropriate staff awareness and training. Potential redeployment of staff resources.	Limited	4 - Likely	2 - Moderate	8		Mark Jaggard

4 Performance indicators and targets

KPI	Description	Annual Target	Q2
Development Management (KPIs currently under review)			
	Major development application decisions made within the statutory determination period	60%	94%
	Minor development application decisions made within the statutory determination period	70%	79%
	Other application decisions made within the statutory determination period	85%	75%
	% of Tree Preservation Order works applications determined within eight weeks	90%	93%
	Planning application fee income – at 31 st October 2021	<i>Data only</i>	£637,216
	Income from Pre-Application Advice and PPAs (including LBCs) – at 31 st October 2021	<i>Data only</i>	£118,164
Building Control			
	Number of Building Control Applications Received	<i>Data only</i>	101 Full Plans 89 Building Notices 79 Initial Notices

KPI	Description	Annual Target	Q2
	Building Control income – at 31 st October 2021	<i>Data only</i>	£237,780
Environmental Health			
	% of proactive inspections (including food, health and safety, animal welfare and licensed premises) completed within prescribed time	<i>Data only %</i>	Please see notes below re Food Recovery Plan
	% of Environmental Health complaints (including noise, public health, food) responded on time	<i>Data only %</i>	Please see below contextual information
	Number of fly-tipping enforcement actions	<i>Data only</i>	3 Prosecutions undertaken. (2x Successful- Duty of Care, 1x Ongoing - deposition of waste) 11x Community Protection Warnings. 2x prosecutions pending for Q3.
	Number of fly-tipping complaints received by service	<i>Data only</i>	60
	Environmental Health income – at 31 st October 2021	<i>Data only</i>	£17,107
	Number of Food Hygiene Training sessions run / number of participants	<i>Data only</i>	Not undertaken due to Covid-19 restrictions,

KPI	Description	Annual Target	Q2
			and available resources.
Planning Policy			
% of Local Development Scheme (LDS) milestones met	The LDS is the project plan for all development plan documents and sets out the key milestones	100%	N/A LDS is out of date – see Notes below
Completion of SANG/Strategic Access Management and Monitoring (SAMM) returns and payments to Hampshire County Council (HCC)	<p>HCC act as ‘banker’ for monies paid by developers to Blackwater Park SANG and for the SAMM project (Strategic Access Management and Monitoring).</p> <p>Each quarter it is necessary to transfer funds received to HCC along with information regarding the developments which the monies relate to, (numbers and sizes of dwellings etc.)</p>	Quarterly returns to HCC submitted on time	October deadline missed but work is in progress – should be submitted in November. Not a statutory deadline.
Housing Land Supply Position Statement	Identifies whether the Council has at least a 5-year supply of land for housing, which is a requirement of national planning policy.	Publish by end September each year	To be published in November 2021 – see notes below. Not a statutory deadline
Brownfield Register	Statutory Duty to publish annually an update to the register of previously developed land that has been deemed as suitable for residential development	Publish by 31 st December each year	On track

KPI	Description	Annual Target	Q2
Authority Monitoring Report (AMR)	Statutory duty to publish annually, reporting on matters including local plan policy formulation and implementation, duty to cooperate activity and Neighbourhood Plans.	Publish by 31 st December each year	On track
Infrastructure Funding Statement (IFS)	Statutory duty to publish annually, reporting on s106 and where relevant CIL monies secured, received, allocated and spent.	Publish by 31 st December each year	On track

Notes on Performance Indicators and Targets

Planning application fee income

The current fee income at end of October 2021 is £637,216

Full year budget target is £745,300

In addition applications are being registered and validated for Grove Farm (£65k) plus Hartland Park Phase 3.

Income from Pre-Application Advice and PPAs

The current pre application income at end of October 2021 is £118,164 (gross)

Plus invoices for circa £40,000

Full year budget target is £170,293 (net)

These figures inc 3rd party consultant fees to be paid out by the Council

Building Control income

The current Building Regulations application & inspection fees end of October 2021 is £237,780

Full year budget target is £324,000

Environmental Health income

The current fee income at end of October 2021

Environmental Health fee income (Dangerous wild animal licence, other licence, pest control income, fees for service) is £9,235

Environmental Protection fee income (pollution control permit licence) is £7,872

Full year budget target is Environmental Health Commercial fee income £13,052

Full year budget target is Environmental Protection fee income £8,000

Food Recovery Plan

Service priority given to production of 'Food Recovery Plan' to meet the national requirements of the Food Standards Agency (F.S.A).

Hart FRP received approval by O&S, Cabinet, and is currently pending final approval by Council in November. Phase 1 requirements of the Hart FRP undertaken in respect of 'Unrated' food businesses. FRP Phase 1 (and national target) successfully achieved by target date of 30th September. No.76 food safety inspections or interventions completed by required date.

Local Development Scheme

The LDS is the published timetable for all development plan documents that comprise the local plan. It sets out the key milestones for each one. The published LDS is available at [LDS 9th Revision May 2019 v1.0 approved GC.pdf \(hart.gov.uk\)](#)

The current LDS was published in May 2019 and refers to three documents:

1. the now adopted local plan 2014-2032
2. a Traveller DPD
3. a Development Management Policies DPD.

The Traveller DPD and Development Management DPD are not being progressed although work did start on the Traveller DPD in 2019/20 and we have an up-to-date needs assessment (GTAA) published. A call for sites did not generate any suitable site options.

Cabinet agreed on 4th November 2021 to undertake a review of the local plan in 2022 when more is known about the proposed changes to the planning system. That would lead to a decision about the scope of an update to the local plan, and then a revision to the LDS. A new local plan would pick up the issues of Travellers and non-strategic policies.

Five-year land supply

Work commenced during Q2 but unusual issues this year have led to some delays. The member of staff who previously dealt with this matter left earlier in the year, and the replacement is being trained. Also, we have developed a new approach to the windfall allowance which is intended to be a more realistic assessment.

5 Quarter Two 2021/22: Key Challenges and Achievements

- Facilitating Agile Working policy for staff
- Offices COVID-19 secure to allow safe return to the office environment
- Challenges of staff resourcing in DM in the context of long-term sickness and resignation - adverts went live Monday 8th November 2021
- Plateau but high number of DM application submissions; well above previous 2 years (national trend)
- Despite the challenges, strong performance in terms of dealing with applications within deadlines or agreed EoTs
- Establish Case Management Protocol
- Established Extension of Time Protocol
- Created a simpler Committee report template for the Uniform system
- Arranged a Customer Service Training Session for Development Management Team
- Cleared a backlog of legacy planning applications so that they no longer pre-date January 2020
- Initiated a validation procedure for BSU staff to follow for reminders, deadlines and maximum return dates
- Took the Council's updated Statement of Community Involvement (SCI) to Cabinet in September 2021 and it was adopted which means a 3-week consultation (subject to flexibility) and cessation of non-statutory site notices
- Implemented changes to the Duty Planner service
- Completion of Phase 1 inspection targets for Food Recovery Plan
- CIL out for consultation (November 2021 for 6 weeks)
- Joint working with Housing on First Homes
- New evidence base on Hart's need for older persons specialist accommodation
- Input into Odiham Conservation Area Appraisal
- Recruitment of apprentice to Technical Services

6 Looking forward to Quarter Three 2021/22: Key Deliverables

- UNI-form Improvement Project Plan
- GIS Improvement Project Plan
- Generate an Action Plan following the Planning Enforcement review
- Consideration of government back-office planning system funding options to streamline or enhance digital planning services
- Creation of Environment Act briefing note for Planning Committee Members
- Implement a customer service action plan or charter following training
- Confirm KPIs for DM in Hart from September working group
- Five-year housing land supply position statement
- Annual Monitoring Report (AMR)
- Brownfield Register
- Infrastructure Funding Statement (IFS)
- Yateley Neighbourhood Plan Regulation 16 consultation
- Interim Policy Statement on First Homes to O&S Nov and Cabinet December
- Recruit apprentice to BSU

Community Services Q2 Update on Service Plan

Executive Summary

Social Inclusion and Partnerships - Housing IT System Business Review Document completed for system build in Q2. User Acceptance Testing taking place in Q3. Following the approval of The Equality and Diversity Objectives for 2021 –2023 by Cabinet, E & D training has taken place for all staff via Zoom. Member’s e-learning also taking place. 2 Cabinet papers approved to draw down EMR’s to support a set of ‘Here for Hart’ projects to support the district through recovery and beyond.

Community Safety – The team have achieved a very contentious Closure Order in enforcement action taken against a persistent and highly impactful ASB case linked to drugs and county lines activities during this quarter. Several Child Criminal Exploitation (CCE) events were successfully held in July at Frogmore College, Vision4Youth centre in Yateley and for a number of Scouting groups – which have led us to offer an addition to our normal Think Safe school offering to Year 6s to a Stay Safe offering to secondary schools for Years 7-9 dependent upon the school’s requirements - these will be next year. We have also taken part in two community engagement events – in Fleet Town Centre and at the Yateley Fayre.

Housing Solutions – Successful Landlord Training held in July; we have completed a review of the staffing structure and made some changes, including re-naming the team to Housing Solutions. We have made contact with all known private sector landlords and housing associations to actively work with them to prevent homelessness in light of the lifting of the Eviction Ban. Housing Software implementation well underway and on track.

Housing Strategy and Development– The team continue to work with a number of Parish Councils to progress rural affordable housing schemes for local people. A study and analysis of the affordability of rented homes to people on the housing register progresses with the final analysis and recommendations to be completed shortly. Work to produce an Interim Planning Statement for First Homes with Planning Policy has been completed and the team are now working on the local connection criteria process that is required to deliver First Homes. A paper to request funding for additional energy efficiency measures in affordable homes is being taken to February Cabinet and we have set up a Task and Finish Group with members to explore other opportunities to utilise housing capital funds. The re-write of the Homelessness and Rough Sleeping Strategy is well underway and due to be completed in January 2022.

Private Sector Housing - The team continue to deliver the Disabled Facilities Grant programme and have spent 55% of budget on adaptations. We are processing Fit and Proper Person Test applications in relation to our mobile home sites, and we have also completed our annual inspection of these sites. We continue to respond to complaints about private rented accommodation to ensure they are free from hazards. We carried out the bi-annual Gypsy & Traveller account in July.

Service Priorities

	Service Priority	Link to corporate plan	Expected Outcomes	Completion date	Update Q2
1	Deliver the Community Recovery element of the Covid 19 Recovery Plan	Support for our town and village centres Support the local economy	Delivery of Recovery Plan outcomes	Ongoing	<p>2 x Cabinet Papers approved to draw down: £143,421 from CEV EMR £51,000 from Trailblazer EMR's £11,964 from Health & Wellbeing EMR's</p> <p>These EMR's will support 12 'Here for Hart' programmes /projects that will support the community in recovery and beyond.</p> <p>Community Projects officer (20 hrs pr/wk.) – main priority Older Person's wellbeing</p> <p>Tony McGovern – 1-day pr/wk. – Strategic support on young people's wellbeing.</p> <p>Here for Hart branding developed and Bulletin launched in July to update community partners</p> <p>Second Here for Hart stakeholder engagement event focused on young people's wellbeing</p> <p>Regular content shared through social media, Parish Link and other channels</p> <p>Scoping of mobile pantry in partnership with FareShare</p>

					<p>Development of Minding the Garden referral processes and promotion of the scheme</p> <p>Two Community Connections grant awards made to local voluntary organisations</p>
2	Re procurement of Housing system	An efficient and effective council	<p>Increased digitalisation</p> <p>Fit for purpose IT</p> <p>Improved digital experience for customers</p> <p>Better value for money / cost savings</p>	<p>October 2021</p> <p>April 2021 - Customer Go Live</p>	<p>G-Cloud Call off Contract signed with Home Connections.</p> <p>Business Review document finalised.</p> <p>Housing Register, Choice Based Lettings module and Homeless module built. User Acceptance Testing (UAT) commenced late Q2.</p> <p>Staff Training on new system to support (UAT)</p> <p>Civica plan agreed for moving exiting platform away from Abritas 4 District platform</p> <p>Comms plan developed for communication to Registered Providers and exiting / suspended customers.</p>

3	Support the ongoing development & Delivery of the Hart employment & Skills Hub	Support residents in becoming economically active	Clients assisted into training and employment	Ongoing	<p>Hart into Employment Following 6-month pilot of Hart into Employment virtual job club, approval given to merge with Rushmoor & Guildford provision to improve user experience and provide economies of scale. 100% of those accessing Hart into Employment achieved employment.</p> <p>Hart Employment & Skills Hub Stats. (Youth employment skills zone) 9 people engaging. 0 Job starts for Q2 1 Volunteering Start. 1 Course Starter.</p>
4	Support the organisation to deliver the 2-year Equality & diversity objectives	Healthy community and people	A strengthened approach across the Council to meeting the requirements of the Equality Act 2010 and Public Sector Equality Duties	Ongoing	<p>A 3-hour E&D virtual training session produced by external provider and 7 separate 3-hour sessions organised to accommodate training for all staff.</p> <p>Separate E&D Online e learning 1-hr session made available for Members</p> <p>EqlA template refreshed as part of integrated impact assessment development</p>

	Service Priority	Link to corporate plan	Expected Outcomes	Completion date	Update Q2
5	Contribute to the delivery of the North Hampshire Community Safety Partnership (CSP) Partnership Plan	A clean, green and safe environment Healthy community and people	Delivery of initiatives in support of key objectives of the CSP Plan Promotion of crime prevention and safety initiatives through project work Joint work with the Police on ABC's and CPN's.	March 2022	Community Safety Newsletter is being produced monthly and the distribution list is growing – this covers ASB, Personal and Home Safety and Safeguarding matters. Child Criminal Exploitation (CCE) events were held in July across several youth settings. DA Forum continues to provide a networking and best practice sharing opportunity for DA Practitioners. Community engagement at Fleet BID organised 'Safety' event in collaboration with local Neighbourhood Policing Team (NPT). Community engagement at the Yateley Fayre in collaboration with Hart Countryside Services.
6	Provision of an antisocial behaviour (ASB) support service	A clean, green and safe environment Healthy community and people	Reduction of repeat ASB for 50% of those who approach	Ongoing	Closure Order for 3 months granted on a private dwelling preventing persistent and highly impactful ASB on 14 affected households – disruption to local drug gang and county lines activity also achieved as a result.

					<p>ASB Survey carried out regarding repeat ASB reports of youths in Calthorpe Park – police patrolling targets the area now and all impacted residents have been advised how to best report.</p> <p>Community Trigger Policy & Procedure adopted through Cabinet in August.</p> <p>Community Trigger application received and accepted – ASB Review carried out in September and action plan for partnership response created.</p> <p>14 ASB Warning or Advisory Letters issued in partnership to address either youth or neighbour disputes.</p>
7	Review and update nomination agreements with RPs with stock in the District	<p>Ensure access to housing</p> <p>Promoting high quality design and a good standard of amenity</p>	<p>Ensure all documentation is UpToDate and streamlined for all RP's</p> <p>Clear and current arrangements for nominations to affordable housing between the Council and RP's</p>	March 2022	<p>Template agreed</p> <p>List of all agreements that need updating compiled and RP contact details identified. Final few nomination agreements being chased with RP's</p>
8	Delivery of a homelessness	Ensure access to housing	Prevention of homelessness for	Ongoing	We have seen an increase in approaches this quarter for general advice but a low level of those are facing homelessness at

	s prevention service		50% of those who approach		present; this is in largely down to the Eviction Ban having been in place. We have contacted all partner Landlords in the Private Sector and all Housing Associations to offer support to prevent evictions. Encouraging all applicants in temporary accommodation to maximise income and explore employment opportunities by linking in with the employment hub and offering incentive vouchers for Community Pantry membership
9	Review Homelessness Out of Hours Provision	Ensure emergency contact is well publicised and accessible.	Homelessness Out of Office Hours or due Office Closure is reportable and actioned	May 2021	This has been deferred due to work linked to Coronavirus and “recovery” being prioritised, as well as a new Afghan evacuee workstream (unanticipated). Have contacted other Authorities to benchmark against their service offerings and now have a new completion date March 2022
10	Review of Engagement & Support service staffing structure	An efficient and effective council	Review and streamline the service for better outcome for residents	December 2021	Underway – New Homelessness Senior Officer put in place to assist in managing the frontline homelessness team. Change in focus of the Rent Bond Officer role to meet an identified need for more support / move on work for residents in temporary accommodation. Job titles and team name reviewed to more accurately reflect roles, and is easier for the customer to identify (Housing Solutions Team)

	Service Priority	Link to corporate plan	Expected Outcomes	Completion date	Update Q2
11	Implement Housing IT	An efficient and effective council	<p>Increased digitalisation</p> <p>Fit for purpose IT</p> <p>Improved digital experience for customers</p> <p>Better value for money / cost savings</p>	March 2022	<p>Business Review Document prepared with Home Connections in preparation for the system build in Q2</p> <p>Process Flow mapping exercise for Housing Register, Choice Based Lettings and Homelessness Module completed.</p> <p>User Acceptance Testing underway</p>
12	Ensure we have an active private rented sector, engaging with landlords and hosting landlord events. Delivery of landlord support and tenancy sustainment services	Ensure access to housing	<p>Annual landlord events over digital platform</p> <p>Branded private sector lettings product</p>	March 2022	<p>Annual Landlord Training for 2021 hosted by the National Residential Landlords Association (NRLA) held on 7th July 2021 to cover 'Landlord Fundamentals & New Legislations'. There were 20 Landlords booked on to this.</p> <p>We are currently developing a focused social media campaign to launch in the new year - to promote the landlord liaison service and to encourage those who are struggling in their existing private rents to</p>

					come forward earlier so we can assist and prevent homelessness.
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	Service Priority	Link to corporate plan	Expected Outcomes	Completion date	Update Q2
13	Working with and supporting Parish Councils to advise and facilitate delivery of exception sites	<p>Supporting residents in shaping their local communities</p> <p>Support for our town and village centres</p> <p>Ensure access to housing</p> <p>Promoting high quality design and a good standard of amenity</p>	<p>Member of Hampshire Homes Hub</p> <p>Delivery of exception schemes including rural exception sites</p> <p>Affordable housing included in Neighbourhood Plans</p> <p>Supporting community groups to explore housing schemes</p>	Ongoing	<p>Odiham Rural Exception Site (RES) started on site in May and is progressing well.</p> <p>Hartley Wintney RES progressing. A public consultation and pre-app have been completed and the working group is preparing for the application to be submitted in the coming months.</p> <p>Everlsey – the call for sites has been completed and all sites visited and assessed. An RP partner has been selected and work will now continue with the RP to progress a site.</p> <p>Winchfield – Housing Needs Survey completed and the Parish Council has sent out a call for sites.</p> <p>Hook – an application for an Entry level Exception site has been made and is being assessed by planning at present.</p>

	Service Priority	Link to corporate plan	Expected Outcomes	Completion date	Update Q2
14	Enabling the delivery of affordable homes, including maximising 40% affordable homes on all eligible sites	<p>Ensure access to housing</p> <p>Promoting high quality design and good standard of amenity</p>	<p>Delivery of programme of 40% affordable housing, through planning framework</p> <p>Maintain a good working relationship with the RP's to deliver good quality homes to meet local housing need</p> <p>Creation of sustainable and desirable housing products</p>	Ongoing	<p>40% achieved on sites where viability has allowed for this.</p> <p>The team continues to meet with developers and RPs to comment on applications and negotiate good quality and well-designed affordable homes to meet a range of housing needs for local people.</p> <p>First Homes will impact on the numbers of rented and shared ownership homes being delivered.</p>
15	Produce an Annual Housing Update	An efficient and effective Council	Production of an annual update	March 2022	2021 Annual Plan published July 2021
16	Undertake research to examine the affordability of 1,2,3 and 4-bedroom affordable rented	Ensure access to housing	Evidence base on affordability to use as a basis for discussions with RPs	March 2022	Research and evidence has been gathered and initial analysis carried out. Further detailed analysis of the implications of the findings is being carried out and recommendations will be drawn up based on this.

	properties in the district				
17	Work with RP partners to review the way in which we record which affordable homes already have adaptations and improve the way these are advertised and let	Ensure access to housing	Better use of existing stock Better property / client matching	March 2022	Attempts to capture some of this information on the RP stock spreadsheet already. However, realistically, this project will slip to the end of the year (or beyond)
18	Prepare for the provision of First Homes in the District if/when Government announce an implementation timeframe	Supporting residents in shaping their local communities Support for our town and village centres Ensure access to housing	The Council has clear policies and guidance for the provision of First Homes in the District The Council has clear procedures for dealing with the sale and required checks for these homes	March 2022 (Govt brought policy in earlier than expected) Deadline now end June 2021 for some processes and end Dec	Briefing note prepared and detailed analysis of what is required to inform the policy. Some initial work carried out which has helped inform the Interim Planning Statement. Council needs to have an interim policy statement and have commenced drafting a process and establishing evidence as soon as possible from 28 th June 2021 when First Homes are introduced. There will also be a 6-month transition period in which the Council should have a clear

	for the scheme	Promoting high quality design and a good standard of amenity		2021 to be prepared following the transition period	<p>process from a planning and housing perspective.</p> <p>Further research is required around the viability implications of how First Homes could be applied.</p> <p>Also, awaiting Government guidance and templates.</p>
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	Service Priority	Link to corporate plan	Expected Outcomes	Completion date	Update Q2
19	Update affordable housing stock information for stock held by RPs in the District	Ensure access to housing	Accurate data about affordable housing stock to include locations, type, size and occupancy levels	Sept 2021	<p>Information received and housing stock data has been updated.</p> <p>This will be kept up to date on an ongoing basis as and when new developments are completed and new affordable homes are provided.</p>
20	Delivery of Disabled Facility Grant service	<p>Ensure access to housing</p> <p>Work with partners to keep Hart healthy and active</p>	Enabling residents to remain in independent living accommodation (80 per year)	Ongoing	<p>7 DFGs completed for Q2 (30 to date in total) -</p> <p>34 at enquiry stage as at end October</p> <p>29 at approval stage as at end of October</p> <p>£457K spend (55% of budget).</p>

21	Penny Hill Caravan Site - deal with any breaches of site licence and produce revised site licence conditions as necessary.	Ensure access to housing	Enabling residents to remain on site and maintain conditions on site.	March 2022	Re-visit to site delayed due to ill-health of owner. Officers due to visit in November and will seek legal advice as owners are not engaging over the Fit & Proper Person Test requirements
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Glossary of key terms

CSP – Community Safety Partnership. These were set up under the Crime and Disorder Act 1998, to bring together a range of partners to work together to protect communities and help people feel safe. Hart is part of the Safer North Hampshire CSP, which also covers Basingstoke & Deane and Rushmoor councils.

RP – Registered Provider. This is the general name given to social housing landlords / housing associations. They are run independently from councils.

DFG – Disabled Facilities Grant. A means tested grant administered by the council, for disabled people who need to make changes to their home.

PRS landlord – Private Sector Landlord. The council works in partnership with private sector landlords to secure a supply of housing for those facing homelessness.

ASB – Anti-Social Behaviour. This can be reported online; reports will be investigated and actioned by the Community Safety Team.

Service risk register

A detailed service risk assessment has been completed and is reviewed at a minimum quarterly. This helps inform the Hart District Council Corporate Risk Register which is reported to Overview & Scrutiny Committee on a quarterly basis. Mitigated risks that have a score of 9 or above are included below.

We have one risk that we are monitoring closely, however we have put work in to mitigate the risk by reaching out to the PRS and RP's around evictions. We are confident this risk level will be lowered (to be discussed at Panel meeting)

Source of Risk	Prior Assessment			Existing Controls	Effectiveness of Controls	Current Assessment			Further Mitigations
	Likelihood	Consequence	Risk Rating			Likelihood	Consequence	Residual Risk	
Changes in gov policy	4 - Likely	2 - Moderate	8	Pre eviction protocols with RPs & good relationships with private landlords	Satisfactory	2 - Unlikely	2 - Moderate	4	

			Use of DHP and prevention of homelessness grant to prevent evictions where possible and regular contact with landlords and RPs to prevent it going to court			
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Quarter Two 2020/21 Key Challenges and Achievements

- Provision of support for the Evacuee Bridging Hotel
- Delivery of 3 units for the Afghan LES programme – 2 sign ups thus far
- Secured funding for the Here for Hart programme through ear marked reserves
- Second Here for Hart event and subsequent publication of a bulletin
- Housing IT testing and training – this has taken up significant staff time, but we look forward to delivering an excellent product for residents towards the end of the financial year
- Detailed review of the now Housing Solutions Service including changing some staff roles to increase capacity / improve effectiveness
- Setting up the Household Support Grant to go live in October
- Partnership work with police has led to closures on problem properties in Hart district
- Contacted all landlords and RP's to joint work on eviction prevention

- First homes initiative moving forward, working with colleagues in Place
- Delivery of DFG's is on track

Voluntary sector core grant service level agreements

<p>Citizens Advice Hart</p>	<p>Core grant value £148,130 For the provision of advice services to Hart's citizens.</p>
<p>KPIs Client feedback scores (Q1 and Q2 average):</p> <p>74% said they found the service fairly or very easy to access</p> <p>89% said the service helped them find a way forward</p> <p>83% said their problem was now partly, mostly or completely resolved</p> <p>94% would recommend the service</p>	<p>Commentary</p> <p>In Q2:</p> <ul style="list-style-type: none"> • The service supported 964 clients. This is a substantial rise in client numbers as compared to the same period last year and Q1 of this year. This may in part be due to a gradual return to face-to-face appointments. • Debt-related enquiries rose by 45% and debts written off amount to over three times that of the same quarter last year which could be explained by the recommencement of recovery action by creditors following a legislative respite during the pandemic. • Benefits and tax credit enquiries were the most common issue. • Housing issues increased by 50% compared to the same period last year, which could be linked to recommencement of housing possession action and the fact that eviction notice periods were due to revert to pre-pandemic levels on 1st October which may have caused an influx. <p>Among other developments, the service is exploring new opportunities for outreach and looking to roll out a programme of Advice First Aid training to upskill volunteers and staff working in frontline roles across a range of groups and organisations.</p> <p>Citizens Advice Hart is a key partner in the Here for Hart programme, for example, working with the team and other partners to explore potential for a community hub in</p>

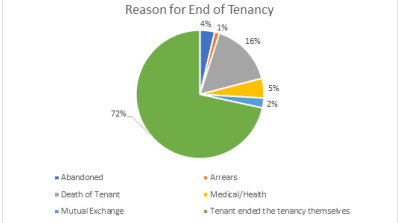
	Yateley to improve access to a range of support services and strengthen links between those services.
Fleet Phoenix	Core grant value £14,300 For the provision of activities to improve the emotional health, wellbeing and resilience of young people including clubs, training opportunities, advice & information, mentoring, mediation, and other support.
<p>KPIs Young people's outcomes (Q1 and Q2 average):</p> <p>81% reported improved knowledge and understanding of how to deal with the issues facing them.</p> <p>58% reported positive lifestyle changes.</p> <p>85% reported improved emotional wellbeing and mental health.</p>	<p>Commentary Q2 highlights:</p> <ul style="list-style-type: none"> • All projects are now re-opened. • The organisation delivered a range of summer projects. • Funding was secured from HDC for a Domestic Abuse Support Club for junior school age children. The project is now taking referrals. • Over 2,000 items of school uniform were given out to local families. <p>Fleet Phoenix is a key partner in the Here for Hart programme, for example, speaking at the second Here for Hart event about into the wellbeing issues young people are experiencing and working with the council and other partners to identify how Here for Hart can make a difference to young person's wellbeing.</p>
Hart Voluntary Action	Core grant value £40,230 For the provision of support to the Voluntary, Community and Social Enterprise ("VCSE") sector in Hart.
<p>KPIs (sum of Q1 and Q2):</p> <p>234 new volunteers were referred to a volunteer placement organisation.</p> <p>130 new volunteers were successfully placed with a volunteer placement organisation.</p>	<p>Commentary HVA is a key partner in the Here for Hart programme, for example, co-hosting Here for Hart events and delivering a number of key projects including Minding the Garden and development of a Here for Hart online directory.</p> <p>Secured funding from HCC Children's Services grant scheme to develop a family therapy service which opened for referrals in November.</p>

<p>26 voluntary and community organisations were provided with practical support.</p> <p>70 HVA member organisations were proactively engaged with as part of the Covid-19 community recovery to ascertain their status and support needs.</p> <p>78 new people accessed HVA wellbeing projects including Health Walks, 121 Youth Counselling, 121 Adult Counselling and Sunshine and Showers groups.</p>	<p>Working alongside the Council and Hart Allotments on development of Hart's Green Garden which will be the home of Minding the Garden, a social and therapeutic horticulture project supported by grants from HDC and HCC. Referrals to Minding the Garden are now open.</p> <p>Contributed to a Hampshire-wide piece of research into the state of the VCSE sector by engaging with 70 member organisations.</p> <p>Working with the Council to administer the Community Connections grant scheme as part of the Covid-19 Community Recovery.</p> <p>Recruited and coordinated volunteers for vaccination clinics in Fleet and Yateley.</p> <p>Hart Response Hub (HRH) – Under a separate MOU, HVA continue to manage the HRH. Numbers in the last quarter have remained low for requests for support, however the Hub will remain available during weekdays (except bank holidays) until March 2022</p>
<p>Inclusion Hampshire</p>	<p>Core grant value £10,000 To support the provision of alternative education opportunities to Hart young people.</p>
<p>KPIs Young people's outcomes (Q1 and Q2 average):</p> <p>100% were evaluated to be making progress at Inclusion at the point of case review.</p> <p>86% showed academic progress in Maths and English</p> <p>88% made improvements in their life skills and social skills</p>	<p>Commentary</p> <p>In Q2, Inclusion Hampshire supported 8 Hart young people and their families.</p> <p>Inclusion College (post-16 provision) officially launched in Hook.</p> <p>Inclusion Hampshire is an active participant in the Here for Hart programme, for example, engaging with a number of projects supported by Here for Hart including Minding the Garden and the current development of employment skills support for young adults aged 18-24.</p>

100% of young people attending pre-16 provision transitioned successfully back to mainstream school or secured a college place, apprenticeship or other opportunity by end of year 11.	
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Community Services – Service Panel Q2 November 2021 Responses to Questions Raised

This paper sets out the responses to the questions raised, where an answer could not be given during the panel meeting.

	Question	Response														
1	How much is left in covid / CEV (Clinically Extremely Vulnerable) grants that we can use to support additional work if the pandemic worsens again. IE what funds do we have we can channel into dealing with another emergency response?	<p>Unallocated, there is just over £40k. There is also some that is allocated that is not yet spent, which we could draw on if needed.</p> <p>Also, it is likely that further funding would come from government if significant community support work were needed.</p>														
2	The stats show 100% into employment from the Hart into Employment. What are the actual figures (how many people were assisted successfully)?	3 people have gained employment														
3	What provision is there for the homeless over Christmas & New Year?	When office is open, the team can be contacted on 01252 774239 for homelessness or 01252 774420 for general housing /housing register advice. Out of hours for emergency homelessness, people can call 01252 774477. You can also report a rough sleeper through Streetlink regardless of where they have been spotted as they will then direct it to the relevant local authority. As always if the person appears to be unwell or in immediate danger, please call 999.														
4	How many HA properties become vacant because the person moves on or no longer needs it anymore?	 <table border="1"> <caption>Reason for End of Tenancy</caption> <thead> <tr> <th>Reason</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Tenant ended the tenancy themselves</td> <td>72%</td> </tr> <tr> <td>Abandoned</td> <td>16%</td> </tr> <tr> <td>Death of Tenant</td> <td>5%</td> </tr> <tr> <td>Mutual Exchange</td> <td>2%</td> </tr> <tr> <td>Atrears</td> <td>1%</td> </tr> <tr> <td>Medical/Health</td> <td>1%</td> </tr> </tbody> </table>	Reason	Percentage	Tenant ended the tenancy themselves	72%	Abandoned	16%	Death of Tenant	5%	Mutual Exchange	2%	Atrears	1%	Medical/Health	1%
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		<p>We track changes in tenancy activity through our annual Tenancy Strategy update. Registered Providers (RP's) do not record specific information regarding the move on address/tenure type once a tenant leaves a Fixed Term Tenancy. However, the latest questionnaire results do show that of the 83 tenants whose Fixed Term Tenancies ended between April 2019 and March 2020, 39 are known to have moved into alternative accommodation within Hart and 4 moved outside of the district.</p> <p>Of the recorded 83 fixed term tenancies which were ended between April 2019 and March 2020, the most common reason stated is “as a result of the tenant ending the tenancy themselves”. One Fixed Term Tenancy was ended because of rent arrears and three were ended due to abandonment. For a full breakdown of reason for end of tenancies – see chart above.</p> <p>The survey results show that the RPs are monitoring why tenancies come to an end to ensure they pick up on any particular issues emerging that they need to be aware of. Hart will continue to work with the RPs to understand why people give up their tenancies in more depth, and to encourage people to ‘right-size’ to smaller or larger homes as and when their circumstances change.</p> <p>Information above is from the Tenancy Strategy – which is only looking at Fixed Term tenancies. We only have data on reasons for ending Fixed Term Tenancies – so it doesn’t capture why other types of tenancies end.</p>
5	How is the family therapy service developing at HVA (Hart Voluntary Action). Is there an early update?	<p>Launched mid Nov 2021 - no outcomes to report.</p> <p>Family Therapy</p> <p>This new service is available to all families living in the Hart or Rushmoor Districts. Families will be able to have up to 10 family sessions together with a family worker and also access individual Counselling or play therapy.</p>
6	What is the position on volunteers now? Do we still have capacity? Are volunteers continuing?	<p>Hart Response Hub</p> <p>The request for support from volunteers via Covid Hart Response Hub (HRH) continues to be very low. There are enough volunteers to step up, if demand</p>

		<p>increases. HDC is liaising with HCC and HVA in order to commence a Winter Pressures additional support through the Hart Response Hub from early Jan 2022 until March 22. The key aim is:-</p> <ul style="list-style-type: none">• Support in shopping and prescriptions during cold snaps to avoid extra burden on Ambulance Service, GP's, Hospitals. (8/10 Ambulance calls during cold snaps are falls !!)• Carers respite from shopping etc / befriending• Simple Check ins <p>Referrals will only come from Adult Services Team. HVA will continue to manage volunteers via the Hub process</p> <p>Vaccination Centres Over 90 volunteers continue to provide invaluable support at the vaccination sites in Fleet and Yateley.</p>
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Service Panel Meeting Monday 22 November 2021 - Environment and Technical Services Quarter Two

1.0 - Performance against Service Plan.

	Service Priority	Link to corporate plan	Expected Outcomes	Update on 22 Nov 2021
1	Delivery of the council's response to Covid-19 pandemic	Statutory requirement	Ensure that the Council meets its statutory obligations under the Civil Contingencies Act.	All staff now deployed on BAU activities.
2	New ways of working	Corporate	Working with the council's operational recovery team to identify and implement opportunities for new ways of working.	Apart from the parking team who are office based the agile working policy is now being operated by all staff.
3	Identify budget saving/ increased income opportunities.	Corporate	Review all service budgets for saving/income opportunities.	Level 2 savings now approved, working with leadership team on the development of level 3 savings proposals.

4	Co-ordination of Harts climate change action plan.	Improve energy efficiency Promote a clean environment	Facilitate member and officer working group meetings and provide update reports to Cabinet.	Full council to be provided with progress update at its Nov 21 meeting. Nov Cabinet approved funding to appoint consultants to prepare Hart Carbon Pathway.
5	Develop a proposal for the installation of electrical vehicle charging points on land in Harts ownership.	Improve energy efficiency Promote a clean environment	Develop and tender proposal.	Agreed that we will be using Kent Framework to obtain prices, currently finalising tender questions, anticipate tendering December/ January 22.
6	Replacement of Harts vehicle fleet with electric vehicles.	Improve energy efficiency Promote a clean environment	Produce costed proposal for replacement of Harts vehicle fleet with Electric vehicles.	Anticipate starting work on development of the proposal in the new year.
7	Increase knowledge and awareness of climate change matters	Improve energy efficiency Promote a clean environment	Arrange staff and member training sessions.	Great Big Green Week 18th - 26th Sept '21 provided focus for climate change comms. Working Group have approved draft climate change comms plan. Daily comms put out during COP 26. Winter edition of Hart News includes Climate Change focus Hart News Winter 2021 FINAL PRINT-compressed.pdf Monthly staff briefings include climate emergency update.

				Carbon literacy training for key officers and members scheduled for 14 December 21.
8	Reduce carbon emissions from Harts operational buildings.	Improve energy efficiency Promote a clean environment	Energy audit to be completed of Hart operational buildings.	Energy audit of civic offices & workshop carried out. Final report received and is being reviewed.
9	Carbon offsetting	Improve energy efficiency Promote a clean environment	Produce draft proposal for carbon offsetting on Hart owned land.	December Cabinet to consider commissioning of consultants to produce Biodiversity Net Gain report which will consider proposals for carbon offsetting.
10	Reduction in carbon emissions from contracted services.	Improve energy efficiency Promote a clean environment	Work with Serco and Steetcare team to develop carbon reduction plan for services.	Have agreed carbon reporting framework with Serco, baseline data from the start of the contract to be agreed shortly. New agreement for provision of street care services included requirement to monitor and identify opportunities for minimising carbon emissions.
11	Climate change adaption plan.	Improve energy efficiency Promote a clean environment	Produce a climate change adaption plan for Hart.	Awaiting recommendations form carbon pathway report before commencing work on the adaption plan.
12	Delivery of Fleet Pond Green Corridor - Phase 1	Enhance access to open space and recreation facilities Protect and enhance biodiversity	Contract for Phase 1 to be awarded. Work on construction of Phase 1 to commence. Phase 1 complete.	Contract tendered, and successful bidder identified. Awaiting completion of cool-down period, with main works proposed to start on-site by first week in December Preliminary site clearance works completed Mitigation works for footpath widening currently being tendered to be completed by end of March 2022

13	Design of Fleet Pond Green Corridor – Phase 2 (car park and access road at Fleet Pond)	Enhance access to open space and recreation facilities Protect and enhance biodiversity	Design of new car park layout, access road and sustainable drainage system Tender preparation	Design complete and tendered.
14	Delivery of Ecological Feasibility Study at Fleet Pond	Enhance access to open space and recreation facilities Protect and enhance biodiversity	Scoping study Costed plan agreed Feasibility study to be considered by Cabinet	Scoping study completed and comments received Work to commence on the Phase 2 feasibility study in the new year outcomes to be considered by Cabinet in 22/23..
15	Delivery of Phase 1 works at Edenbrook Country Park	Enhance access to open space and recreation facilities Work with partners to keep Hart healthy and active	Award contract for construction of skate park. Skate park to open. Work to commence on community allotments. Community allotments to be open.	Tendering of contact for skate park delayed until community gardens complete and as cost have accelerated due to Brexit and Covid impacts Revised PID (Skate, bike park) to be submitted to Project Board to identify a new approach to the delivery of this area. Community allotments due to complete December 21
16	SANG adoptions	Enhance access to open space and recreation facilities	Snagging works complete Legal transfer Adoption	Works progressed but adoption of Poulters Meadow delayed by developer. Whitewater Meadows adoption completed.

17	Delivery of wetland at Bramshot Farm	Protect and enhance biodiversity Enhance access to open space and recreation facilities	Work commences. Work complete.	Work complete and open to the public.
18	Delivery of Countryside Vision and Commercialisation Strategy	Protect and enhance biodiversity Enhance access to open space and recreation facilities Supporting the Local economy Promoting high quality design and good standard of amenity Work with partners to keep Hart Healthy and Active Explore options to increase financial self –sustainability	Outline proposals to be considered, and way forward agreed.	October Cabinet approved concession proposals for Edenbrook and Bramshot Farm. Currently seeking expressions of interest, tenders to be sought in early January 22. Proposals for development of long term vision have been put on hold.
19	Review of the Joint Waste Client Team	Promote a clean environment	Cabinet to consider recommendation to transfer	Complete .

			team to Basingstoke and Deane.	
20	Delivery of the 21/22 traffic management programme.	Support our town and village centres Support the local economy	Delivery of the traffic management programme for 21/22.	On track – schemes designed, and draft traffic regulation order being reviewed. Programme published on Hart website Traffic Management Programme 2021 (1).pdf (hart.gov.uk)
21	Complete asset management plan for Council car parks.	Support our town and village centres Support the local economy Promote a clean environment	Cabinet to approve draft asset management plan and programme of works.	Proposal currently being developed for consideration by Project Board this will include improved lighting and surfacing in some car parks.
22	Delivery of approved flood alleviation schemes	Support our town and village centres Support the local economy	Completion of approved projects for Blackwater, Hartley Wintney and North Warnborough.	On track - funding letter received from Environment Agency for Phoenix Green. Proposal to be considered at Nov 21 Project Board
23	Complete water environment asset management plan	Support our town and village centres Support the local economy Promote a clean environment	Draft an asset management plan and programme works for Harts water assets.	Review of current assets underway

24	Produce annual parking report.	Support our town and village centres Support the local economy	Delivery of a revised parking policy, and development of annual parking report.	On track with data being collected and report being drafted
25	Monitoring and management of Harts CCTV cameras to be transferred to Runnymede BC.	Support our town and village centres	Transfer to be completed.	Delay resulting from Runnymede Council maintenance contract procurement delay, anticipate transfer completing March 2022.
26	Implement approved changes to on and off street car parking charges.	Support the local economy	Revised parking order to be drafted and advertised Charges to be introduced.	Complete - Car Park charges amended at the beginning of June. Changes to resident parking permit charges implemented beginning of July.

2.0 - Service risk register

A detailed service risk assessment has been completed and is reviewed at a minimum quarterly. This helps inform the Hart District Council Corporate Risk Register which is reported to Overview & Scrutiny Committee on a quarterly basis. *There are currently no mitigated service risks with a score of 9 or above in the Environment and Technical services risk register, however details of the top 2 mitigated risks are provided below.*

Description	Impact	Source of Risk	Prior Assessment			Existing Controls	Effectiveness of Controls	Current Assessment			Further Mitigations
			Likelihood	Consequence	Risk Rating			Likelihood	Consequence	Residual Risk	
Transfer of CCTV service to Runnymede delayed until after April 22.	Service continues to be delivered by Rushmoor, delay in delivery of forecast savings.	Delay in submission of proposal by Runnymede BC. - Need for Hart to make financial savings.	4 - Likely	2 - Moderate	8	Joint working with Rushmoor on transfer of service. Proposal now received, and specification for service being prepared.	Satisfactory	4 - Likely	2 - Moderate	8	
Delivery of Fleet Pond northern footpath widening not delivered in 2021/22	Delivery of footpath widening not completed in 2021/22 FY; key milestone within EM3 LEP DoV not met and full £1.4M grant funding not achieved	Supply chain, weather, ecology, delay in tender programme, land ownership local protests.	3 - possible	3 - Major	9	Project programme and ongoing project reviews with design team. Tender award now confirmed in standstill period. Contractors programme shows completion withing agreed programme. Ongoing stakeholder liaison; Environmental controls and licences agreed with regulatory bodies; Development of Construction Environmental Management Plan	Satisfactory	2 - Unlikely	3 - Major	6	

3.0 - Performance indicators and targets

KPI	Description	Annual Target	Q1	Q2	Q3	Q4
ET03	Number of Green Flags held	3	Awaiting decision - to be reported at Q2.	3		

ET04	Number of service requests for Street Cleaning.	1200	365	295 *		
ET05	Number of service requests for Grounds Maintenance.	600	162	171 **		
ET10	Carbon footprint for Council operations	<i>1700 t/CO2e (19/20 outturn)</i>	Data compiled annually – outturn for 20/21 = 1088.96 t/CO2e.			
ET11	Number of hours of CCTV camera downtime per month	<i>10 days</i>	47 days	Awaiting data for Q2		
ET12	Number of hours of litter enforcement work carried out per month.	<i>118 hrs</i>	58 (monthly average April to July)	Awaiting data for Q2		

(*) Breakdown of Q2 service requests for Street Cleaning

- Fly tip removal requests – total = 215. 167 justified and 48 unjustified
- Litterbin empty – total = 12. 5 justified and 7 unjustified
- Sweeping request – total = 15. 4 justified and 11 unjustified
- Litter – total = 11. 6 justified and 5 unjustified
- Dead animal removal – 42 total. 33 justified and 9 unjustified

() Breakdown of Q2 service requests for Grounds Maintenance**

- Weed treatment = 9
- Prune vegetation = 89
- Grass = 32
- Information for Officer = 41

Quarter One 2021/22 Key Challenges and Achievements

- Implementation of agile working policy following lockdown.
- Support for provision of lateral flow and mobile testing facilities at civic offices.
- Joint Waste Client Team transferred to Basingstoke.
- Bike track and other countryside facilities reopened after Covid lockdown.
- Street care service agreement signed with Basingstoke.
- New Car Park and resident permit charges implemented.
- Delivery and opening of Bramshot Farm wetlands project.
- Harts Green Garden commenced.
- Part 1 of feasibility for Fleet Pond completed.

Quarter Two 2021/22: Key Challenges and Achievements

- Oct 21 Cabinet approved proposals for refreshment concessions at Edenbrook and Bramshot Farm.
- Hazeley Heath Digital grazing completed.
- Fleet Pond Green Corridor works tendered.
- Proposal for replacement of Harts vehicle fleet with electric vehicles to be developed.

Looking forward Quarter Three: Key Deliverables

- Fleet Pond Corridor tender to be awarded and work to commence on site.
- Edenbrook Community Gardens works to be completed.
- Dec 21 Cabinet to consider request for funding to develop Biodiversity Net Gain Strategy
- Dec 21 Cabinet to consider request for funding to develop signage strategy for Hart Green Grid.
- Quotations to be sought for Electric Vehicle charging points on Hart land.
- Quotations for production of Harts Carbon Pathway to be obtained.
- Whitewater Meadow SANG adopted.

OVERVIEW & SCRUTINY

DATE OF MEETING: 14 December 2021

TITLE OF REPORT: Project Integra Joint Municipal Waste Management Strategy

Report of: Joint Chief Executive

Cabinet Portfolio: Environment

Key Decision No

Confidentiality Non Exempt

1 PURPOSE OF REPORT

- 1.1 This report sets out the Joint Municipal Waste Management Strategy (JMWMS) in Appendix 1 and seeks endorsement of the strategic direction for the partnership.

This will be supported by a new operational partnership agreement and detailed action plan to take Project Integra (PI) forward, including meeting the requirements of the Environment Bill.

2 OFFICER RECOMMENDATION

- 2.1 The Overview and Scrutiny Committee is recommended to recommend to Cabinet the endorsement of the principle to the “twin-stream” approach to recycling but noting the clear proviso, that no commitment can yet be made to it, until the requirements of the Environment Bill and the associated financial arrangements are made clear, and agreement is reached on any revision to Project Integra with Hampshire County Council

3 BACKGROUND

- 3.1 The collection and disposal of household waste is delivered across Hampshire by an integrated waste management system. The system’s strategic direction is coordinated by Project Integra (“PI”), a partnership of Hampshire County Council (“HCC”), its 11 districts, and unitary authorities Southampton City Council (“SCC”) and Portsmouth City Council (“PCC”). Through the adoption of the Joint Municipal Waste Management Strategy (“JMWMS”, appendix 1), PI is seeking partners’ agreement to implement ‘twin stream’ collection systems to comply with the forthcoming Environment Bill (“the Bill”). Agreement on collections by PI partners will enable disposal partners (HCC, SCC and PCC) to proceed with the corresponding disposal infrastructure projects in accordance with the timeframes set out in the Bill.
- 3.2 Through the adoption of the Joint Municipal Waste Management Strategy (“JMWMS”, appendix 1), PI is seeking partners’ agreement to implement ‘twin

stream' collection systems to comply with the forthcoming Environment Bill ("the Bill"). Agreement on collections by PI partners will enable disposal partners (HCC, SCC and PCC) to proceed with the corresponding disposal infrastructure projects in accordance with the timeframes set out in the Bill.

- 3.3 The key objectives of the JMWMS are relatively straightforward and will form part of the overall action plan for the partnership which will follow. More details of which are provided within the Appendix 1, including: -
- a) [Partnership Working](#)
 - b) [Recyclable Material Management](#)
 - c) [Waste Reduction](#)
 - d) [Best Practice](#)
 - e) [Service Delivery](#)

4 The Environment Bill

- 4.1 The Bill sets out the legislative framework that will enable the Government to establish post-Brexit governance arrangements for environmental matters and implement the Resources and Waste Strategy for England (2018), delivering on the ambition of the 25-year Environment Plan to protect and enhance the environment. The Bill has recently passed through third reading in both houses, with amendments now under consideration by the House of Commons.
- 4.2 The key aim of the Bill's consistency in recycling collections measures is to ensure a consistent range of material is collected for recycling at the kerbside across England, increasing the rate of recycling and maximising material quality. The changes suggested by the Bill through recent consultations are: -
- a. Weekly Food Waste collections
 - b. Increased recycling including pots tubs and trays. This would be introduced as part of the change to twin stream collections
 - c. Free garden waste for all households
 - d. The potential creation of a Deposit Return Scheme
 - e. Potential Extension to the existing Producer Responsibility Scheme
- 4.3 From information gathered from the most recent Government consultations, the following dry mixed recycling ("DMR"), materials will need to be collected from 2023/24 (subject to transitional implementation):
- (a) cardboard;
 - (b) paper;
 - (c) aluminium and steel cans;
 - (d) plastic bottles;
 - (e) pots, tubs and trays ("PTTs");
 - (f) cartons;
 - (g) glass; and,
 - (h) plastic film (from 2026/27)
- 4.4 The Hampshire integrated waste system does not currently provide for the collection of (e), (f) or (h). Accordingly, new materials recycling facility ("MRF") infrastructure will need to be built (existing MRFs at Alton and Portsmouth are not capable of processing PTTs, plastic films, cartons or

glass). The adoption of a twin-stream system for this set of DMR materials imposes further specific new infrastructure requirements, affecting MRFs, transfer stations and collection fleets. Additional depot capacity for the storage of vehicles and containers may be required.

- 4.5 Understanding of the full impact of the Environment Bill will evolve as the Governments position becomes clearer and further reports will be provided to consider the implications.

5 CONSIDERATIONS

- 5.1 In terms of the JMWMS refresh, there are 3 main options available for the Council to consider:

- 1) Endorse the Strategy unreservedly; this option would contribute to the Corporate Strategy but would imply resource commitments that the council cannot reasonably make in the absence of information.
- 2) Decline to endorse the Strategy; this option would not contribute to the Corporate Strategy.
- 3) Endorse the Strategy with conditions; this option is recommended and detailed below

Conditional Endorsement

- 5.2 The first strategic objective within the Strategy where the recommendation is for the support to be conditional, is on the topic of making a commitment to move to a 'twin stream approach'.

- 5.3 The current twin stream system in Hart is:

- Paper and Cardboard co-mingled with plastics, all food and drink cans and aerosols.
- Glass collected separately.

The proposed Twin Stream, which is in line with the government consultation proposals, is: -

- Glass to be co-mingled with plastics, PTT's, all food and drink cans and aerosols.
- Paper and Cardboard would be collected separately.

- 5.4 The understandable rationale for its inclusion in the strategy is to enable HCC to plan future waste arrangements well in advance so that they can provide the necessary infrastructure. New materials recycling facility ("MRF") infrastructure will need to be built (existing MRFs at Alton and Portsmouth are not capable of processing PTTs, plastic films, cartons or glass). The adoption of a twin-stream system for this set of DMR materials therefore imposes further specific new infrastructure requirements, affecting MRFs, transfer stations and collection fleets. Additional depot capacity for the storage of vehicles and containers may be required.

- 5.5 Modelling work by Wood Consultants on behalf of PI considered how the introduction of different DMR collection systems would affect the

performance, costs and carbon output both of individual authorities and the integrated Hampshire waste system as a whole. It concluded that a twin-stream DMR collection was the best solution as it would lead to a significant increase in recycling performance, and a reduction in carbon emissions equivalent to the kerbside sort option but with lower total costs. Notwithstanding the Government's preference for Kerbside sort, twin-streaming will meet the requirements of the Bill as a solution which is technically and economically practicable.

- 5.6 The principle of this approach in the Strategy is therefore to be supported. However, the concern is that we are unable at this stage to say what the financial costs are of this change. This will only become clear when we know the final outcome of the government consultations as this may involve other service changes and costs including vehicle, bins, and sacks.
- 5.7 To be able to do this it requires collection authorities to commit to future collection arrangements, which in turn will have implications for existing and future waste collection contracts. Depending on the timing and provisions of the Environment Bill, new burdens funding may be provided to enable this twin-stream approach.
- 5.8 However, were the Environment Bill not to make twin stream mandatory and/or not to provide full funding for it, then the financial implications for the councils would be different. If HCC changes its financial relationship with the collection authorities, this will also alter the financial implications. In conclusion twin stream is supported in principle, it could be expected to improve recycling performance, but it is premature to be able commit to it.
- 5.9 It is therefore recommended that the Strategy is supported in principle, but that final endorsement cannot yet be made to the JMWMS. This final endorsement should only be done once until the requirements of the Environment Bill and the associated financial arrangements are made clear and agreement is reached on any revision to the Project Integra agreement.

6 ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

- 6.1 The following options were considered and rejected:
 - a) Endorse the Strategy unreservedly; this option would contribute to the Corporate Strategy but would imply commitments that the council cannot reasonably make without further information which is not available at this time.
 - b) Decline to endorse the Strategy; this option would not contribute to the Corporate Strategy.

7 CORPORATE GOVERNANCE

7.1 Service Plan

Is the proposal identified in the Service Plan?	Yes
Is the proposal being funded from current budgets?	No

Have staffing resources already been identified and set aside for this proposal?	No
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Legal and Constitutional Issues

- 7.2 There are no specific legal implications associated with this report. Future alterations to waste collection methodologies or the role of Project Integra would be considered in advance and legal advice sought.

Financial and Resource Implications

- 7.3 It is important to note that there is a specific reference in the Strategy to possible changes to the financial relationship between the county and collection authorities to clarify that support for the strategy is not a commitment to any future financial changes yet to be proposed.
- 7.4 There are no direct financial implications in endorsing the Strategy as recommended. However, there are clear financial implications associated with the risks outlined below.
- 7.5 Currently, we are unable to provide financial details for any service changes until we know the full outcomes of the government’s recent consultation. Future reports will be brought to committees with any proposed service changes and financial implications.

Risk Management

- 7.6 If the Council does not approve the JMWMS or the future of Project Integra the Council would be responsible for arranging disposal of all collected recyclable material. HCC are only responsible under current legislation for arranging disposal of non-recyclable material. This was the main reason Project Integra was introduced to spread the costs amongst all Hampshire authorities and provide the most up to date infrastructure for disposal.
- 7.7 The main risk in endorsing the Strategy is the creation of a real or implied commitment to changing waste collection services *before* the councils know what is required of them by law and before funding support for any changes is clear.
- 7.8 There are financial risks if changes to waste collection are mandated, and full financial support is not provided. There are also financial risks if the Project Integra agreement is revised.
- 7.9 The County Council has endorsed the Strategy and there is a risk that Hart may be required by HCC to unilaterally change its collection methods to fit with the infrastructure HCC plans to develop, regardless of the Environment Bill.
- 7.10 The recommendation mitigates these risks in so far as can reasonably be done.

8 EQUALITIES

- 8.1 There are no equalities implications raised as a direct result of this report. However, this will need to be assessment again as and when we introduce any changes to services or policies in the future. Whilst an equality impact assessment has previously been carried out for the provision of bring banks facilities, this assessment needs to be updated to consider these report's recommendations.

9 CLIMATE CHANGE IMPLICATIONS

- 9.1 There are future climate change implications arising from this report which will be discussed in more detail once the final outcomes of the government's strategy are known.

10 ACTION

- 10.1 The Committee's views will be forwarded to Cabinet.

Glossary

Term	Definition
JMWMS	Project Integra Joint Municipal Waste Management Strategy
PI	Project Integra
HCC	Hampshire County Council
MRF	Materials Recovery Facility
PTT's	Pots tubs and trays
Twin Stream	<p>Twin stream is the collection of recycling materials in two separate streams. Similar to the process we have at present with glass collected separate from other recyclables which are co-mingled into one bin.</p> <p>The change planned is for glass to be co-mingled with plastics, PTT's, all food and drink cans and aerosols. Paper and Cardboard would be collected separately.</p>

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Appendices

Ref.	Title of Appendix	Exemption Paragraph Number (if applicable) <i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of the Local Government Act 1972 by ticking the</i>						
		1	2	3	4	5	6	7
A	Appendix 1 – Copy of Project Integra Joint Municipal Waste Management Strategy objectives							

Background papers:

Title of any background paper(s)	Exemption Paragraph Number (if applicable) <i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i>						
	1	2	3	4	5	6	7
Project Integra Joint Municipal Waste Management Strategy							



INTEGRA

Project Integra

Joint Municipal Waste Management Strategy

What can I put in my recycling bin in Hampshire?



Paper



Cans and Tins



Cardboard



Plastic Bottles



Aerosols



Report for

Project Integra

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Management systems

This document has been produced by Wood Group UK Limited in full compliance with our management systems, which have been certified to ISO 9001, ISO 14001 and ISO 45001 by Lloyd's Register.

Document revisions

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1. Introduction to Project Integra

Project Integra (PI) is a partnership in Hampshire consisting of Hampshire County Council as a waste disposal authority, 11 waste collection authorities and two unitary authorities, all providing a variety of collection services but based on a core theme of the comingled collection of dry recyclable material. The two unitary authorities, Portsmouth City Council and Southampton City Council also act as Waste Disposal Authorities. The Local Authorities that make up PI are:

- Basingstoke & Deane Borough Council (BDBC)
- East Hampshire District Council (EHDC)
- Eastleigh Borough Council (EBC)
- Fareham Borough Council (FBC)
- Gosport Borough Council (GBC)
- Hampshire County Council (HCC)
- Hart District Council (HDC)
- Havant Borough Council (HBC)
- New Forest District Council (NFDC)
- Portsmouth City Council (PCC)
- Rushmoor Borough Council (RBC)
- Southampton City Council (SCC)
- Test Valley Borough Council (TVBC)
- Winchester City Council (WCC)

In 1997 Hampshire County Council entered into a waste disposal service contract (now extended to 2030) which was awarded to Veolia UK. Portsmouth City Council and Southampton City Council became co-signatories to the contract after their formation as unitary authorities. Prior to the commencement of the contract, all 14 waste authorities of Hampshire (Disposal and Collection), along with Veolia Hampshire, became members of PI. The Partnership agreement sets out the principles of PI and the roles and responsibilities of the partnership authorities.

The work of PI is guided by three objectives:

- Customer focus
- Value for money
- Sustainability

Hampshire has been widely acknowledged for its partnership working on waste, its impressive integrated waste management facilities, relatively high performance and contribution to shifting fundamental thinking from waste to resource management, however in recent years performance levels have failed to keep up with those of the best performing authorities in England - this is a situation that the Partnership is determined to change.

1.1 Working Groups

The Partnership works to influence national policies, secure external funding, and promote sustainability, with a core aim being to communicate effectively to both the public and the businesses communities. Our strategy officer group is made up of officers from each partner authority and PI. Similarly, our strategic board is made up of officers and elected members from each partner authority.

There are a number of existing working groups within the Partnership, although additional groups are created to target specific issues when identified:

- The Resource Aware Group (RAG); deliver consistent, effective waste management communications and performance improvement across Hampshire.
- Operations; meet to discuss operational issues and programmes of work.
- Waste technical group; meet to discuss the materials analysis facility sampling programme and contamination.
- The Common Approach to Safety and Health (CASH); supported by PI and considers health and safety best practice and guidance aligned to waste and other environmental services.
- Fly-tipping Strategy; sits under PI for governance and information purposes

1.2 Our Vision

In support of the 14 waste authorities in Hampshire delivering its vision, the Partnership refreshed its 2006 Joint Municipal Waste Management Strategy (JMWMS) in 2012 with a vision to *manage the effectiveness of its sustainable material resources system to maximise efficient re-use and recycling of material resources and minimise the need for disposal in accordance with the national waste hierarchy*. It is recognised that the legislative and budgetary environment has significantly changed since the refresh of the JMWMS and that an update is required to take into account competing pressures on all partnership authorities within Hampshire, and to consolidate an agreed path for service consistency and best value in waste service delivery for the county as a whole, based on agreed priorities.

This updated JMWMS will be reviewed by the Partnership every three years, and the vision for Hampshire is:

"The Project Integra partners will work together to deliver high performing, forward looking recycling and waste management services which provide value for money for Hampshire taxpayers meeting local needs and recognising the climate emergency and need for a reduction in carbon emissions."

1.3 Joint Municipal Waste Management Strategy - Principles

The revised Waste Framework Directive (2008/98/EC) sets out the waste hierarchy which ranks waste management options according to what is best for the environment. Waste management in the UK is based on the principles of the waste hierarchy, which dictates that waste prevention is the most desirable outcome followed by reducing, reusing and then recycling resources before the worst-case option of disposal. Our JMWMS has always aimed to deliver engagement, education and raise awareness of waste management within the community to drive material up the waste hierarchy.



The Government's documents "Resources and waste strategy – Our Waste, our resources: A Strategy for England" (December 2018) and "Waste Prevention Programme for England: Towards a Resource Efficient Economy (March 2021)" set out priorities for action to manage resources and waste in accordance with the waste hierarchy and to focus increased efforts towards those steps at the top of hierarchy. This JMWMS is aligned to the requirements of these documents.

Operating our waste management services comes at a substantial cost. With budgetary constraints and legislative pressures it is important to maximise value for money as an overarching Partnership principle. Striving for improved performance through waste prevention in the first instance, followed by recycling, is resultantly the best option both financially and environmentally. By following this principle the Partnership and the wider community can contribute to and help ensure value for money is realised in the services delivered.

Besides public engagement the JMWMS aims to deliver waste collection, treatment and disposal solutions while minimising the environmental impacts. In addition to the waste hierarchy, the partnership also acknowledges the proximity principle that describes a need for materials to be handled, treated, and disposed of as near as possible to its place of consumption.

2. Performance and Service Delivery

Waste management in Hampshire has seen significant change since 2000 as illustrated in Figure 2-1. The landfilling of waste has continuously decreased, markedly between 2003/04 and 2005/06 when residual waste began to be treated within Energy from Waste (EfW) facilities.

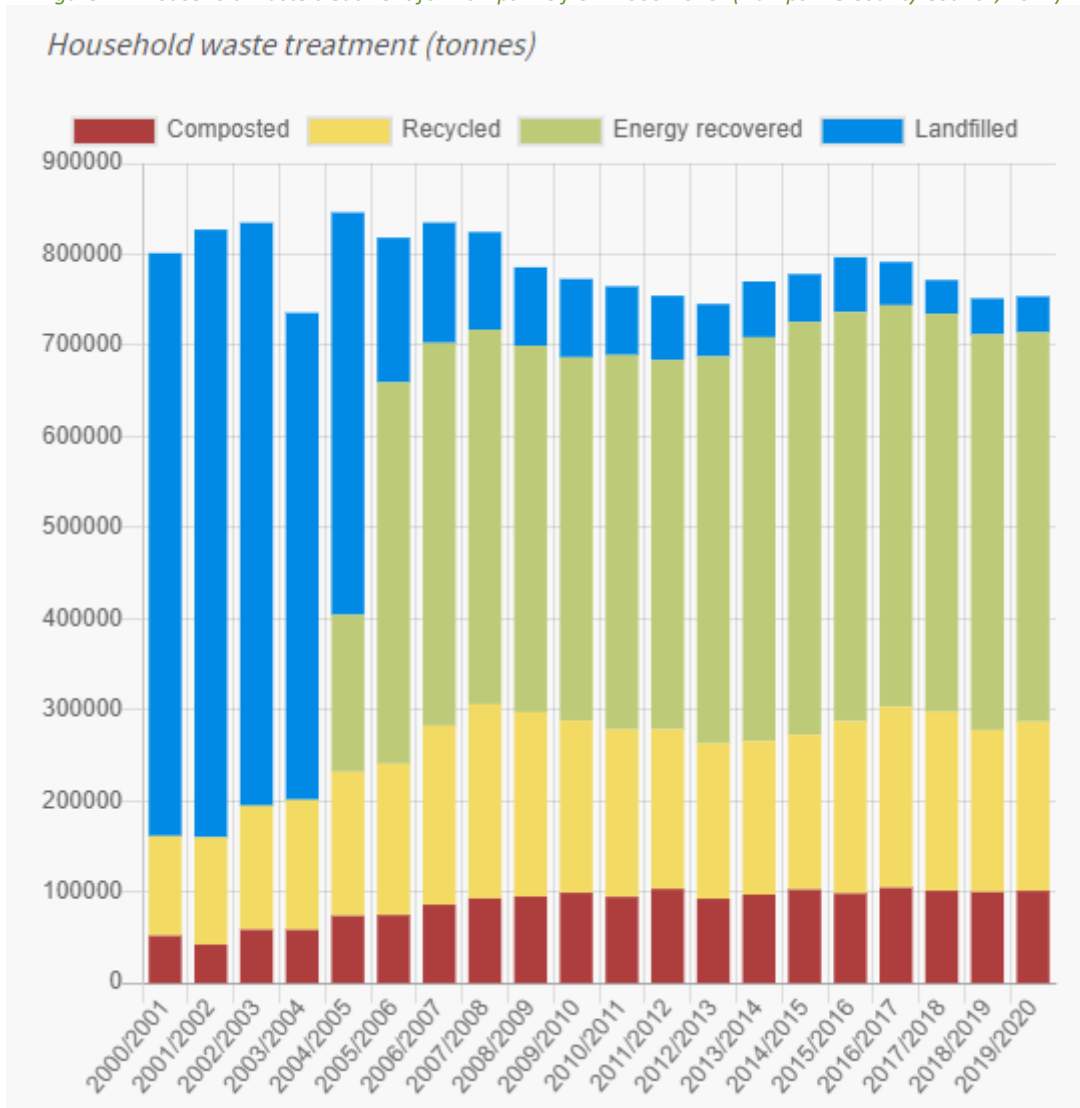
The total amount of generated waste in Hampshire has also reduced since a peak in 2005/06 of around 850,000 tonnes per annum to approximately 750,000 tonnes per annum in 2019/20, with a waste collection yield of 428.9 kg/person/year¹.

In 2019/20 Hampshire's recycling rate was 41.7% (across all recycling services, including HWRCs). The highest performing Partner had a recycling rate of 41.3%, with the lowest performing Partner having a recycling rate of 24.8%. Overall, the County sits within the lower half of the English local authority recycling performance league table, with the majority of partners sitting in the lower quartile. The recycling, reuse and composting rate has increased over time but has plateaued over 2018/19 and 2019/20. The level of performance being achieved has resulted in pressure being exerted on some Partner authorities by the Secretary of State to make improvements.

Contamination monitoring across the MRFs showed that the average comingled dry recycling contamination level was 15.9% in 2019/20 (an increase from 13.75% in 2018/19). However, the capture of comingled dry recycling has also slightly increased over this time period. Reducing contamination will continue to be a key focus going forward.

¹ <https://www.letsrecycle.com/councils/league-tables/2019-20-overall-performance/>

Figure 2-1 Household waste treatment for Hampshire from 2000-2020² (Hampshire County Council, 2021)



The Partnership is committed to improving performance to consistently high levels across Hampshire, Portsmouth and Southampton, to optimise costs and to achieve this while working to high and consistent levels of public satisfaction. This will be supported through regular and consistent service review, analysis and measurement to enable progress against targets to be tracked and further actions to be identified.

2.1 Current services

The waste collection systems in Hampshire vary between the partner authorities. However, all households receive a kerbside collection for dry mixed recyclables (paper & card, plastic bottles, cans, tins and aerosol cans). Garden waste collections are offered through chargeable, opt-in services and many households receive glass collections. Residual waste, comingled dry recycling (excluding glass), and separate glass is collected using different containers and on differing frequencies, as detailed in Table 2-1.

² <https://www.hants.gov.uk/wasteandrecycling/projectintegra/performance>

Table 2-1 2021 collection of MSW by the partnership authorities, Weekly: Collected weekly, Fortnightly: Collection every second week, AWC: Alternate Weekly Collection of Residual waste and Dry recycling, and 4-weekly: Collection every fourth week.

Partner	Residual waste	Dry recycling (ex. glass)	Glass	Food Waste
BDBC	Weekly	Fortnightly	Collected with dry recycling in box	n/a
HDC	Fortnightly	Fortnightly	Collected with dry recycling in box	n/a
SCC	AWC	AWC	Fortnightly	n/a
RBC	Weekly	Fortnightly	Collected with dry recycling in box	Weekly from Oct
EHDC	Fortnightly	Fortnightly	4-weekly	n/a
HBC	Fortnightly	Fortnightly	n/a	n/a
WCC	AWC	AWC	4-weekly	n/a
EBC	AWC	AWC	Fortnightly	Weekly
PCC	Weekly	Fortnightly	n/a	Weekly
FBC	AWC	AWC	n/a	n/a
GBC	AWC	AWC	n/a	n/a
NFDC	Weekly	Weekly	4-weekly	n/a
TVBC	AWC	AWC	n/a	n/a

2.2 Infrastructure

Hampshire County Council has, in conjunction with the City Councils of Portsmouth and Southampton, entered a waste disposal service contract (now extended to 2030) with Veolia UK. The joint working arrangements put in place through the PI partnership have enabled the Councils to include recycling infrastructure within the remit of the contract. Investment has been made across a suite of waste management infrastructure solutions:

- Three Energy Recovery Facilities (ERFs);
- Two Material Recovery Facilities (MRFs);
- Two Composting Facilities;
- 26 Household Waste Recycling Centres (HWRCs); and
- 12 Transfer Stations.

Infrastructure requirements are being considered in light of the anticipated requirements of the Resources and Waste Strategy, and the changes in services that will be required. This is particularly relevant to the provision of MRFs, which will require reconfiguration or redevelopment should services transition to a two-stream collection of dry recycle.

3. Policy and legislative drivers

This section summarises the key international, national and local legislation and drivers which impact upon the structure of this waste strategy.

3.1 International and National Policy & Legislation

Many of the roots of UK legislation governing the management of waste in this country can be traced back to European Union (EU) Directives, Regulations and Decisions. These are being retained in UK law through the European Union Withdrawal Act 2018 with minimal impact anticipated on how councils collect, recycle and dispose of household waste.

Circular Economy

A circular economy approach sees waste turned into a resource as part of 'closing the loop' with resources kept in use for as long as possible, with the maximum value extracted from them. It moves away from the more linear economy of 'take, make, use, throw' and prolongs the lives of materials and goods consumed, minimising waste and promoting resource efficiency.

In July 2018, the European Commission adopted an ambitious Circular Economy Package (CEP) introducing a revised legislative framework to help stimulate Europe's transition towards a circular economy, identifying steps for the reduction of waste and establishing an ambitious and credible long-term path for waste management and recycling. The UK government have transposed the majority of CEP measures into UK legislation to include a recycling target of 65% by 2035 and reduce landfilled municipal waste to 10% by 2035.

A Green Future: Our 25 Year Plan to Improve the Environment (policy paper) January 2018

This 25 Year Environment Plan sets out Government action to help improve the environment by delivering cleaner air and water, protecting threatened species and wildlife habitats and plans for changes to agriculture, forestry, land use and fishing to put the environment first. The Environment Plan aims to minimise waste, particularly plastic waste, and sets out the following actions for minimising waste:

- An ambition to achieve zero avoidable³ waste by 2050;
- A target to eliminate avoidable plastic waste by the end of 2042;
- Meeting all existing waste targets – including those on landfill, reuse and recycling – and developing ambitious new future targets and milestones;
- Seeking to eliminate waste crime and illegal waste sites over the lifetime of the Plan, prioritising those of highest risk. Delivering a substantial reduction in litter and littering; and
- Significantly reducing and where possible preventing all kinds of marine plastic pollution – in particular, material that came originally from land.

³ Avoidable in the sense of what is Technically, Environmentally and Economically Practicable.

Our waste, our resources: a strategy for England (Draft), December 2018

The Strategy gives a long-term policy direction in line with the 25 Year Environment Plan and has two overarching objectives:

1. To maximise the value of resource use; and
2. To minimise waste and its impact on the environment,

It sets out plans to preserve stock of material resources by minimising waste, promoting resource efficiency and moving towards a circular economy. The five strategic ambitions of the Strategy are:

1. To work towards all plastic packaging placed on the market being recyclable, reusable or compostable by 2025;
2. To work towards eliminating food waste to landfill by 2030;
3. To eliminate avoidable plastic waste over the lifetime of the 25 Year Environment Plan;
4. To double resource productivity by 2050; and
5. To eliminate avoidable waste of all kinds by 2050.

The Strategy also aims to minimise the damage caused to our natural environment by reducing and managing waste safely and carefully, and by tackling waste crime.

Environment Bill 2020

The draft Environment Bill (2020) is a key piece of legislation for delivering the commitments made in the 25 Year Environment Plan and for setting long-term legally binding environmental targets, plans and polices for protecting and improving the natural environment in the UK. It is part of the UK Government's goal to develop the first generation to "leave our environment in a better state than we found it". The Bill will take forward and legislate the measures and proposals outlined in England's draft Resource and Waste Management Strategy, changing the way government, businesses and individuals produce and consume products. The national Strategy and Environment Bill aims to make it easier for people to recycle, improve recycle quality and make way for a more circular economy. The Bill will allow the Government to:

- deliver consistent and frequent recycling collections across England;
- ensure councils operate weekly separate food waste collections, preventing food waste from going to landfill or being incinerated;
- introduce clearer labelling on certain products so consumers can easily identify whether products are recyclable or not;
- expand the use of charges on single use plastics, following the successful introduction of the carrier bag charge and will introduce a deposit return scheme on drinks containers, subject to consultation; and
- introduce new extended producer responsibility schemes to make producers responsible for the full net costs of managing their products when they are ready to be thrown away.

The Bill is supported by a series of proposals, with several relevant to waste management. The second consultation started in April 2021 and at the time of writing this JMWMS the process is still ongoing. Aspects of waste management under consideration by the Government include:

Consistency of Household and Business Recycling Collections in England

The Government will specify a core set of materials to be collected by all local authorities and waste operators to make services more consistent across the country.

The proposals in the Resource and Waste Strategy around food waste collections is yet to be finalised, but it is likely that separate, weekly food waste collections for all households will be a requirement. Therefore, PI partners need to consider this as a likely service requirement in the coming years, both from a collections and treatment perspective. It is anticipated to be a costly service to implement, and the Strategy consultation has suggested that 'new burdens' funding may be made available by the Government, however currently this is not confirmed, and details of any funding requirements have not been published.

The Bill states that for households, each recycling stream must be collected separately from other waste and that recyclable waste must be collected for recycling or composting and separately from each other, where it is technically, environmentally and economically practicable (TEEP) to do so.

Extended Producer Responsibility (EPR) for packaging

The Government intends to invoke the 'polluter pays' principle with an EPR scheme for packaging by 2023. Producer responsibility will see businesses that manufacture, import and sell certain products responsible for the full net costs of those products at end of life, i.e. post-use stage, driving sustainable design decisions to be incorporated at the production stage in support of a more circular economy.

Payment contributions to local authorities for household packaging wastes is to be based initially on complex modelling taking account of issues such as rurality, housing type, deprivation and other criteria, but in the longer term the government intend for this to be based on actual costs incurred. The payment mechanism and process for distribution of funds to local authorities is still not clear.

Introducing a Deposit Return Scheme (DRS)

To incentivise consumers to reduce litter and increase recycling the government are consulting on introducing a DRS whereby consumers pay a deposit on drinks beverage containers at the point of purchase, which is then redeemed when the container is returned to the retailer for recycling. The government are currently considering a DRS that includes aluminium and steel cans, PET plastic and glass bottles but excludes disposable cups, cartons and pouches/sachets.

3.2 Drivers for Change

National Policy

The Partnership must ensure that all waste collection and management services are aligned to national policies, plans and strategies, including those outlined above. Once the proposal consultations are complete and the Government has provided its direction, we will need to carefully consider this and as a consequence may have to change some of direction expressed in this waste management strategy. The Partnership needs to retain flexibility in future service provision to enable the implementation of any required changes.

Budgetary pressures

This is a time of significant change for local authorities, brought about by pressures to make efficiencies and savings through greater collaboration and sharing services across authorities and with other public sector organisations. There have been significant impacts upon material income in the past 10 years due to a global reduction in the value of recyclable materials. This means that there is decreasing funding available to reinvest into waste services.

Climate Change and Carbon Impacts

Most of the partner authorities have declared a Climate Emergency, and their climate change strategies recognise the role of waste and the circular economy in supporting the reduction of carbon emissions, with a focus on waste reduction. Out of the 14 Partner authorities, seven aim to be carbon neutral or to meet net zero emissions across operations by 2030. Four Partner authorities have committed to become carbon neutral by either 2040 or 2050. The remaining three Partner authorities have not set or published their goals to be attained by a specific date.

Investment in Infrastructure

The waste management, treatment and disposal contract will come to an end in 2030. Before this, a review will need to be undertaken to determine the most appropriate long-term arrangements for service provision, which will be within the duration of this JMWMS.

With recycling performance for all Partner authorities sitting within the lower half of the national league table, the Council's existing contract coming into the final nine years of its life, and with anticipated changes in recycling and waste management legislation happening in the coming years, now is the time for all of the authorities to agree on the future state of recycling and waste services to best service the county through provision of improved performance, value for money services, and future compliance.

Investment decisions will be based on identifying the most appropriate waste management solution for Hampshire to provide value for money as well as compliance with future legislation.

Summary

This JMWMS takes into account the changing legislative landscape, and specifically the potential impacts from future progress of the Environment Bill and policy consultation in 2021. There is a keen focus on the identification of an optimal solution for waste management which results in meeting legislative requirements and delivers best value financially for all of the partnering authorities.

Pressure to reduce environmental impact, continuing budgetary pressure, and changes in the legislative landscape will necessitate change in the way services are delivered to residents. As a result, we must make some tough decisions; the competing requirements of budgetary pressures, a requirement to improve performance, and the need to align with legislative requirements mean that now is the right time to fully understand what an optimal system looks like.

By working together, the Partnership may be able to obtain better prices for commodities and ensure that our purchases of waste service resources (vehicles, bins, boxes etc.) meet best value requirements through gaining volume discounts.

4. JMWMS Key Objectives

The shortlist subjects are the main key objectives which will be delivered under the JMWMS. There are a number of other areas which are central to the strategy and cut across all objectives that will be taken forward. Service provision will continue to be delivered by PI which as mentioned has resulted in a number of benefits and synergies to date. Local decision making however will continue to be maintained across the Partnership to ensure local factors, budgets and challenges are taken into account within any decision making to ensure the approach is best suited for all partners.

A joint technically, environmentally, economically and practicable (TEEP) approach was seen as an important principle across partners going forward and we will look to ensure a collaborative effort is made with the waste collection service and compliance with the regulations.

4.1 Partnership Working

The following subjects form part of the partnership working theme. The existing partnership works to provide an integrated approach to waste management across Hampshire and has been beneficial for several reasons since its inception. To deliver the requirements of this JMWMS a framework will be developed to ensure partnership working is enhanced going forward, especially during the period of change likely to be encountered following the national Resources and Waste Strategy mandates. Partnership working will need to be supported and committed to by all PI partners with joint working across the county to deliver services in the most efficient and effective way.

Whole system thinking at PI level

Whole system thinking is a key priority for Members and is an objective which cuts across all of the shortlisted subjects. Whole system thinking at the PI level will allow the most effective and efficient waste management system to be delivered by understanding how changes made by individual members of the partnership impact on the system as a whole both in terms of cost and tonnages. Oversight of services and an ability to facilitate services from waste generation to waste disposal has and will continue to benefit all stakeholders within Hampshire. The HCC waste prevention and recycling webpages provide information on *Smart living* and *Hampshire Recycles* initiatives, both providing resources for all partners to make use of in a consistent manner. With future legislation changes likely to impact services across the county, an integrated approach and whole system thinking will ensure all potential scenarios are considered and the best outcomes at the local level are derived. This will include consideration of food waste treatment across the county, as well as the HWRC operations and network.

Development of and commitment towards revised JMWMS Implementation Plan

This option is a key priority for Members as engagement by and commitment from all stakeholders will be central to implementing the JMWMS aims and objectives. An implementation plan with clear actions will be developed by a joint PI working group, along with responsibilities assigned to stakeholders to ensure objectives can be met. Local variations will be captured and considered in the plan as it is understood not all stakeholders will be able to follow the same approach in all instances. A clear consensus is required by all stakeholders with collaboration, regular engagement and decision making necessary to ensure the implementation plan is realistic and achievable. All PI partners will engage with and show full commitment to the JMWMS and the implementation plan to ensure their opinions are considered and the plan is fully inclusive. PI will be central to facilitating this approach and behaviours through delivery.

Setting agreed performance indicators and targets

Improving service performance will continue to be at the forefront of the JMWMS. Performance indicators and target setting for the waste management systems will continue to be measured and compared against the three now defunct, but still relevant, National Indicators.

For all authorities:

- NI 191 – KG of residual waste per household
- NI 192 – percentage of household waste reused, recycled and composted

For authorities with responsibility for waste disposal:

- NI 193 – percentage of municipal waste sent to landfill.

There are however a number of other performance indicators that will be used to ensure the performance of the service is at the expected quality across the county and that performance improvements are being duly made. National targets include a recycling target of 65% by 2035 and to reduce landfilled municipal waste to 10% by 2035. Performance indicators therefore need to be cognisant of these targets to ensure the Partnership is helping contribute to the wider national aims, whilst being reflective of the local challenges the county faces. Contamination of recyclable material is a key measure of performance for PI partners. Waste prevention and contamination with a focus on reuse and quality recycling respectively will be important in performance context going forward and these will be discussed and agreed with stakeholders before any decisions are made as part of the partnership working approach.

A performance monitoring regime will be developed and agreed by all PI partners to track improvements made against each performance indicator.

Revision to PI funding arrangements

It is recognised that improved joint working arrangements will support meeting national strategy and consistency framework requirements. Funding arrangements need to drive the right performance behaviours and the right approach with whole system thinking and be reflective of the performance of partners as well as the local challenges encountered across the county. The arrangement will fund consistent initiatives and be structured to incentivise and support positive waste management practices.

There is an aspiration that services delivered across the county going forward will be more in line and representative of PI aims and objectives once the funding arrangements have been revised and stakeholders recognise the benefits from better partnership working. One of the Partnerships main objectives is for all partners to achieve value for money; as a group we will consider and implement the best approach that will enable this.

This JMWMS does not commit Partners to a particular funding arrangement, this will be discussed and agreed through the work being undertaken on a revised Partnership Agreement. Instead, this strategy recognises the need to revise the current arrangements to ensure they are fair and all parties are incentivised to improve performance in light of the governments legislative changes, particularly Extended Producer Responsibility and the associated funding.

Identification of external funding opportunities

The identification of external funding opportunities is of critical importance to waste management services as it allows projects and initiatives to be developed and supported. An example initiative focused on supporting resource efficiency projects with the goal of diverting waste, reducing waste, and improving waste management was the Resource Action Fund. Funded by Defra, this provided £18 million for new projects in England, with the primary focus of supporting key policy outcomes in the area of food, plastics, textiles,

recycling infrastructure and litter. Funding was divided into small-scale and large-scale grants; small-scale grants covered food waste prevention, textile recycling and re-use, litter bin infrastructure, and value from food waste among other projects. Large-scale grants focused on plastic packaging and food waste prevention. As the focus on circular economy becomes more central, it is these types of funding opportunities that support PI services.

The Government has intimated that new burden funding will be provided for new services that will be mandated within the Resources and Waste Strategy. By working together as PI, all partners will have greater visibility of such funding and we will be able to maximise the chances of successfully meeting any funding criteria.

4.2 Recyclable Material Management

How PI manages recyclable materials is of great importance given the priority material quality is given in the Resources and Waste Strategy. The Partnership needs to ensure efforts are focused on improving the quality as well as quantity of the recyclables collected and reprocessed across the county. With recycling performance for all Partner authorities sitting within the lower half of the national league table, the Council's existing contract with Veolia coming into the final nine years of its life, and with anticipated changes in recycling and waste management legislation happening in the coming years, now is the time for effective change and for all of the authorities to agree on the future state of recycling and waste services to best service the county through provision of improved performance, value for money services, and future compliance.

Introduction of two stream collections

This is a key priority for members. A WRAP study was undertaken in 2020/21 supporting PI in identifying an optimal collection option, reviewing options for waste management based on two-stream and multi-stream (kerbsort) collections. The outcomes have allowed PI to plan for the implementation of a waste management solution for Hampshire that meets national and local recycling aspirations at the lowest overall cost. The modelling of a two-stream approach showed a potential recycling rate of 37.4%, compared to the current baseline rate of 24%. The two-stream dry recycling collection will consist of fibres (paper and card) in one container receptacle, and containers (glass bottles and jars, plastic bottles, plastic pots, tubs and trays, metal tins and cans) in another. This will require the redevelopment of waste transfer station infrastructure and MRFs to be capable of handling glass (either in new or upgraded facilities) within a containers material stream. The residual waste collection will remain unchanged.

The Partnership will identify those households that are not suitable for the standard service and will put an agreed exception process in place that is appropriate and also allows them to recycle as much as possible within the twin stream system. We will ensure that the service is agile and flexible to respond to the changing needs of individuals as those needs arise.

Two stream recycling collection

A number of authorities implement a two-stream recycling service with noted improvements following service roll out. A trial in Boston, Lincolnshire, which included over 3000 properties and the collection of paper and card separate from mixed recycling, showed that two stream collections can achieve improvements in both the quality of the recycling collected and increase in materials captured for recycling. Positive feedback was also well received from residents in the trial area.

Reduced contamination

Improving recycling performance through reducing contamination is a key operational focus for PI and will help us contribute towards meeting national targets. Contamination monitoring across the MRFs showed that average DMR contamination level was 15.9% in 2019/20 (an increase from 13.75% in 2018/19). However, the capture of DMR has also slightly increased over this time period.

Reprocessors are demanding material with less contamination, focused on quality rather than quantity and this puts pressure on MRF resources to ensure contaminated or non-target materials are removed. The quality of the MRF inputs needs to be improved which will also result in less MRF residue and reduce the costs that waste disposal authorities have to pay for this.

Maximising the material that can be collected and recycled is key and we will continue to improve communication and education campaigns to help residents recycle better and reduce contamination. Reduced contamination will improve quality of material as well as reduce costs. Non-target materials in the wrong containers can cause processing problems at the MRFs, with whole loads of recycling sometimes having to be rejected. It is anticipated contamination will reduce with the segregation of paper and card from other materials when the two-stream service is implemented, as well as it being easier to identify contamination.

Along with communications, we will continue to implement the contamination monitoring programme to ensure that all dry recycling rounds are identified and targeted at the correct sites. A consistent contamination policy (and training) across the partnership will also ensure partners adopt the same approach when looking at contamination and efforts and activities to reduce it.

Retained and maximised income share for materials

Material collected for recycling is sold and the money received helps to reduce the overall cost of running waste services. There have been significant impacts upon material income in the past 10 years due to a global reduction in the value of recyclable materials. This means that there is decreasing funding available to reinvest into waste services.

Linking to the above priority options, improving recyclable material management through service changes and efforts to reduce contamination will indirectly retain and maximise the income share for materials across PI. Sampling of MRF inputs is undertaken to gauge the level of non-target material being delivered within dry recyclable streams, and thus performance is measured. This provides a focus on quality recycling and the need for partners to reduce their contamination rates to maximise income share.

EPR and DRS will ultimately affect this income share however the impact of this is not currently known. Less materials being collected and processed across the Partnership as a result of these schemes will however indirectly reduce the treatment costs paid by the waste disposal authorities. However, conversely there will be a loss of income where valuable materials are redirected elsewhere.

4.3 Waste Reduction

Although overall material tonnages have reduced over time, more still needs to be done across the partnership to drive down waste generation and contribute towards meeting national residual waste reduction targets. Waste prevention is top of the waste management hierarchy, is the most environmentally sound option and where the greatest gains can be made in terms of resource management. It incorporates reduction, reuse and repair initiatives. Waste reduction will be the most effective and efficient way of delivering waste services over the duration of the strategy, reducing treatment and landfill use, reducing climate change impacts and contributing to a cleaner, greener environment. Waste reduction also reduces waste collection and processing costs, helping deliver a cost-effective waste management service.

Development and delivery of waste prevention initiatives

This option continues to be a key priority for Members. PI partners will encourage and support residents to drive down the volume of waste that is produced through the development of appropriate initiatives. This is especially important given the number of housing developments and population growth in Hampshire, which will put further strain on services and increase the costs of waste collection and disposal.

We will develop the waste prevention plan as a driving tool, following further waste prevention guidance from Government; this will require engagement and commitment by all partners to drive the initiatives and ensure objectives are achieved. This plan will be regularly reviewed and updated to ensure its continued relevance to PI aims.

Waste reduction targets will help partners contribute and deliver on these initiatives, whilst recognising the challenges faced by some of the partners. Implementing initiatives requires agreement on funding, consistent messaging and resourcing, and responsible messages and engagement with residents at local levels will ensure local accountability.

Increased reuse from bulky waste

Material reuse is a key driver within the national strategy, ensuring circularity of resources. Reuse is defined as material that would otherwise be disposed or recycled which has its useful life extended through use for the same purpose without any additional processing. PI will endeavour to maximise reuse from bulky waste with third sector engagement where feasible.

All partners will work together to ensure that all opportunities are taken to maximise the diversion of bulky material out of the waste stream. As an example, by collecting, storing and managing items with the intention of reuse, we can reduce the amount of material that has to be disposed of through processing and treatment and provide residents with access to reused items at affordable prices.

Oxfordshire bulky waste case study

Local authorities in Oxfordshire have partnered with a local charity to deliver a combined bulky waste collection service. The partnership with Kathryn Turner Trust (KTT) has been a real success and the initial trial diverted more than 1.4 tonnes of material from landfill in the first six months. There is a call centre referral system, re-use collection organised with KTT, through the Biffa collection contract. The approach taken by South Oxfordshire and Vale of White Horse authorities in working with a local third sector re-use organisation, KTT, is both adaptive and new to Oxfordshire, and shows the benefits of collaboration and flexibility.

Continued promotion of home composting

Promotion of home composting has always been a key theme for PI and will continue to be a priority initiative under the waste prevention plan. Composting food and garden waste at home is the most sustainable use of waste, reducing carbon footprint as less waste needs to be transported away, processed and re-distributed.

The *Smart Living* waste prevention and lifestyle initiative promotes home composting from start to finish, including advertising where to buy a compost bin online and how to make your own bin or heap. There are also community champions who provide support and advice to any resident wanting to know more about home composting. There is an improvement opportunity for the partners to engage with the *Smart Living* initiative and expand and develop the programme further so all residents benefit from the resources available.

The Partnership recognises that uptake of this initiative requires engagement with the householders to encourage them to undertake home composting, which we will aim to deliver on in the drive to reduce waste.

4.4 Best Practice

We will continue to investigate and deliver on best practice within the waste management sector.

Zero waste to landfill

Zero waste to landfill is a key aspiration for Members, with landfill reduction also being a legislative driver and the least preferred option according to the waste hierarchy. In 2019/20 Hampshire County Council sent 5.37% of their municipal waste to landfill.⁴ There is now only one landfill site open in Hampshire for disposing of household waste and the only household waste currently landfilled is bulkier items delivered to recycling centres. PI partners will seek treatment of remaining, non-recyclable waste as well as reuse options to aim for zero waste to landfill and continuously monitor and measure their progress towards it.

Evaluation and introduction of alternative fuels for vehicles

An alternative fuel is an alternative to standard hydrocarbon-based vehicle fuels (diesel & petrol) such as electric, hybrid, biofuels or hydrogen. The need to consider alternative fuels is growing as local authorities look to address the climate emergency and reduce their carbon footprint, opting for low carbon transport options. Net zero emissions is also a legislative driver with the government looking to ban the purchase of diesel/petrol vehicles by 2030 to support this.

The cost of purchasing alternative vehicles remains high as it is an emerging market, but as more and more authorities look to purchase e-RCVs the cost is anticipated to reduce. The charging infrastructure is also costly to install. There are however long-term savings related to the lower cost of alternative fuels. The reduction in emissions in a move away from standard diesel vehicles will have a positive impact on air quality as well as carbon emissions.

PI partners will evaluate and discuss the introduction of low carbon transport options, whilst being mindful of the budgetary and contractual constraints that exist across the partnership. Adoption of vehicles will also be

The Use of Greener Fuels for Waste Collection

In late 2020 the London Borough of Islington became the first London Local Authority to deploy fully electric refuse collection vehicles (eRCVs) as part of an initiative to improve local air quality. The Borough Council introduced two 26t eRCVs to its fleet and is also seeking to reduce the overall size of its waste collection fleet.

The introduction of the electric RCVs was facilitated by a £3.5M development at the Council's Waste and Recycling Centre involving the installation of a new sub-station, high voltage supply and charging infrastructure for the electric vehicles.

In early 2021 the Greater Manchester Combined Authority committed £9.7M to purchase of 27 new eRCVs (approximately half of the Authority's collection fleet) following two years of successful trials. This believed to be the largest commitment of its type to date by a UK Local Authority and has been accompanied by a £880k investment in vehicle charging infrastructure at two of its depots. The deployment of the quiet, low emission eRCVs is expected to reduce greenhouse emissions by 900 tonnes per annum.

⁴ <https://www.gov.uk/government/statistics/local-authority-collected-waste-management-annual-results>

dependent on whether they are suitable to the geography of the area and the structure of collection rounds. Fleet conversions will ultimately be a local decision.

Identification and evaluation of alternative technologies

A number of alternative technologies exist for treating typical household wastes, all of which have a number of advantages, as well as disadvantages. Due to the existing contracts based on EfW technology it will not be financially viable to move away from EfW for the duration of the current contract, but PI will continue to keep a watching brief on alternative technologies for both MSW as well as the recycling fractions. Identification of the best solution for treating waste for Hampshire is a priority for the Partnership and this requires being mindful of the location of such technologies, treating waste at the highest level of the waste hierarchy as economically practicable, maximising diversion from landfill, reducing carbon emissions and balancing cost efficiency and waste management services.

Further consideration will be made towards opportunities to incorporate alternative technologies in the delivery of collection and waste processing services, identifying ways in which efficiency and cost savings could be achieved. By understanding material values we will consider the benefits from making changes to the MRFs to enable additional materials to be collected and processed.

4.5 Service Delivery

A number of strategic options will optimise the delivery of the waste management service across Hampshire.

Consistent, best practice approach to service provision

This option is a key priority for Members. A consistent approach to service provision aligns with the whole system thinking partnership approach discussed at the start, with benefits to the approach being realised through potential synergies and savings. In particular, PI partners will aspire to implement consistent side waste, clinical waste and contamination policies. A consistent service which provides best practice and consistent for flats and communal properties would also be beneficial for the partnership and residents. This will ensure messages across Hampshire are consistent with a clear system of segregation and collection for both operatives and residents. A consistent approach will improve the transparency of the service for residents with the potential for cross boundary savings and a central support system. The partnership will be mindful of local decisions that may prevent a consistent approach across all policies.

Improved and consistent communications campaigns

Communications are central to conveying messages to residents about the waste and recycling services and present an opportunity to increase resident engagement with services. Communications cut across a number of strategy areas and have an overarching impact on service delivery and performance – they should be output driven. PI partners will work to improve their communications and have a consistent, standardised approach for maximum impact county wide. This will include:

- consistent PI level messaging utilising 'Hampshire Recycles' initiatives; responsible messages will be presented at the local level to increase accountability, tailored to individual partner needs where necessary;
- development of a behavioural change communications plan; PI partners will challenge themselves, the wider community, including the private sector, and government by raising awareness and ownership of resource management issues to change society's attitude and behaviour towards maximising waste prevention, re-use and recycling;

- increase use of social media / technology to communicate and engage with residents about the service to increase impact of messaging;
- provide enhanced consistent communications to support residents in understanding the roll out of any new waste services.

By improving and standardising our communications campaign, we aim to increase correct use of the service, drive down waste tonnages and increase our recycling rate. Our approach will create synergies in the service with a significant impact upon whole system costs in the medium-long term.

Consistent approach to staff training

Following on with the consistency approach, PI partners will implement a consistent approach to staff training, both at operational and support staff levels. This will be centrally organised by the PI Executive with best practice training to include identifying contamination amongst other topics to improve performance county wide. We may be able to leverage better training costs if training is organised across county rather than at individual partner level, with better value for money, for example the Driver CPC Training organised by PI.

Increased cross boundary working

PI partners will look to increase cross boundary working through greater collaboration and sharing of services across partners, to make efficiencies and savings within the service and across the partnership.

Currently the majority of services are delivered within respective partner boundaries apart from a few contracts where this is allowed (e.g., Basingstoke & Deane and Hart where difficult access properties are serviced across border). There is opportunity for the principles to be expanded out across more boundaries to maximise efficiencies where circumstances and services allow (in the short and long term). We would look at opportunities to increase our cross-boundary services across the partnership including for example bulky waste service, clinical waste service and HWRC services and for the delivery of any future food waste collections, treatment and disposal system. Services would be easier to deliver together if they were aligned; cross boundary service delivery will allow for journey routes to be optimised, with potentially less vehicles on the road, as well as the sharing of knowledge and best practice. Cross boundary working will need to be coordinated with Hampshire County Council and Veolia to manage disposal points and ensure that any proposals were feasible, with agreements made on funding and allocation of tonnages across partners, and considering delivery lead authority, cost sharing arrangements, inhouse vs outsourced delivery and the location of the most appropriate depots and waste transfer stations.

Sharing of customer satisfaction surveys for the benefit of all partners

Where customer satisfaction surveys related to waste services are carried out, the outcomes will be shared with all partners to share knowledge with the aim to improve service delivery. This ensures the residents views are shared amongst the partners allowing for feedback and best practice to be more easily identified and implemented.

5. Action Plan

This JMWMS sets out the strategic direction for the Partnership and will be supported by a new operational partnership agreement and detailed action plan to take PI forward including meeting the requirements of the Environment Bill. We will collaboratively develop a detailed implementation plan based on the key objectives covered within the Strategy and PI partners will engage and agree on the approach to be taken going forward. A clear consensus is required by all stakeholders with collaboration, regular engagement and decision making necessary to ensure the implementation plan is realistic, achievable and reflects local needs and circumstances.

Implementation of the objectives will be vital for the Partnership in developing and ensuring a waste management service that is customer focused, delivers value for money and has sustainability incorporated throughout. The implementation plan once agreed will be managed by the PI Executive to setup any task and finish groups required for delivery of the plan, and to keep track of progress. Given the scale of the actions required to deliver the strategy, they will be prioritised, and all partners will be required to commit resources to assist with the delivery.

The table below sets out the key strategic actions that all PI Partners are signed up to by approval of this JMWMS, however it is not reflective of the final Action Plan:

Strategic Objective	Strategic Actions
Partnership Working	<ul style="list-style-type: none"> • Approval of the Joint Municipal Waste Management Strategy • Adopting a whole systems approach to waste services in Hampshire
Recyclables Material Management	<ul style="list-style-type: none"> • Commitment to move to a twin stream system for dry recyclables. • Commitment to reducing contamination of all waste streams through joint working.
Waste Reduction	<ul style="list-style-type: none"> • Support the aim of reducing waste in Hampshire. • Commitment to work together to increase the reuse of bulky waste.
Best Practice	<ul style="list-style-type: none"> • Commitment to reviewing and sharing best practice to improve both performance and service delivery.
Service Delivery	<ul style="list-style-type: none"> • Commitment to consistent communications to support service delivery across the partnership.

Appendix one: The strategic options considered

Engagement with key stakeholders across PI's partnering authorities was undertaken to identify and agree JMWMS aims and objectives. A series of engagement workshops were undertaken to firstly identify, and secondly assess options available to the Partnership, resulting in a short list of subjects to be incorporated into this JMWMS.

As support this process PI engaged Wood Group (Wood), a waste management consultancy, to review and update the JMWMS. Wood has previously supported the Partnership on a project identifying the most optimal service collection option; this has allowed the Partnership to plan for the implementation of a waste management solution for Hampshire and this current review builds on that work to develop a new forward looking JMWMS.

Identification of strategic options

The identification of strategic options commenced with a wide-ranging consideration of potential actions and activities that could be implemented in the management of waste; this resulted in an extensive longlist of options being identified, consisting of waste management options across areas including but not limited to:

- Waste collected (which materials are separated for recycling)
- Collection frequencies
- Waste containers (type and capacities)
- Recyclate separation at the kerbside (fully separate/two stream)
- Collection charges
- HWRCs
- Bulky waste
- Alternative fuels
- Waste treatment technologies
- Communications

Evaluation criteria were identified based on anticipated priority areas for the partnership, as well as fundamental criteria for appraising waste management services. This consisted of a number of criteria grouped into four main themes – financial, environmental, social and technical.

Officers workshop

During the PI Officers workshop, officers were presented the long list subjects and evaluation criteria for consideration and evaluation. Officers had the opportunity to identify any long list subjects that they believed should be removed from the list, and to capture any additional subjects that should be included. Where there was consistent feedback the long list was updated accordingly. A similar process was undertaken for the evaluation criteria.

Officers then scored each evaluation criterion based on level of importance. Scoring allocation ranged from 1 (least importance) to 4 (greatest importance). Officers were asked to carefully consider these criteria and ensure that they provided a spread of weightings to ensure differentiation between importance. This resulted in an average evaluation criteria score being developed.

Options appraisal

Following the Officer workshop, Wood independently evaluated the long list against the criteria. Wood undertook a qualitative assessment of whether the impact of the subject was anticipated to be positive, negative or neutral against the current position. Those deemed to have a positive impact scored positively. Any evaluation criteria that were not relevant to a subject were scored as a 0 (no impact). The average score for each criterion as identified at the Officers workshop was used by Wood in the assessment of the agreed long list subjects.

Following the scoring and weighting exercise the long list subjects were ranked, allowing a short list of between 15 and 20 subjects to be identified. Following discussions with the Partnership a number of subjects were consolidated and some subjects which ranked low were also incorporated into the short list to as they were identified as being of long-term priority / importance for PI, therefore requiring inclusion within the Strategy, e.g. 'Retained and maximised income share for materials', as well as subjects which shape future service change e.g. 'Introduction of two stream collections'.

Members workshop

The proposed shortlist of subjects was then considered at the Members workshop. The aim of the Members workshop was to gain input from Members on the suitability of the proposed short-listed subjects, and to gain an understanding of which subjects have a greater priority. Following discussion on each group, Members were asked to rank each subject within each group in order of priority; numbers between 1 and 5 were allocated to each of the subjects in each group, with no repeated numbers being allowed.

The final shortlisted subjects are presented below within their respective groupings:

- Group 1 – Partnership Working
 - Identification of external funding opportunities
 - Revision to PI funding arrangements
 - Development of and commitment towards revised JMWMS Implementation Plan
 - Whole system thinking at PI level
 - Setting agreed performance indicators and targets
- Group 2 – Recyclable Material Management
 - Introduction of two stream collections
 - Reduced contamination
 - Retained and maximised income share for materials
- Group 3 – Waste Reduction
 - Increased reuse from bulky waste
 - Development and delivery of waste prevention initiatives

- Continued promotion of home composting
- Group 4 – Best Practice
 - Zero waste to landfill
 - Evaluation and introduction of alternative fuels for vehicles
 - Identification and evaluation of alternative technologies
- Group 5 – Service Delivery
 - Improved and consistent communications campaigns
 - Consistent, best practice approach to service provision
 - Consistent approach to staff training
 - Increased cross boundary working
 - Sharing of customer satisfaction surveys for the benefit of all partners

There were a number of points raised by both the Officers and Members during the workshops that although not shortlist subjects they are still central to the JMWMS, and these are therefore referenced throughout.

OVERVIEW AND SCRUTINY COMMITTEE

DATE OF MEETING: 14 DECEMBER 2021

TITLE OF REPORT: TREASURY MANAGEMENT STRATEGY STATEMENT
HALF-YEAR REVIEW REPORT 2021/22

Report of: Head of Corporate Services

Cabinet Member: Councillor James Radley, Deputy Leader and
Portfolio Holder for Finance and Assets

1. PURPOSE OF REPORT

1.1 To report the Council's Treasury Management activities and performance during the first half of the 2021/22 financial year (April-September 2021).

2. OFFICER RECOMMENDATION

2.1 That the Overview and Scrutiny Committee review the report providing scrutiny and challenge in advance of the report being reviewed by Cabinet.

2.2 That the Overview and Scrutiny Committee endorse the recommendation to Cabinet to increase the Barclays Counterparty limit to £10m until the 31 March to accommodate the investment in the Barclays Green Investment fund.

2.3 That following the acquisition of Centenary House, the Overview and Scrutiny Committee endorse the recommendation to increase the Operational Boundary and Authorised Limit as detailed in Paragraph 4.3.

3. BACKGROUND

3.1 Capital Strategy

3.1.1 In December 2017, the Chartered Institute of Public Finance and Accountancy, (CIPFA), issued revised Prudential and Treasury Management Codes. These require all local authorities to prepare a Capital Strategy which is to provide the following:

- a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services.
- an overview of how the associated risk is managed.
- the implications for future financial sustainability.

The Capital Strategy is updated annually and reviewed and approved by Cabinet as part of the annual budget setting process.

3.2 Treasury management

- 3.2.1 The Council operates a balanced budget, which broadly means cash raised during the year will meet its cash expenditure. Part of our Treasury management operations are to ensure this cash flow is adequately planned, with surplus monies being invested in low-risk counterparties, providing adequate liquidity, before considering optimising investment return.
- 3.2.2 The second main function of Treasury management is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer-term cash flow planning to ensure the Council can meet its capital spending operations. This management of longer-term cash may involve arranging long or short-term loans, or using longer term cash flow surpluses, and on occasion any debt previously drawn may be restructured to meet Council risk or cost objectives.
- 3.2.3 Treasury management is defined as: The management of the local authority's borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.

4. INTRODUCTION

- 4.1 This report has been written in accordance with the requirements of the Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice on Treasury Management (revised 2017). The primary requirements of the Code are as follows:
- Creation and maintenance of a Treasury Management Policy Statement which sets out the policies and objectives of the Council's treasury management activities.
 - Creation and maintenance of Treasury Management Practices which set out the manner in which the Council will seek to achieve those policies and objectives.
 - Receipt by the full Council of an annual Treasury Management Strategy Statement - including the Annual Investment Strategy and Minimum Revenue Provision Policy - for the year ahead, a Mid-year Review Report and an Annual Report, (stewardship report), covering activities during the previous year.
 - Delegation by the Council of responsibilities for implementing and monitoring treasury management policies and practices and for the execution and administration of treasury management decisions.
 - Delegation by the Council of the role of scrutiny of treasury management strategy and policies to a specific named body. For this Council the delegated body is Overview and Scrutiny Committee.
- 4.2 This mid-year report has been prepared in compliance with CIPFA's Code of Practice on Treasury Management, and covers the following:
- An economic update for the first half of the 2021/22 financial year.

- A review of the Treasury Management Strategy Statement and Annual Investment Strategy.
- The Council's capital expenditure, as set out in the Capital Strategy, and prudential indicators.
- A review of the Council's investment portfolio for 2021/22.
- A review of the Council's borrowing strategy for 2021/22.
- A review of any debt rescheduling undertaken during 2021/22.
- A review of compliance with Treasury and Prudential Limits for 2021/22.

4.3 This report requests two key changes to the Treasury Management Strategy Statement and Annual Investment Strategy approved in February 2021.

- The first change is to increase the Barclays's counterparty limit from £5m to £10m to accommodate the Green Investment Account. The total limit for Barclays will include both the main current accounts used for day-to-day operations and Green Investment Account.
- The second change is to increase in Operational Boundary from £25m to £38m and Authorised Limit from £30m to £43m to accommodate for revised Capital expenditure estimated for 2021-22. This is to take account of the investment made in Centenary House.

5. ECONOMICS AND INTEREST RATES – Economic Update provided by Link Asset Management

5.1. “ *On the 24th of September 2021, the Monetary Policy Committee (MPC) voted unanimously to leave the Bank Rate unchanged at 0.10% and made no changes to its programme of quantitative easing purchases due to finish by the end of this year at a total of £895bn; two MPC members voted to stop the last £35bn of purchases as they were concerned that this would add to inflationary pressures.*

5.1.2 *There was a major shift in the tone of the MPC's minutes at this meeting from the previous meeting in August which had majored on indicating that some tightening in monetary policy was now on the horizon, but also not wanting to stifle economic recovery by too early an increase in Bank Rate. In his press conference after the August MPC meeting, Governor Andrew Bailey said, “the challenge of avoiding a steep rise in unemployment has been replaced by that of ensuring a flow of labour into jobs” and that “the Committee will be monitoring closely the incoming evidence regarding developments in the labour market, and particularly unemployment, wider measures of slack, and underlying wage pressures.” In other words, it was flagging up a potential danger that labour shortages could push up wage growth by more than it expects and that, as a result, CPI inflation would stay above the 2% target for longer. It also discounted sharp increases in monthly inflation figures in the pipeline in late 2021 which were largely propelled by events a year ago e.g., the cut in VAT in August 2020 for the hospitality industry, and by temporary shortages which would eventually work their way out of the system: in other words, the MPC had been prepared to look through a temporary spike in inflation.*

5.1.3 *In August the country was put on alert. However, this time the MPC's words indicated there had been a marked increase in concern that more recent increases in prices, particularly the increases in gas and electricity prices in October and due again next April, are, indeed, likely to lead to faster and higher inflation expectations and underlying wage growth, which would in turn increase the risk that price pressures would prove more persistent next year than previously expected. Indeed, to emphasise its concern about inflationary pressures, the MPC pointedly chose to reaffirm its commitment to the 2% inflation target in its statement; this suggested that it was now willing to look through the flagging economic recovery during the summer to prioritise bringing inflation down next year. This is a reversal of its priorities in August and a long way from words at earlier MPC meetings which indicated a willingness to look through inflation overshooting the target for limited periods to ensure that inflation was 'sustainably over 2%'. Indeed, whereas in August the MPC's focus was on getting through a winter of temporarily high energy prices and supply shortages, believing that inflation would return to just under the 2% target after reaching a high around 4% in late 2021, now its primary concern is that underlying price pressures in the economy are likely to get embedded over the next year and elevate future inflation to stay significantly above its 2% target and for longer.*

5.1.4 *Financial markets are now pricing in a first increase in Bank Rate from 0.10% to 0.25% in February 2022, but this looks ambitious as the MPC has stated that it wants to see what happens to the economy, and particularly to employment once furlough ends at the end of September. At the MPC's meeting in February it will only have available the employment figures for November: to get a clearer picture of employment trends, it would need to wait until the May meeting when it would have data up until February. At its May meeting, it will also have a clearer understanding of the likely peak of inflation.*

5.1.5 *The MPC's forward guidance on its intended monetary policy on raising Bank Rate versus selling (quantitative easing) holdings of bonds is as follows:*

- *Placing the focus on raising Bank Rate as "the active instrument in most circumstances".*
- *Raising Bank Rate to 0.50% before starting on reducing its holdings.*
- *Once Bank Rate is at 0.50% it would stop reinvesting maturing gilts.*
- *Once Bank Rate had risen to at least 1%, it would start selling its holdings.*

5.1.6 *COVID-19 vaccines. These have been the game changer which have enormously boosted confidence that life in the UK could largely return to normal during the summer after a third wave of the virus threatened to overwhelm hospitals in the spring. With the household saving rate having been exceptionally high since the first lockdown in March 2020, there is plenty of pent-up demand and purchasing power stored up for services in hard hit sectors like restaurants, travel and hotels. The big question is whether mutations of the virus could develop which render current vaccines ineffective, as opposed to how quickly vaccines can be modified to deal with them and enhanced testing programmes be implemented to contain their spread.*

5.1.7 *US. See comments below on US treasury yields.*

- 5.1.8 *EU. The slow roll out of vaccines initially delayed economic recovery in early 2021 but the vaccination rate has picked up sharply since then. After a contraction in GDP of -0.3% in Q1, Q2 came in with strong growth of 2%, which is likely to continue into Q3, though some countries more dependent on tourism may struggle. Recent sharp increases in gas and electricity prices have increased overall inflationary pressures but the ECB is likely to see these as being only transitory after an initial burst through to around 4%, so is unlikely to be raising rates for a considerable time.*
German general election. With the CDU/CSU and SPD both having won around 24-26% of the vote in the September general election, the composition of Germany's next coalition government may not be agreed by the end of 2021. An SPD-led coalition would probably pursue a slightly less restrictive fiscal policy, but any change of direction from a CDU/CSU led coalition government is likely to be small. However, with Angela Merkel standing down as Chancellor as soon as a coalition is formed, there will be a hole in overall EU leadership which will be difficult to fill.
- 5.1.9 *China. After a concerted effort to get on top of the virus outbreak in Q1 2020, economic recovery was strong in the rest of the year; this enabled China to recover all the initial contraction. During 2020, policy makers both quashed the virus and implemented a programme of monetary and fiscal support that was particularly effective at stimulating short-term growth. At the same time, China's economy benefited from the shift towards online spending by consumers in developed markets. These factors helped to explain its comparative outperformance compared to western economies during 2020 and earlier in 2021. However, the pace of economic growth has now fallen back after this initial surge of recovery from the pandemic and China is now struggling to contain the spread of the Delta variant through sharp local lockdowns - which will also depress economic growth. There are also questions as to how effective Chinese vaccines are proving. In addition, recent regulatory actions motivated by a political agenda to channel activities into officially approved directions, are also likely to reduce the dynamism and long-term growth of the Chinese economy.*
- 5.1.10 *Japan. 2021 has been a patchy year in combating Covid. However, after a slow start, nearly 50% of the population are now vaccinated and Covid case numbers are falling. After a weak Q3 there is likely to be a strong recovery in Q4. The Bank of Japan is continuing its very loose monetary policy but with little prospect of getting inflation back above 1% towards its target of 2%, any time soon: indeed, inflation was negative in July. New Prime Minister Kishida has promised a large fiscal stimulus package after the November general election – which his party is likely to win.*
- 5.1.11 *World growth. World growth was in recession in 2020 but recovered during 2021 until starting to lose momentum more recently. Inflation has been rising due to increases in gas and electricity prices, shipping costs and supply shortages, although these should subside during 2022. It is likely that we are heading into a period where there will be a reversal of world globalisation and a decoupling of western countries from dependence on China to supply products, and vice versa. This is likely to reduce world growth rates from those in prior decades.*

5.1.12 *Supply shortages. The pandemic and extreme weather events have been highly disruptive of extended worldwide supply chains. At the current time there are major queues of ships unable to unload their goods at ports in New York, California and China. Such issues have led to misdistribution of shipping containers around the world and have contributed to a huge increase in the cost of shipping. Combined with a shortage of semi-conductors, these issues have had a disruptive impact on production in many countries. Many western countries are also hitting up against a difficulty in filling job vacancies. It is expected that these issues will be gradually sorted out, but they are currently contributing to a spike upwards in inflation and shortages of materials and goods on shelves.* “

5.2 Interest rate forecasts

5.2.1 The Council’s Treasury advisor, Link Asset Management provided the following forecasts on 29th September 2021 (PWLB rates are certainty rates, gilt yields plus 80bps):

Link Group Interest Rate View	29.9.21									
	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24
BANK RATE	0.10	0.10	0.25	0.25	0.25	0.25	0.50	0.50	0.50	0.75
3 month ave eamings	0.10	0.10	0.20	0.20	0.30	0.40	0.50	0.50	0.60	0.70
6 month ave eamings	0.20	0.20	0.30	0.30	0.40	0.50	0.60	0.60	0.70	0.80
12 month ave eamings	0.30	0.40	0.50	0.50	0.50	0.60	0.70	0.80	0.90	1.00
5 yr PWLB	1.40	1.40	1.50	1.50	1.60	1.60	1.60	1.70	1.70	1.70
10 yr PWLB	1.80	1.80	1.90	1.90	2.00	2.00	2.00	2.10	2.10	2.10
25 yr PWLB	2.20	2.20	2.30	2.30	2.40	2.40	2.40	2.50	2.50	2.60
50 yr PWLB	2.00	2.00	2.10	2.20	2.20	2.20	2.20	2.30	2.30	2.40

Additional notes by Link on this forecast table:

- *LIBOR and LIBID rates will cease from the end of 2021. Work is currently progressing to replace LIBOR with a rate based on SONIA (Sterling Overnight Index Average). In the meantime, our forecasts are based on expected average earnings by local authorities for 3 to 12 months.*
- *Our forecasts for average earnings are averages i.e., rates offered by individual banks may differ significantly from these averages, reflecting their different needs for borrowing short term cash at any one point in time.*

5.2.2 The coronavirus outbreak has had a significant effect on the UK and other economies across the world. After the Bank of England took emergency action in March 2020 to cut Bank Rate to 0.10%, it has left the Bank Rate unchanged.

5.2.3 As shown in the forecast table above, an increase in the Bank Rate from 0.10% to 0.25% has now been included in quarter 2 of 2022/23, a second increase to 0.50% in quarter 2 of 23/24 and a third one to 0.75% in quarter 4 of 23/24.

5.3 Significant risks to the forecasts (provided by Link Asset Management)

- COVID vaccines do not work to combat new mutations and/or new vaccines take longer than anticipated to be developed for successful implementation.
- The pandemic causes major long-term scarring of the economy.
- The Government implements an austerity programme that suppresses GDP growth.
- The MPC tightens monetary policy too early – by raising Bank Rate or unwinding Quantitative Easing.
- The MPC tightens monetary policy too late to ward off building inflationary pressures.
- Major stock markets e.g., in the US, become increasingly judged as being over-valued and susceptible to major price corrections. Central banks become increasingly exposed to the “moral hazard” risks of having to buy shares and corporate bonds to reduce the impact of major financial market selloffs on the general economy.
- Geo-political risks are widespread e.g., German general election in September 2021 produces an unstable coalition or minority government and a void in high-profile leadership in the EU when Angela Merkel steps down as Chancellor of Germany; on-going global power influence struggles between Russia/China/US.

5.4 The balance of risks to the UK economy (provided by Link Asset Management)

- 5.4.1 The overall balance of risks to economic growth in the UK is now to the downside, including residual risks from Covid and its variants - both domestically and their potential effects worldwide.

5.5 Forecasts for Bank Rate

- 5.5.1 The Bank Rate is not expected to increase quickly after the initial rate rise as the supply potential of the should be able to cope well with meeting demand without causing inflation. Three increases in Bank rate are forecast in the period to March 2024, ending at 0.75%. However, these forecasts may well need changing within a relatively short time frame for the following reasons:

- There are increasing grounds for viewing the economic recovery as running out of steam during the summer and now into the autumn. This could lead into stagflation which would create a dilemma for the MPC as to which way to face.
- Will some current key supply shortages e.g., petrol and diesel, spill over into causing economic activity in some sectors to take a significant hit?
- Rising gas and electricity prices in October and next April and increases in other prices caused by supply shortages and increases in taxation next April, are already going to deflate consumer spending power without the MPC having to take any action on Bank Rate to cool inflation.

5.5.2 In summary, with the high level of uncertainty prevailing on several different fronts, it is likely that these forecasts will need to be revised again soon - in line with what the new news is.

5.6 Forecasts for PWLB rates and gilt and treasury yields

5.6.1 As the interest forecast table for PWLB certainty rates above shows, there is likely to be a steady rise over the forecast period, with some degree of uplift due to rising treasury yields in the US.

5.6.2 There is likely to be exceptional volatility and unpredictability in respect of gilt yields and PWLB rates due to the following factors:

- How strongly will changes in gilt yields be correlated to changes in US treasury yields?
- Will the Fed take action to counter increasing treasury yields if they rise beyond a yet unspecified level?
- Would the MPC act to counter increasing gilt yields if they rise beyond a yet unspecified level?
- How strong will inflationary pressures turn out to be in both the US and the UK and so impact treasury and gilt yields?
- How will central banks implement their new average or sustainable level inflation monetary policies?
- How well will central banks manage the withdrawal of QE purchases of their national bonds i.e., without causing a panic reaction in financial markets as happened in the “taper tantrums” in the US in 2013?
- Will exceptional volatility be focused on the short or long-end of the yield curve, or both?

5.6.3 The forecasts are also predicated on an assumption that there is no break-up of the Eurozone or EU within our forecasting period.

5.7 Gilt and treasury yields

5.7.1 Since the start of 2021, there has been a lot of volatility in gilt yields, and hence PWLB rates. During the first part of the year, US President Biden’s, and the Democratic party’s determination to push through a \$1.9trn (equivalent to 8.8% of GDP) fiscal boost for the US economy as a recovery package from the Covid pandemic was what unsettled financial markets. However, this was in addition to the \$900bn support package already passed in December 2020 under President Trump. This was then followed by additional Democratic ambition to spend further huge sums on infrastructure and an American families plan over the next decade which are caught up in Democrat / Republican haggling. Financial markets were alarmed that all this stimulus, which is much bigger than in other western economies, was happening at a time in the US when:

- A fast vaccination programme has enabled a rapid opening up of the economy.
- The economy had already been growing strongly during 2021.

- It started from a position of little spare capacity due to less severe lockdown measures than in many other countries. A combination of shortage of labour and supply bottle necks is likely to stoke inflationary pressures more in the US than in other countries.
- And the Fed was still providing monetary stimulus through monthly QE purchases.

5.7.2 These factors could cause an excess of demand in the economy which could then unleash stronger and more sustained inflationary pressures in the US than in other western countries. This could then force the Fed to take much earlier action to start tapering monthly QE purchases and/or increasing the Fed rate from near zero, despite their stated policy being to target average inflation.

5.7.3 There are also possible DOWNSIDE RISKS from the huge sums of cash that the UK residents have saved during the pandemic; when savings accounts earn little interest, it is likely that some of this cash mountain could end up being invested in bonds and so push up demand for bonds and support their prices i.e., this would help to keep their yields down.

5.8 The balance of risks to medium to long term PWLB rates

5.8.1 There is a balance of upside risks to forecasts for medium to long term PWLB rates.

5.9 A new era – a fundamental shift in central bank monetary policy

5.9.1 One of the key results of the pandemic has been a fundamental rethinking and shift in monetary policy by major central banks to tolerate a higher level of inflation than in the previous two decades when inflation was the prime target to bear down on so as to stop it going above a target rate. There is now also a greater emphasis on other targets for monetary policy than just inflation, especially on ‘achieving broad and inclusive “maximum” employment in its entirety’ in the US before consideration would be given to increasing rates.

6. TREASURY MANAGEMENT STRATEGY AND ANNUAL INVESTMENT STRATEGY UPDATE

6.1 The Treasury Management Strategy Statement (TMSS) for 2021/22 was approved by the Council on 19 January 2021.

6.2 The underlying TMSS approved previously requires revision in the light of economic and operational movements during the year. The proposed changes and supporting detail for the changes are set out below:

- Increase of counterparty limit for Barclays from £5m to £10m to accommodate for Barclays Green Deposit Account. Total limit for Barclays

would include main call account used for day-to-day operations and Green Investment Account.

- Increase in Operational boundary from £25m to £38m and Authorised limit from £30m to £43m to accommodate for revised capital expenditure estimated for 2021-22. This is to reflect expenditure on Centenary House.

Prudential Indicator	2021/22 Original £'000	2021/22 Revised £'000
Authorised Limit	30,000	43,000
Operational Boundary	25,000	38,000
Capital Financing Requirement	31,194	51,784

7. THE COUNCIL'S CAPITAL POSITION (PRUDENTIAL INDICATORS)

7.1 This part of the report is structured to update:

- The Council's capital expenditure plans.
- How these plans are being financed.
- The impact of the changes in the capital expenditure plans on the prudential indicators and the underlying need to borrow.
- Compliance with the limits in place for borrowing activity.

7.2 Prudential Indicator for Capital Expenditure

7.2.1 This table shows the revised estimates for capital expenditure and the changes since the capital programme was agreed at the Budget.

Capital Expenditure by Service	2021/22 Original Estimate £'000	Current Position £'000	2021/22 Revised Estimate £'000
Corporate Services	65	18,966	23,891
Community Services	500	395	433
Place	-	-	24
Environmental and Technical Services	1,020	206	6,648
Commercialisation	6,800	-	-
Total capital expenditure	8,385	19,567	30,996

7.3 Changes to the Financing of the Capital Programme

7.3.1 The table below draws together the main strategy elements of the capital expenditure plans (above), highlighting the original supported and unsupported elements of the capital programme, and the expected financing arrangements of this capital expenditure. The borrowing element of the table increases the underlying indebtedness of the Council by way of the Capital Financing Requirement (CFR), although this will be reduced in part by revenue charges for the repayment of debt (the Minimum Revenue Provision). This direct borrowing need may also be supplemented by maturing debt and other treasury requirements.

Capital Expenditure	2021/22 Original Estimate £'000	2021/22 Revised Estimate £'000
Total capital expenditure	8,385	30,996
Financed by:		
Capital grants	1,482	1,482
Capital receipts	103	103
Total financing	1,585	1,585
Borrowing requirement	6,800	29,411

7.4 Changes to the Prudential Indicators for the Capital Financing Requirement (CFR), External Debt and the Operational Boundary

7.4.1 The table below shows the CFR, which is the underlying external need to incur borrowing for a capital purpose. It also shows the expected debt position over the period, which is termed the Operational Boundary.

7.4.2 Prudential Indicator – Capital Financing Requirement. Original forecasted Capital Financing Requirement increased in line with increase in Capital expenditure due to Centenary House.

7.4.3 Prudential Indicator – the Operational Boundary for external debt

Operational Boundary for external debt	2021/22 Original £'000	2021/22 Revised £'000
CFR	31,194	51,784
Borrowing	16,554	37,144

7.5 Limits to Borrowing Activity

7.5.1 The first key control over the treasury activity is a prudential indicator to ensure that over the medium term, net borrowing (borrowings less

investments) will only be for a capital purpose. Gross external borrowing should not, except in the short term, exceed the total of CFR in the preceding year plus the estimates of any additional CFR for 2021/22 and next two financial years. This allows some flexibility for limited early borrowing for future years. The Council has approved a policy for borrowing in advance of need which will be adhered to if this proves prudent. The Council's Operational Boundary is currently £25m and is proposed to increase to £38m subject to approval.

Operational Boundary for External debt	2021/22 Original £'000	2021/22 Revised £'000
Operational Boundary	25,000	38,000
Borrowing	16,554	37,144

7.5.2 The Head of Corporate Services reports that no difficulties are envisaged for the current or future years in complying with this prudential indicator.

7.5.3 A further prudential indicator controls the overall level of borrowing. This is the Authorised Limit which represents the limit beyond which borrowing is prohibited and needs to be set and revised by Members. It reflects the level of borrowing which, while not desired, could be afforded in the short term, but is not sustainable in the longer term. It is the expected maximum borrowing need with some headroom for unexpected movements. This is the statutory limit determined under section 3 (1) of the Local Government Act 2003. The Council's Authorisation Limit is £30m and is proposed to increase to £43m subject to approval.

Authorised Limit for External Debt	2021/22 Original £'000	2021/22 Revised £'000
Authorised Limit	30,000	43,000
Borrowing	16,554	37,144

8. BORROWING

8.1 The Council's capital financing requirement (CFR) for 2021/22 is £51.78m. The CFR denotes the Council's underlying need to borrow for capital purposes. If the CFR is positive the Council may borrow from the PWLB or the market (external borrowing) or from internal balances on a temporary basis (internal borrowing). The balance of external and internal borrowing is generally driven by market conditions. Table 7.5.3 shows the Council has borrowings of £16.55m and has utilised £14.64m of cash flow funds in lieu of borrowing. This is a prudent and cost-effective approach in the current economic climate but

will require ongoing monitoring in the event that any upside risk to gilt yields prevails.

8.2 Due to the overall financial position and the underlying need to borrow for capital purposes (the CFR), new external borrowing of £6.8m was undertaken. The capital programme is being kept under regular review due to the effects of coronavirus and shortages of materials and labour. Our borrowing strategy will, therefore, also be regularly reviewed and then revised, if necessary, in order to achieve optimum value and risk exposure in the long-term. New £6.8m PWLB borrowing has been undertaken on 10th May 2021 with 50 years term and 1.91% interest rate.

8.3 It is not anticipated that further external borrowing will be undertaken during this financial year.

8.4 PWLB maturity certainty rates (gilts plus 80bps) year to date to 30th September 2021

8.4.1 Gilt yields and PWLB rates were on a falling trend between May and August. However, they rose sharply towards the end of September.

8.4.2 The 50year PWLB target certainty rate for new long-term borrowing started 2021/22 at 1.90%, rose to 2.00% in May, fell to 1.70% in August and returned to 2.00% at the end of September after the MPC meeting of 23rd September.

8.4.3 The current PWLB rates are set as margins over gilt yields as follows:

- PWLB Standard Rate is gilt plus 100 basis points (G+100bps)
- PWLB Certainty Rate is gilt plus 80 basis points (G+80bps)
- PWLB HRA Standard Rate is gilt plus 100 basis points (G+100bps)
- PWLB HRA Certainty Rate is gilt plus 80bps (G+80bps)
- Local Infrastructure Rate is gilt plus 60bps (G+60bps)

9. DEBT RESCHEDULING

9.1 Debt rescheduling opportunities have been very limited in the current economic climate given the consequent structure of interest rates and following the increase in the margin added to gilt yields which has impacted PWLB new borrowing rates since October 2010. No debt rescheduling has therefore been undertaken to date in the current financial year.

10. COMPLIANCE WITH TREASURY AND PRUDENTIAL LIMITS

10.1 It is a statutory duty for the Council to determine and keep under review the affordable borrowing limits. During the half year ended 30th September 2021, the Council has operated within the treasury and prudential indicators set out in the Council's Treasury Management Strategy Statement for 2021/22. The

Head of Corporate Services reports that no difficulties are envisaged for the current or future years in complying with these indicators.

10.2 All treasury management operations have also been conducted in full compliance with the Council's Treasury Management Practices.

11. ANNUAL INVESTMENT STRATEGY

11.1 The Treasury Management Strategy Statement (TMSS) for 2021/22, which includes the Annual Investment Strategy, was approved by the Council on 19th January 2021. In accordance with the CIPFA Treasury Management Code of Practice, it sets out the Council's investment priorities as being:

- Security of capital
- Liquidity
- Yield

11.2 The Council will aim to achieve the optimum return (yield) on its investments commensurate with proper levels of security and liquidity and with the Council's risk appetite. In the current economic climate, it is considered appropriate to keep investments short term to cover cash flow needs, but also to seek out value available in periods up to 12 months with high credit rated financial institutions, using the Link suggested creditworthiness approach, including a minimum sovereign credit rating and Credit Default Swap (CDS) overlay information.

11.3 As shown by the interest rate forecasts in section 5.2, it is now impossible to earn the level of interest rates commonly seen in previous decades as all short-term money market investment rates have only risen weakly since Bank Rate was cut to 0.10% in March 2020 until the MPC meeting on 24th September 2021 when 6- and 12-month rates rose in anticipation of Bank Rate going up in 2022. Given this environment and the fact that Bank Rate may only rise marginally, or not at all, before mid-2023, investment returns are expected to remain low.

11.4 Creditworthiness

11.4.1 Significant levels of downgrades to Short- and Long-Term credit ratings have not materialised since the crisis in March 2020. In the main, where they did change, any alterations were limited to Outlooks. However, as economies are beginning to reopen, there have been some instances of previous lowering of Outlooks being reversed.

11.5 Investment Counterparty criteria

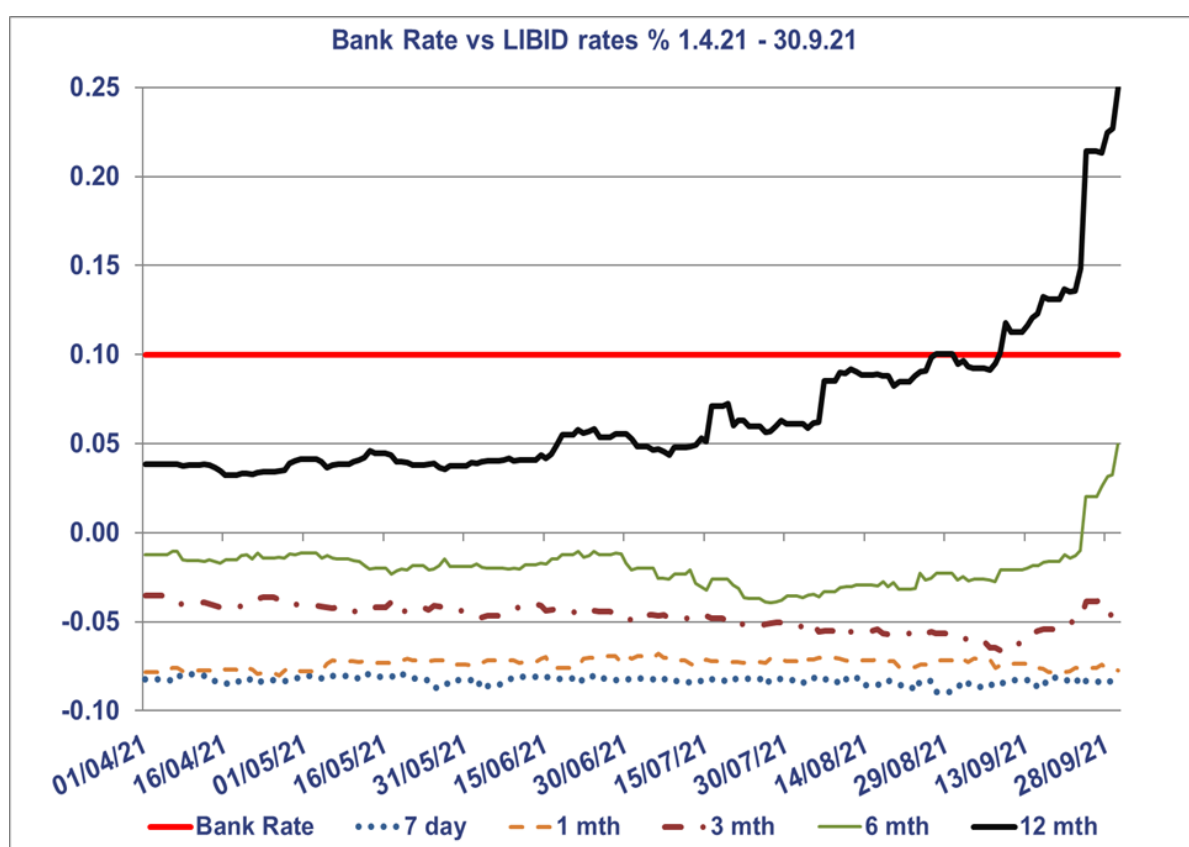
11.5.1 It is requested to amend the Barclays counterparty limit to accommodate the Barclays Green Account; all other counterparty limits should remain the same. During the financial year, temporary extensions of the counterparty limit have been in place as approved by the Portfolio Holder for Finance and assets due to the high levels of grant funding received for Business Rates grants.

11.7 Investment balances

11.7.1 The average level of funds available for investment purposes during the quarter was £33m. These funds were available on a temporary basis, and the level of funds available was mainly dependent on the timing of precept payments, receipt of grants and progress on the capital programme.

11.8 Investment rates during half year ended 30th September 2021

11.8.1 As highlighted earlier in this report, the levels shown below use the traditional market method for calculating LIBID rates – i.e., LIBOR – 0.125%. Given the ultra-low LIBOR levels this year, this produces negative rates across some periods.



	Bank Rate	7 day	1 mth	3 mth	6 mth	12 mth
High	0.10	-0.08	-0.07	-0.04	0.05	0.25
High Date	01/04/2021	09/04/2021	06/07/2021	01/04/2021	30/09/2021	30/09/2021
Low	0.10	-0.09	-0.08	-0.07	-0.04	0.03
Low Date	01/04/2021	27/08/2021	26/04/2021	08/09/2021	27/07/2021	16/04/2021
Average	0.10	-0.08	-0.07	-0.05	-0.02	0.07
Spread	0.00	0.01	0.01	0.03	0.09	0.22

11.9 Investment performance year to date as of 30th September 2021

Period	LIBID benchmark return	Council performance
7 days	-0.08%	0.00% - 0.08%
1 month	-0.07%	0.03%- 0.12%
3 months	-0.05%	0.30%
6 months	-0.02%	0.04% - 0.30%
12 months	0.07%	0.18%

11.9.1 As illustrated, the Council outperformed the benchmark. The Council's budgeted investment return for 2021/22 is £50k, and performance for the year to date is below the budget. Investment income up to 30th September is £18k.

11.9.2 Approved limits

11.9.2.1 The Head of Corporate Services can confirm that the approved limits within the Annual Investment Strategy were not breached during the period ended 30th September 2021.

12. OTHER

12.1 Changes in risk appetite

12.1.1 There is no change in risk appetite as the security of the Council's funds is paramount and will continue to follow Link Services advice placing funds in line with The Treasury Management Strategy Statement.

12.2 Counterparty limits

12.2.1 Approval was sought to implement emergency additional measures to enable the Council to handle the significant additional cash it receives (£14m+) and pay out in Grant Payments during this phase of the Covid19 response. The recommendation was to increase counterparty limits from £5m to £10m from April 2021- October 2021.

13. EQUALITIES

All activity will comply with the authority's statutory duties.

14. CLIMATE CHANGE

These strategies will work alongside the council's ambition to become a carbon neutral authority by 2035. No direct carbon/environmental impacts arising from the recommendations. We are however, starting to move to a more sensitive and sustainable investment strategy.

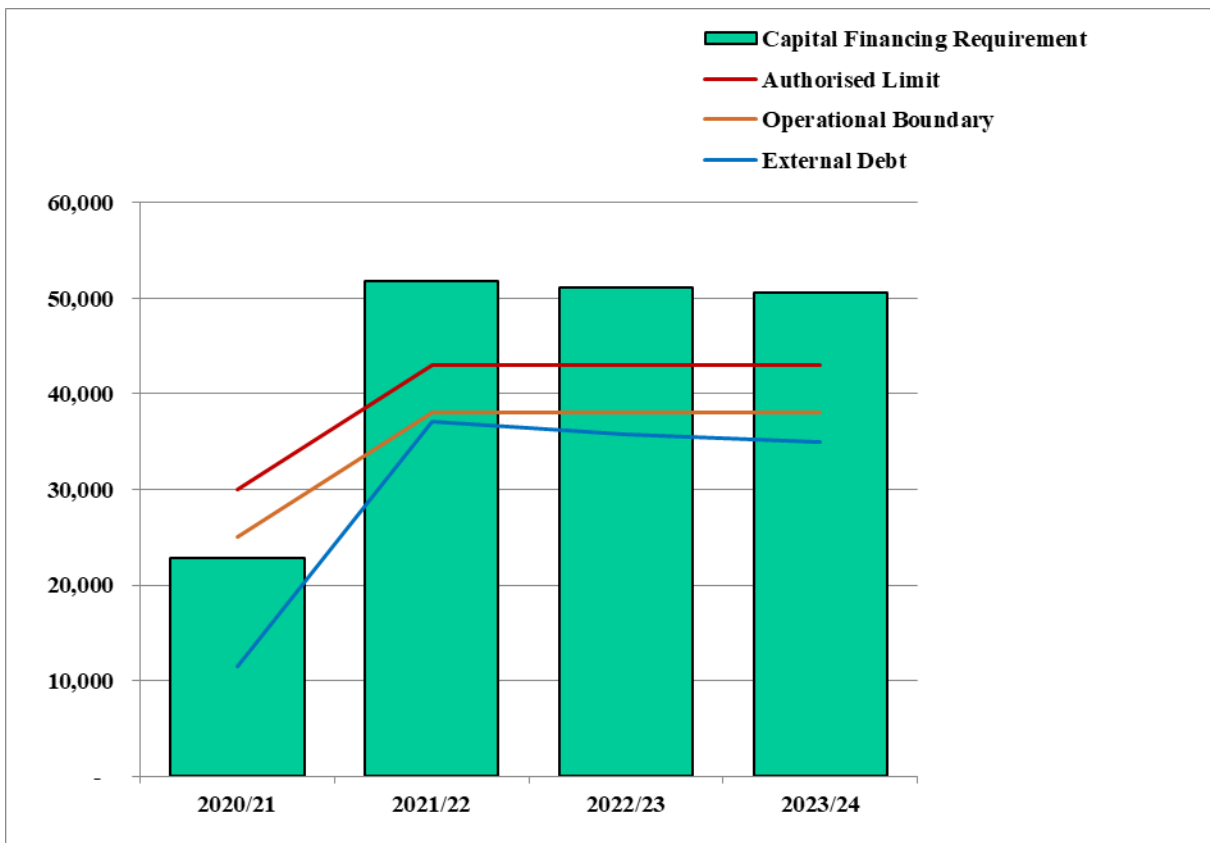
Contact Details: Emma Foy, email: Emma.Foy@hart.gov.uk

Appendices

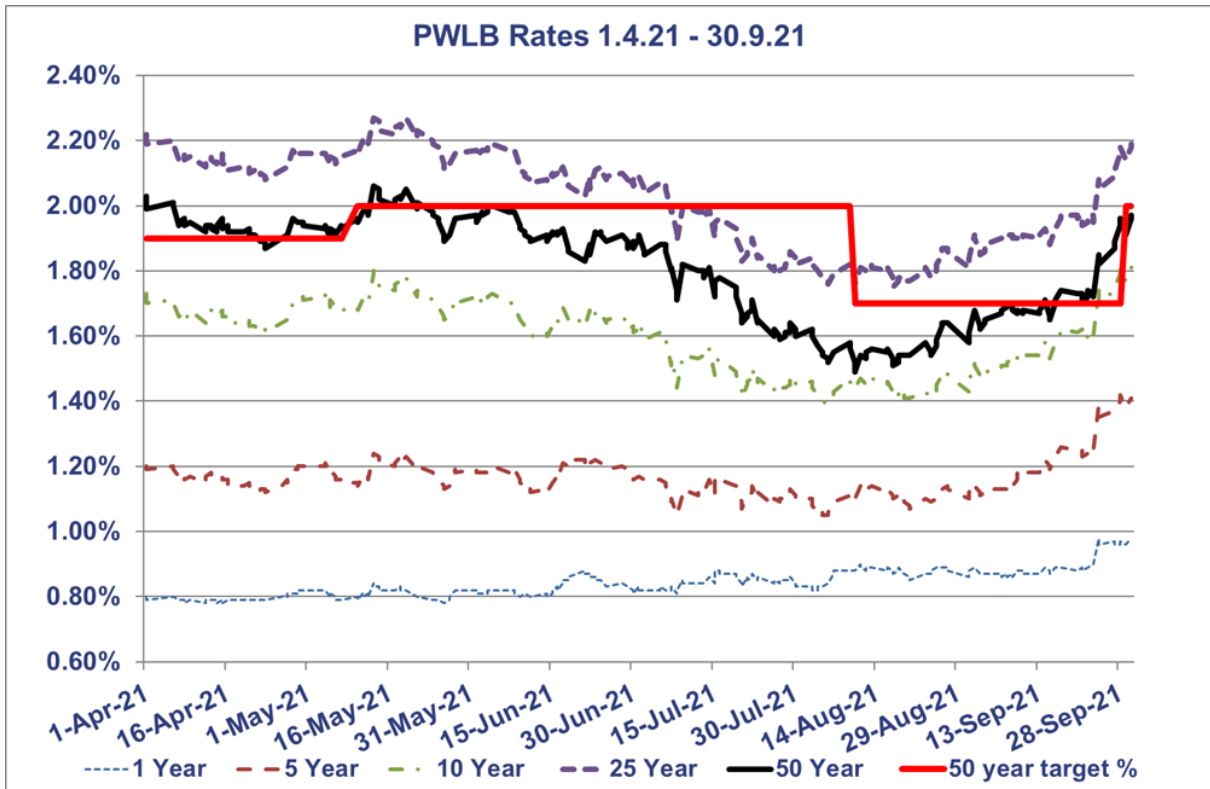
- Appendix 1 – The CFR and Borrowing
- Appendix 2 – Borrowing Rates
- Appendix 3 – Investment Portfolio
- Appendix 4 – Approved countries for investments as at 30 September 2021

APPENDIX 1: The CFR and Borrowing

	2020/21	2021/22	2022/23	2023/24
	£'000	£'000	£'000	£'000
Authorised Limit	30,000	43,000	43,000	43,000
Operational Boundary	25,000	38,000	38,000	38,000
Capital Financing Requirement	22,889	51,784	51,175	50,565
External Debt	11,535	37,144	35,829	34,938
Under/(over) borrowing	11,354	14,640	15,346	15,627
Change in External Debt	- 850	25,609	- 1,315	- 891

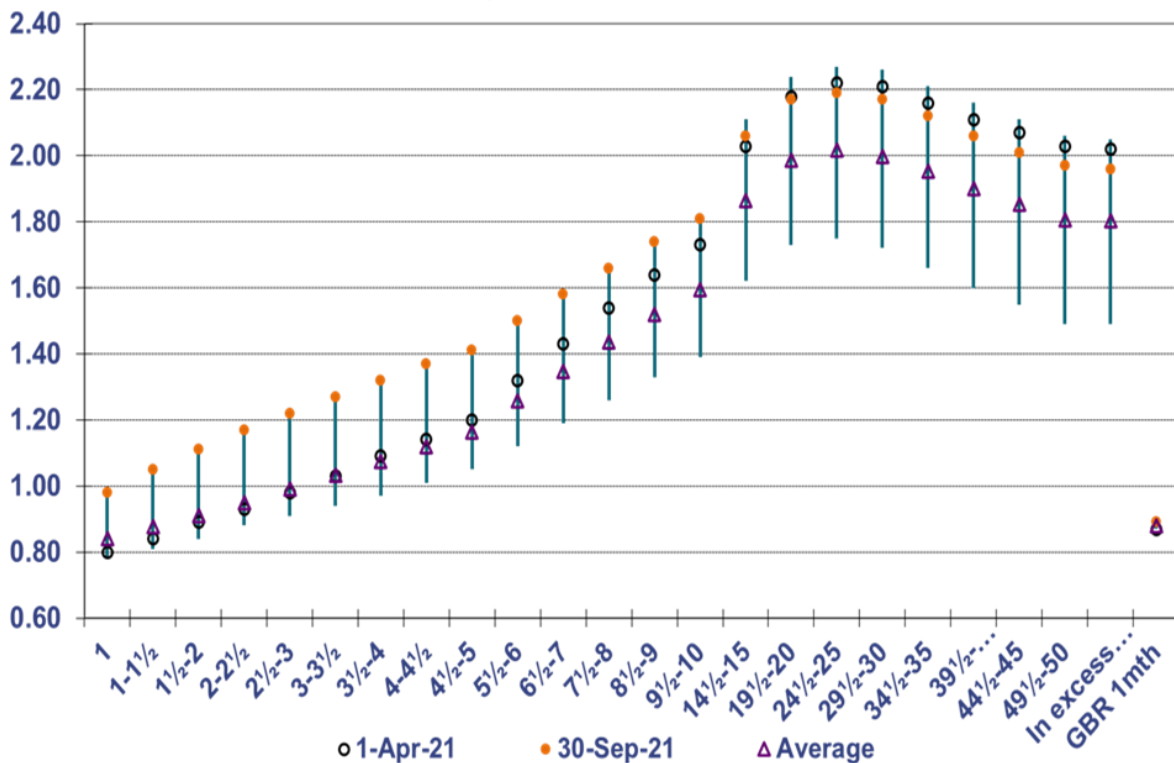


APPENDIX 2: Borrowing rates



	1 Year	5 Year	10 Year	25 Year	50 Year
Low	0.78%	1.05%	1.39%	1.75%	1.49%
Date	08/04/2021	08/07/2021	05/08/2021	17/08/2021	10/08/2021
High	0.98%	1.42%	1.81%	2.27%	2.06%
Date	24/09/2021	28/09/2021	28/09/2021	13/05/2021	13/05/2021
Average	0.84%	1.16%	1.60%	2.02%	1.81%
Spread	0.20%	0.37%	0.42%	0.52%	0.57%

PWLB Certainty Rate Variations 1.4.21 to 30.9.2021



PWLB RATES. There was much speculation during the **second half of 2019** that bond markets were in a bubble which was driving bond prices up and yields down to historically very low levels. The context for that was heightened expectations that the US could have been heading for a recession in 2020. In addition, there were growing expectations of a downturn in world economic growth, especially due to fears around the impact of the trade war between the US and China, together with inflation generally at low levels in most countries and expected to remain subdued. Combined, these conditions were conducive to very low bond yields. While inflation targeting by the major central banks has been successful over the last 30 years in lowering inflation expectations, the real equilibrium rate for central rates has fallen considerably due to the high level of borrowing by consumers. This means that central banks do not need to raise rates as much now to have a major impact on consumer spending, inflation, etc. The consequence of this has been **the gradual lowering of the overall level of interest rates and bond yields in financial markets.** Over the year prior to the coronavirus crisis, this resulted in many bond yields up to 10 years turning negative in the Eurozone. In addition, there was, at times, an inversion of bond yields in the US whereby 10-year yields fell below shorter-term yields. In the past, this has been a precursor of a recession.

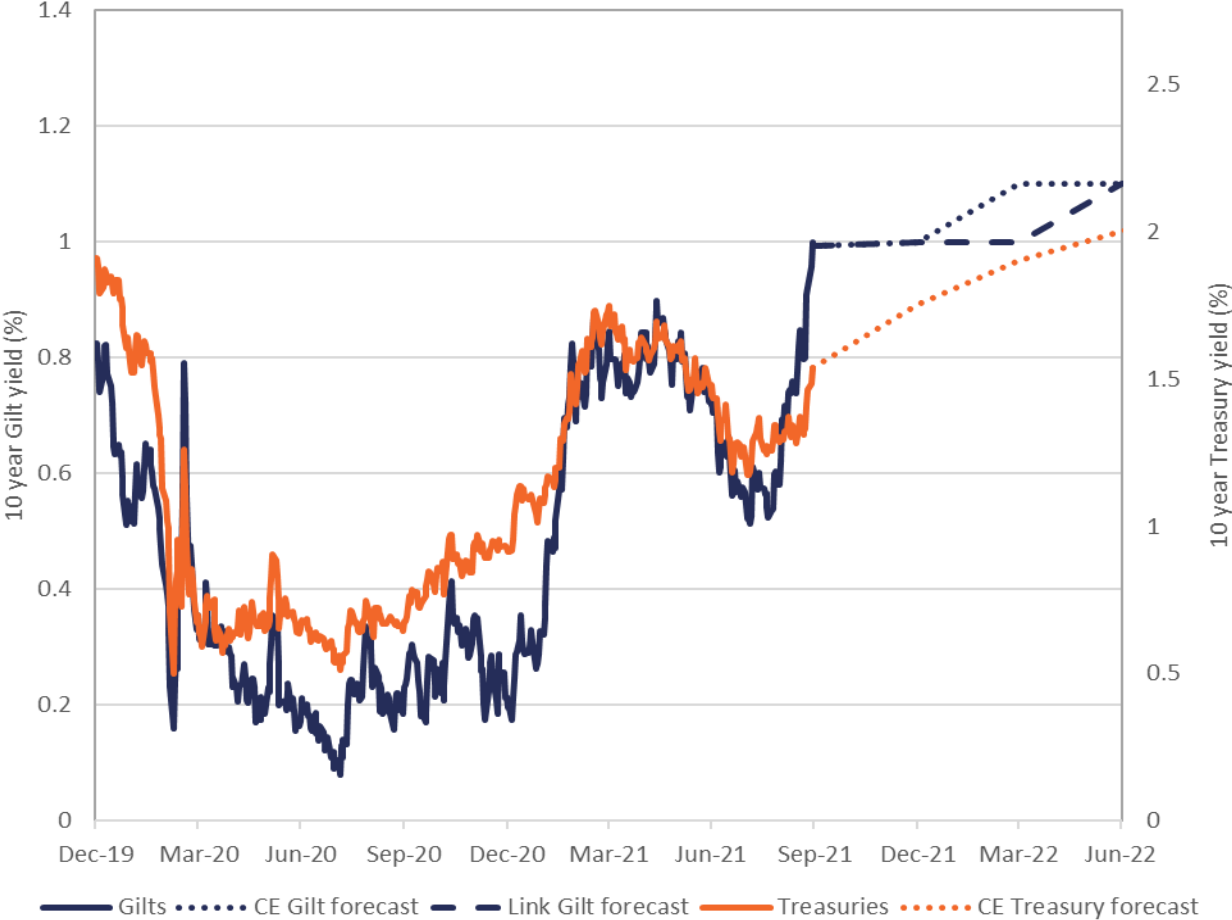
Gilt yields had, therefore, already been on a generally falling trend up until the coronavirus crisis hit western economies during March 2020 which caused gilt yields to spike up. However, yields then fell sharply in response to major western central banks taking rapid policy action to deal with excessive stress in financial markets during March and starting massive quantitative easing driven purchases of government bonds: these actions also acted to put downward pressure on government bond yields at a time when there was a huge and quick expansion of government expenditure financed by issuing government bonds. Such unprecedented levels of issuance in “normal” times would have caused bond yields to rise sharply.

At the start of January 2021, all gilt yields from 1 to 8 years were negative: however, since then all gilt yields have become positive and rose sharply during the spring, especially in medium and longer-term periods, until starting a significant decline since May which was then sharply reversed in August / September. Repeated assurances by the Fed in the US, and by other major world central banks, that inflation would spike up after Covid restrictions were abolished, but would only be transitory, allayed investor fears until August / September when high inflation was again seen as a growing danger and both central banks in the US and UK gave indications that monetary policy tightening was now on the horizon. **There is considerable concern that the US Fed is taking a too laid-back view that inflation pressures in the US are purely transitory and that they will subside without the need for the Fed to take significant action to tighten monetary policy.** Lack of spare economic

capacity and rising inflationary pressures are viewed as being much greater dangers in the US than in the UK. This could mean that rates will end up rising faster and further in the US than in the UK if inflationary pressures were to escalate; the consequent increases in treasury yields could well spill over to cause (lesser) increases in gilt yields.

Correlation between 10-year US treasury yield and 10-year gilt yield

The Link Group forecasts have included a risk of a 75% correlation between movements in US treasury yields and gilt yields over 10 years since 2011. As US treasury yields are expected to rise faster and further than UK gilt yields, there is an upside risk to forecasts for gilt yields due to this correlation. The graph below shows actual movements in both 10-year yields and forecasts by Link (gilt only) and Capital Economics.



- Yields on 10-year Gilts and Treasuries initially both fell during the first quarter of 2020, as signs emerged that the COVID-19 virus would become a global pandemic which would lead to a sharp downturn in economic growth.
- The correlation between 10-year yields in the UK and the US lessened during the second half of 2020 when US yields displayed an increasing tendency to rise, whilst UK yields remained more range bound. This divergence was consistent with the relatively better economic performance registered by the US during the pandemic, which was aided by historically low US business inventory levels needing to be rebuilt.
- During late 2020 gilt yields rose significantly, reflecting optimism that the fast vaccine roll-out in the UK would support a strong economic recovery during 2021.
- During September 2021, treasury yields rose sharply in response to growing investor concerns around high inflation and indications from the Fed that tapering of quantitative easing purchases of treasuries are likely to occur in the near future. Gilts also rose sharply, as did investor concerns around a sharp increase in inflation in the UK which is now likely to go over 4%. In addition, the MPC meeting on 23rd September flagged up major concerns around the strength of inflation which may require Bank Rate to go up much faster than had previously been expected.

APPENDIX 3: Investment Portfolio

Investment held as of 30th September 2021.

Counterparty	Amount Invested	Counterparty Limit	Within Limit Y/N	Terms	Rate %
Barclays - Call account	1,615,133.24			Instant access-Call	0.00%
Barclays - Green Account	5,000,000.00			95 days' notice	0.30%
Barclays- total	6,615,133.24	10,000,000.00	Y		
Santander	4,680,070.05	5,000,000.00	Y	Instant access-Call	0.02%
Bank of New York Mellon - Federated	4,900,000.00	5,000,000.00	Y	Instant access-MMF	0.01%
Aberdeen Liquidity- Standard Life	4,000,000.00	5,000,000.00	Y	Instant access-MMF	0.01%
Lloyds Bank	4,000,194.03	5,000,000.00	Y	32 days' notice	0.03%
Qatar National Bank	3,000,000.00	5,000,000.00	Y	Fixed-30 days	0.12%
Fareham Borough Council	5,000,000.00	5,000,000.00	Y	Fixed-365 days	0.18%
Total	32,195,397				

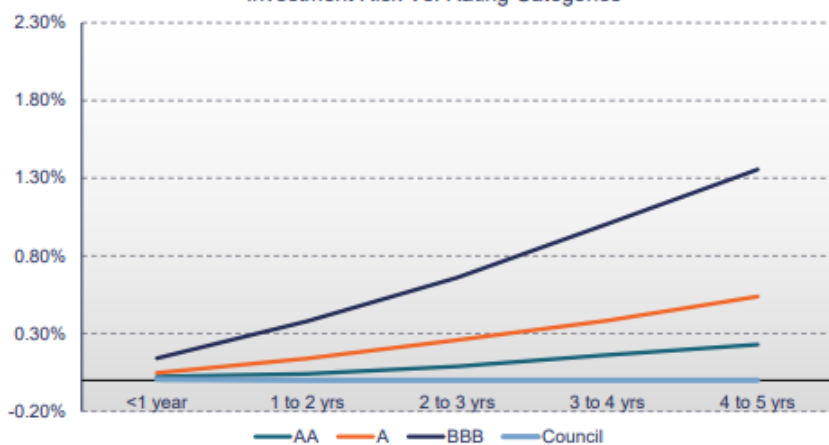
Current Investment List

Borrower	Principal (£)	Interest Rate	Start Date	Maturity Date	Lowest LT / Fund Rating	Historic Risk of Default
Barclays Bank Plc (NRFB)	1,615,133	0.00%		Call	A	0.000%
Santander UK PLC	4,680,070	0.02%		Call	A	0.000%
MMF Aberdeen Standard Investments	4,000,000	0.01%		MMF	AAA _m	
MMF BNY Mellon	4,900,000	0.01%		MMF	AAA _m	
Qatar National Bank	3,000,000	0.01%	01/09/2021	01/10/2021	A	0.000%
Lloyds Bank Plc (RFB)	4,000,194	0.03%		Call32	A+	0.004%
Barclays Bank Plc (NRFB)	5,000,000	0.30%		Call95	A	0.012%
Fareham Borough Council	5,000,000	0.18%	14/02/2021	14/02/2022	AA-	0.009%
Total Investments	£32,195,397	0.09%				0.005%

Note: An historic risk of default is only provided if a counterparty has a counterparty credit rating and is not provided for an MMF or USDBF, for which the rating agencies provide a fund rating. The portfolio's historic risk of default therefore measures the historic risk of default attached only to those investments for which a counterparty has a counterparty credit rating and also does not include investments which are not rated.

Investment Risk and Rating Exposure

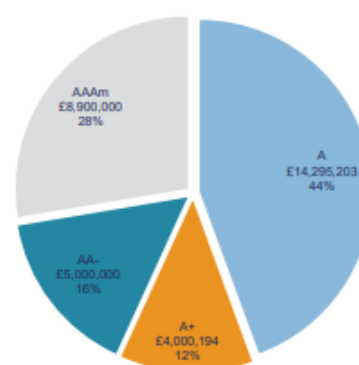
Investment Risk Vs. Rating Categories



Historic Risk of Default

Rating/Years	<1 year	1 to 2 yrs	2 to 3 yrs	3 to 4 yrs	4 to 5 yrs
AA	0.02%	0.04%	0.09%	0.16%	0.23%
A	0.05%	0.14%	0.26%	0.38%	0.54%
BBB	0.14%	0.38%	0.66%	1.01%	1.36%
Council	0.01%	0.00%	0.00%	0.00%	0.00%

Rating Exposure



Historic Risk of Default

This is a proxy for the average % risk for each investment based on over 30 years of data provided by Fitch, Moody's and S&P. It simply provides a calculation of the possibility of average default against the historical default rates, adjusted for the time period within each year according to the maturity of the investment.

Chart Relative Risk

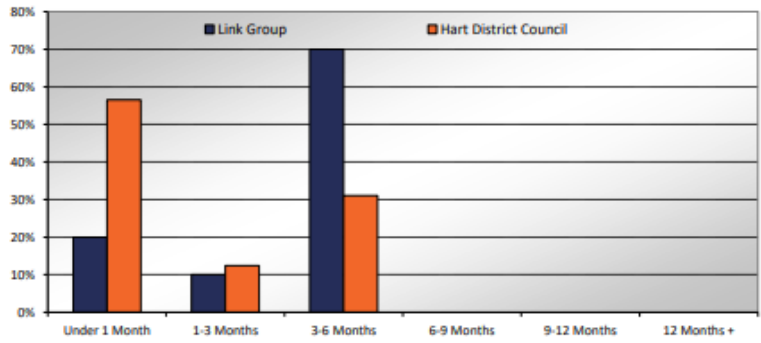
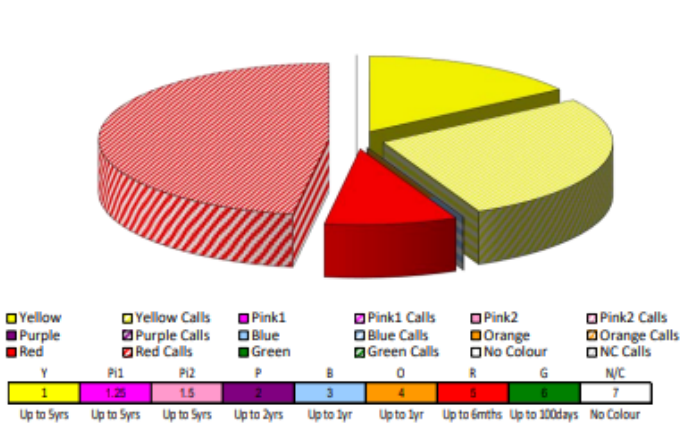
This is the authority's risk weightings compared to the average % risk of default for 'AA', 'A' and 'BBB' rated investments.

Rating Exposures

This pie chart provides a clear view of your investment exposures to particular ratings.

Note: An historic risk of default is only provided if a counterparty has a counterparty credit rating and is not provided for an MMF or USDBF, for which the rating agencies provide a fund rating. The portfolio's historic risk of default therefore measures the historic risk of default attached only to those investments for which a counterparty has a counterparty credit rating and also does not include investments which are not rated.

Portfolio Composition by Link Group's Suggested Lending Criteria



Portfolios weighted average risk number = 3.27

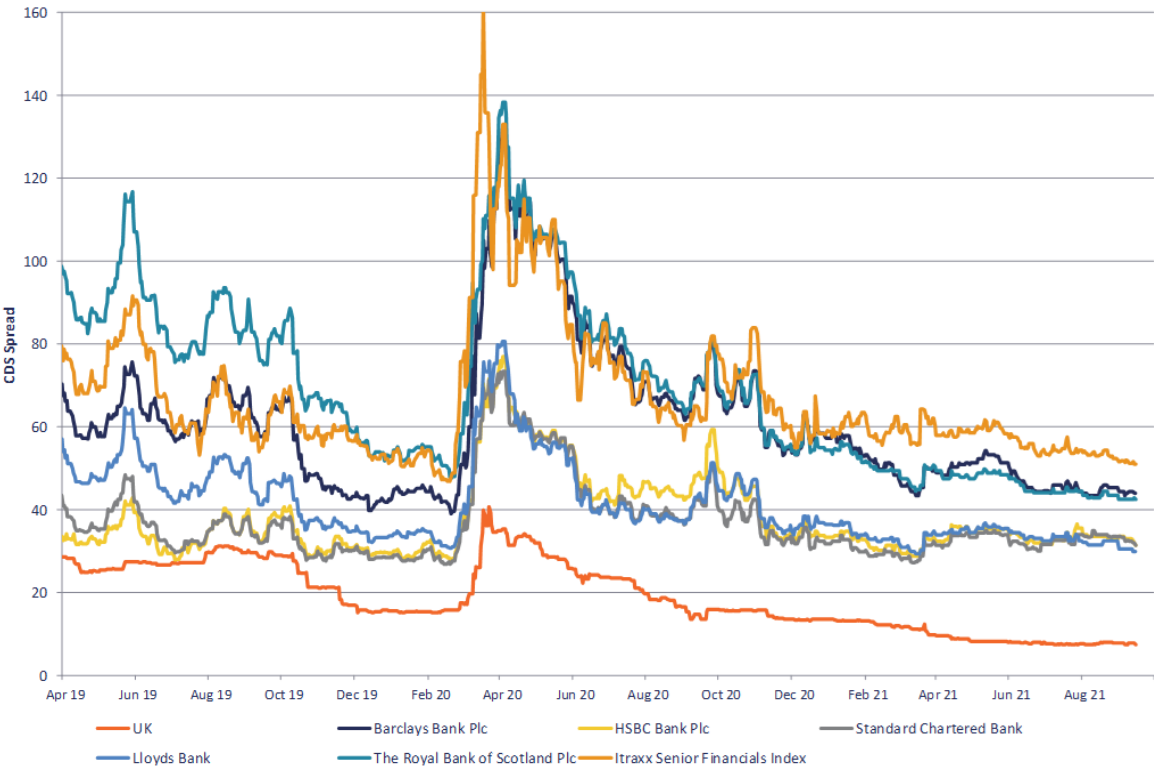
WARoR = Weighted Average Rate of Return

WAM = Weighted Average Time to Maturity

Excluding Calls/MMFs/USDBFs

	% of Portfolio	Amount	% of Colour in Calls	Amount of Colour in Calls	% of Call in Portfolio	WARoR	WAM	WAM at Execution	WAM	WAM at Execution
Yellow	43.17%	£13,900,000	64.03%	£8,900,000	27.64%	0.07%	49	131	137	365
Pink1	0.00%	£0	0.00%	£0	0.00%	0.00%	0	0	0	0
Pink2	0.00%	£0	0.00%	£0	0.00%	0.00%	0	0	0	0
Purple	0.00%	£0	0.00%	£0	0.00%	0.00%	0	0	0	0
Blue	0.00%	£0	0.00%	£0	0.00%	0.00%	0	0	0	0
Orange	0.00%	£0	0.00%	£0	0.00%	0.00%	0	0	0	0
Red	56.83%	£18,295,397	83.60%	£15,295,397	47.51%	0.10%	33	38	1	30
Green	0.00%	£0	0.00%	£0	0.00%	0.00%	0	0	0	0
No Colour	0.00%	£0	0.00%	£0	0.00%	0.00%	0	0	0	0
Total	100.00%	£32,195,397	75.15%	£24,195,397	75.15%	0.09%	40	78	86	239

UK Banks 5 Year Senior Debt CDS Spreads



APPENDIX 4: Approved countries for investments as at 30 September 2021

Based on lowest available rating

AAA

- *Australia*
- *Denmark*
- *Germany*
- *Luxembourg*
- *Netherlands*
- *Norway*
- *Singapore*
- *Sweden*
- *Switzerland*

AA+

- *Canada*
- *Finland*
- *U.S.A.*

AA

- *Abu Dhabi (UAE)*
- *France*

AA-

- *Belgium*
- *Hong Kong*
- *Qatar*
- *U.K.*

OVERVIEW AND SCRUTINY COMMITTEE

DATE OF MEETING: 14 December 2021

TITLE OF REPORT: QUARTER TWO BUDGET MONITORING

Report of: Head of Corporate Services

Cabinet Member: Deputy Leader and Finance

1 PURPOSE OF REPORT

- 1.1 This report contains the revenue outturn for the first six months of the year ending 30 September 2021.
- 1.2 The report contains the capital outturn for the first six months ending 30 September 2021.
- 1.3 The report contains predictions of forecasts of revenue and capital expenditure to year end (31 March 2022).

2 OFFICER RECOMMENDATIONS

- 2.1 That the Overview and Scrutiny Committee note and provide scrutiny over the revised projections and main revenue variances highlighted in Paragraph 4.1 and Appendices 1 and 2.
- 2.2 That the Committee note the provisional full year revenue outturn position as at 30 September 2021 of a £612,000 overspend as detailed in Table 4.3. The £612,000 is before any allowance for Quarter one Fees and Charges compensation from Central Government.
- 2.3 The Committee note capital outturn position as at 30th September 2021. To date the capital programme has underspent against profiled against budget by £9.863m. This is shown in Table 5.3.

3.0 BACKGROUND

- 3.1 It is important that regular monitoring of budgets is undertaken to ensure financial targets are being met, cash flow is managed effectively and value for money is being achieved.
- 3.2 Quarterly Budget reporting is a key financial control. This is the first report which has encompassed accruals accounting to improve the accuracy of projections and minimise timing differences. This process will improve over time, and it is expected that even further accruals will be included as part of Quarter Three Budget Monitoring which will be reported in March 2022.

4.0 PROVISIONAL REVENUE POSITION

- 4.1 The Council set a balanced budget in February 2021. As part of this Quarter two review, the forecast outturn position is an overspend of £612,000 before any allowance for compensation on fees and charges income is received.
- 4.2 Table 4.3 below provides the budgeted expenditure and full year forecast against budget by service area at a net cost of service level.). A summary of the main revenue variances to date is provided in Paragraph 4.4.
- 4.3 A claim for £372,000 has been made to Central Government for compensation for Quarter one losses in Sales, Fees and Charges income. We recognise this income when Central Government accepts our claim; if accepted the forecast overspend for 2021/22 reduces to £240,000.

Table 4.3 (Revenue Outturn v Original Budget 2021/22, Forecast 2021/22)

Service Area	Original Full Year Budget 2021/22	Budgeted Expenditure to 30th Sept 2021	Actual Expenditure to 30th Sept 2021	Over/Under Spend	Full Year Forecast 2021/22.	Variance: Forecast against Budget
	£'000	£'000	£'000	£'000	£'000	£'000
Corporate Services	3,686	3,272	3,528	256	4,027	341
Community Services	2,530	700	458	(242)	2,261	(269)
Technical and Environmental Maintenance	3,660	1,245	734	(511)	4,225	565
Place	2,427	1,436	795	(641)	2,411	(16)
Accounting Treatment	(1,509)	1,351	1,886	535	(1,518)	(9)
Net Cost of Services	10,794	8,004	7,401	(603)	11,406	612

- 4.4 A summary of the main variances within each Service is provided below: -

4.4.1 Corporate Services

- Leisure Services is currently overspent by £270k, this is due to the following: -
- (£20K) underspend against Budget YTD on Insurance due to this not yet being allocated.

- (£408k) underspend against Budget YTD in respect of Deprecation not yet allocated.
 - £700k overspend for Recovery of Costs (from Leisure Provider - Everyone Active), the forecast has been amended to reflect the latest situation; the reserve transfer approved by Cabinet will take place at year end.
- In respect of COVID 19 we have assumed that the Council will break even and spend 100% of Government Grants provided and any under-utilised Grants will be returned to the Awarding Body (if applicable). This will be reviewed at the end of Quarter Three.

4.4.2 Community Services

- There is a (£323k) underspend in Domestic Abuse.
- There is a £130k overspend in Housing Needs, the main variances as follows:
 -
 - £60k Software and Licenses expenditure (to Civica) incurred ahead of Budget YTD.
 - £18k spend in respect of Software Development Costs for the new Housing system. This will be funded from earmarked reserves as approved, and the reserve will be transferred to revenue at year end.
 - £52k Rent Deposit Income below budget, this due to the fact that COVID has limited “door collection” of monies, it is anticipated that door collection recommences in November 2021. (A Forecast adjustment has been made).
- There is an overspend of £31k in respect of Homelessness Costs which will be requested to be funded from Earmarked Reserves.

4.4.3 Technical and Environmental Services

- Off Street Parking has an overspend of £133k. This is largely attributable to diminished income £95k Car Parking Fees, reduction in Fixed Penalty Income £13k and £11k Ticket Machine expenditure incurred ahead of Budget.
- Fleet Pond shows an underspend of £541k. This is as a result of an additional to £502k Developers Contributions received against no Budget (This will be moved to Reserves).
- The Waste Client Team has an underspend of £216k. This is attributable to (£108k) Green Waste Sack Sales exceeding the Budget YTD and (£163k) Sub-Contracted Works not incurred against the Budget YTD.
- The Waste Contract has an underspend of £188k – this is due to a delay in invoicing Hart DC for June to September 2021 Waste Contract Charges

(Serco). At the time of writing this a schedule for the proposed charges has arrived from BDBC and a Purchase Order will be raised imminently.

4.4.4 Place Services

- Building Control (Fee Earning) – Application and Inspection Fee income has exceeded the Budget YTD by £50k. This is attributable to higher demand during the summer months and is expected to subside over the remainder of the financial year.
- Admin Buildings (Repairs & Maintenance) - £221k underspend compared to Budget YTD. Contributing factors were no Depreciation being allocated against Budget YTD (£110k), Rental Income (£62k) being received which was not budgeted and lastly an underspend (£58k) on Repairs and Maintenance.
- Environmental Protection has seen an overall underspend to date of (£23k), attributable largely to Salary savings of (£55k), offset by spend on an Environmental Protection agency worker of £20k to cover the lack in permanent staff.
- Planning and Development has an overall underspend of (£105k). Contributing variances towards this are Planning Application Income exceeding Budget YTD of (£202k), Salary savings of (£58k) due to Planning Manager vacancy Consultant Project costs in respect of work undertaken at Bramshill House Watery Lane Appeal Statement of Case exceeded the Budget YTD by £108k.

5. CAPITAL POSITION

- 5.1 Capital expenditure as at the 30 September 2021 was £19,567k against a Budget of £29,429k (including carried forward budget from 2020/21).
- 5.2 The estimated outturn for capital has changed from the original budget by £1,567k; this is due to Fleet Pond where the Council is forecast to spend an additional £1,458k on the project.

Table 5.3 (Capital Outturn v Original Budget 2021/22, Forecast 2021/22)

Hart DC - Capital

Budget v Actuals

Table Budget Comparators - 2021/22 (September - Period 6)

Directorate	Revised Budget 2021/22 *	Actual Expenditure - 30th September 2021	Variance Outturn to Date v Budget 2021/22	Revised Full Year Forecast 2021/22 **	Variance Forecast against Budget
	£'000	£'000	£'000	£'000	£'000
Corporate Services	23,811	18,966	(4,845)	23,891	80
Community Services	430	395	1	433	3
Technical and Environmental Services	5,164	206	(4,992)	6,648	1,484
Place Services	24	0	(24)	24	0
Net Expenditure before Adjustments	29,429	19,567	(9,862)	30,996	1,567

* Revised Budget consists of Brought Forward + Original Budget approved on 25th February 2021

** Revised Full Year Forecast includes brought forward Budget and Full Year Forecast for 2021/22

5.4 A summary of the main variances in each Service is provided at 5.4.1 et seq. Detailed variances are provided at Appendices 3 and 4.

5.4.1 Corporate Services

- There is an overall underspend of (£694k) in the Upgrade to IT Infrastructure Programme; this is due to delays in the delivery of the cabling work which had to be done first.
- There is an underspend to date of (£4,150k) on the Council's Commercial Investment Strategy due to the lack of current viable investment opportunities available to the council.
- Both Edenbrook apartments and Centenary House have been delivered.

5.4.2 Community Services

- There is an overspend of £39k in respect of Disabled Facilities Grants profiled spend but is within the grant levels for this year.
- There is an underspend of (£40k) in respect Private Sector Renewal Works.

- There is underspend of (£34k) in respect of CCTV funding brought forward from 2020/21, this is part of the move from Rushmoor to Runnymede.

5.4.3 Technical and Environmental Services

- Due to Covid 19, the proposed Fleet Pond Development was delayed and therefore the following costs have been delayed:
 (£2,003k) in respect of the Fleet Pond Green Grid Engineering costs
 (£745k) in respect of Fleet Pond Green Grid Ecology
 (£180k) in respect of Fleet Pond Visitor Enhancements not yet developed
 (£110k) in respect of the Fleet Pond Access Track
 (£54k) in respect of Fleet Pond Fencing
- (£335k) in respect of Edenbrook Skate /Bike Park as no expenditure has yet to be incurred in 2021/22.
- (£160k) in respect of Hartley Wintney Central Common Access Improvements of which no work has commenced.
- (£918K) in respect of Bramshot Farm scheme works not yet delivered

It should be noted that significant progress has been made in the last 5 weeks on these schemes and we expect a changed position to be reported at the end of December.

5.4.4 Place Services

- A budget of (£24k) has been carried forward in respect of a proposed purchase of an electric Dog Warden Van if required.

6. EQUALITIES

All activity will comply with the authority's statutory duties.

7. CLIMATE CHANGE

These strategies will work alongside the council's ambition to become a carbon neutral authority by 2035. No direct carbon/environmental impacts arising from the recommendations.

8 CONCLUSION

- 8.1 This is the first budget report which has incorporated a level of accruals accounting; this has limited the number of timing differences and enabled more accurate full-year forecasts to be made.

Contact Details: Emma Foy, emma.foy@hart.gov.uk

APPENDICES

Appendix 1 - Expenditure against Budget

Appendix 2 - Revenue Performance (Budget YTD v Outturn) September 2021

Appendix 3 - Capital Variances for 2021/22

Appendix 4 - Capital Performance (FY Budget v Forecast) September 2021

Appendix 1: Expenditure against Budget

<u>Directorate - Corporate Services</u>				
<u>Cost Centre</u>	<u>Cost Centre Description</u>	<u>Variance</u>	<u>Overspend- £'000</u>	<u>Underspend- £'000</u>
HABULK	Bulky Waste	Fees and Services - Awaiting invoices from BDBC in respect of June to September 2021.		£8
		Increase in income for land charge search fees compare to Budget YTD; however, expected to diminish in 2nd part of the Financial Year		£5
HACAPI	5 Council Contract – Capita	Payments to South and Vale - Invoices yet to be submitted for January, February, June, July, August and September 2021, all of which have been accrued for. Additionally, we have yet to receive the charges for 2020/21 5C Contract indexation, again accrued for. Accrual reversal - awaiting invoice to be received for subcontracted (HR Charges) work non-rechargeable. South Client Team - Client Team recharges Q1 2021/22 ahead of profiled FY budget.	£20	£53
		Recruitment advertising not yet incurred		£11
		Miscellaneous underspends (fav.)		£8
HACFIN	Corporate Finance	Insurance charges yet to be allocated around the council	£143	
		Additional bank charges - credit card spend not yet recharged out to other Cost Centres	£42	
		Project consultant for Exchequer Services Support	£32	
		Software purchases and licenses incurred ahead of forecast spend	£6	
		Subscriptions	£6	
		Miscellaneous overspends (adv.)	£5	
HACIVC	Civic Function & Chairman	Miscellaneous underspends (fav.)		£1

		Sub-contracted work, awaiting Invoice to offset accrual, which is contributing to the Underspend		£20
		Miscellaneous underspends (fav.)		£4
		Fees and Hired Services relating to The Pavilion, Edenbrook and Centenary House	£56	
HACOML	Commercialisation	Salary related differences - outstanding costs from Year End to be capitalised.	£31	
		Agency: Recruitment fee – these costs will be charged to the new Housing Company.	£8	
		Legal Services in relation to Hart Housing Project Management and Centenary House	£6	
		Miscellaneous overspends (adv.)	£5	
				£9
HACOMM	Corporate Communication	Miscellaneous overspends (adv.)		£9
		Publicity Costs not invoiced from Hart News Publication		£7
		Miscellaneous underspends (fav.)	£5	
				£1,606
		Additional Grant receipts YTD		£127
		Consultant - project budget not yet utilised.		£33
		Additional grant payments being made to businesses only £319k in Budget, this will be funded by Grant Receipts.		£3
HACVID	Covid 19	Miscellaneous underspends (fav.)		£3
		Other Government Grants - Balance transferred to balance sheet Creditor's account.	£1,646	
		Other services	£72	
		Room and Office rent, costs incurred though no budget.	£29	
		Costs against for Compliance Staff to be grant funded	£15	
		Miscellaneous overspends (adv.)	£7	
HADIGI	Digitalisation	Miscellaneous underspends (fav.)		£1
HAFLCT	Frogmore LC Building	No variances		
				£1,372
		Rent Allowances not yet incurred		£52
HAHCTB	Housing/Council Tax Benefits	Increased Government Grants from DHP and Council Tax Support		£30
		Overpayment Housing Benefit increased income		£1,449
		Reduced rent allowance subsidy grants not yet received	£1,449	
		Rent Rebate subsidy not yet received	£8	
HAHELC	Hart Election Costs	Software purchases incurred ahead of forecasted spend	£7	
		Miscellaneous underspends (fav.)		£2
				£13
		Home of HR Support not invoiced on Sub-contracted work (non-rechargeable)		£7
HAHRCO	HR Contract	Corporate management training not yet incurred.		£1
		Miscellaneous underspends (fav.)		£8
		Salary related differences, Corporate Business Improvement & Client Officer	£8	
		Recruitment advertising costs against no budget.	£3	

		Miscellaneous overspends (adv.)	£2	
		Salary related costs due to staff retirement. Forecast adjusted.		£10
HAIAUD	Internal Audit	Work conducted by Wokingham and BDBC Internal Audit Departments less than Budget YTD.		£3
		Miscellaneous underspends (fav.)		£2
		Project consultants not yet incurred.		£9
		Miscellaneous underspends (fav.)		£5
		Depreciation not yet charged.		£4
		Overspend on software purchases and licenses as an annual invoice has been received and budget is not sufficient	£35	
HAITCO	IT Contract	Additional mobile phone charges exceeding an underfunded budget line	£23	
		Hire of equipment - Additional spend on Virgin Media HSCN 500 mbps. Invoiced in one lump whereas forecast assumes monthly. Forecast needs to be adjusted as £12k overspent on annual budget as it was incorrect.	£18	
		Maintenance of equipment	£5	
		Goods receipted not invoiced.	£5	
		Miscellaneous overspends (adv.)	£2	
		Fees and Hired Services.	£1	
		Salary adjustments that have been adjusted for due to staff vacancy.		£16
		Project consultants not yet incurred.		£15
		Grants yet to be paid out below profiled budget.		£11
HALEAD	Leadership Team	Recruitment advertising below profiled budget.		£6
		Miscellaneous underspends (fav.)		£5
		Other employee costs yet to be disbursed.		£2
		Subscription costs, needs to be moved to HAMEMB/47000 (Mainly LGA Membership).	£15	
HALEGL	Legal Services	Fees and Hired services - Costs for the shared service with Basingstoke and Deane covering Q1 and Q2 21/22 not yet invoiced though accrued for. Variance due to budget profiling.	£7	
		Depreciation not yet charged		£407
		Covid 19 Support Grant not budgeted for		£124
		Premises insurance yet to be invoiced		£21
HALEIS	Leisure Centres	Miscellaneous underspends (fav.)		£3
		Leisure Centre income not received	£700	
		Fees and Hired Services incurred (Forecast adjustment has now been made)	£124	
		Miscellaneous overspends (adv.)	£1	
		Recovery of costs		£5
HALOTT	Hart Lottery	Fees for services		£3
		Professional Fees	£3	
HAMEMB	Support to Elected Bodies	Agency Staff savings as staff are all employed.		£7
		Miscellaneous underspends (fav.)		£5

		Annual subscription costs to SEEC and LGA incurred ahead of forecasted spend.	£9	
		Miscellaneous overspends (adv.)	£9	
		Salary differences to be corrected.	£8	
HANODC	Non-Distributed Costs	HCC Invoice for LGPS Compulsory Added Years (CAY) 2020/21 October to March 21 to be moved to HAZTDC8015.		£6
HAPERF	Corporate Performance Team	Other employee costs yet to be disbursed in respect of Insurances (Employers Liability, Fidelity, Accident and Travel Insurance).		£1
		Additional Grant Income received YTD		£46
HARBCO	Revenues & Benefits Contract	Miscellaneous underspends (fav.)		£4
		Court Cost income not yet received	£60	
		NNDR Cost of Collection income not yet received	£50	
		Miscellaneous overspends (adv.)	£2	
		Grant income from DCLG, HCC credited here; however, a proportion of this to be transferred to HAHELIC in respect of Hart Elections.		£181
		Room and Office Costs - No expenditure incurred to date.		£15
		Printing costs - under profiled budget.		£11
HARELC	Rechargeable Elections	Postage costs - under profiled budget.		£11
		Recovery of costs - nothing yet received.	£253	
		Reimbursements - Town Councils, nothing yet received.	£22	
		Rental costs.	£17	
		Room and Office Costs - GRN not invoiced - these need to be reviewed and cleared down.	£11	
		Salary savings incurred as there was gap replacing an officer that left with another officer.		£9
		Printing costs not yet incurred.		£8
HARGST	Register Of Electors	Postage costs not yet incurred.		£8
		Miscellaneous underspends (fav.)		£1
		Software purchases incurred ahead of forecasted spend.	£8	
		Miscellaneous overspends (adv.)	£1	
HASCCO	Customer Services Contract	Sub-contracted work non-rechargeable not yet incurred against Budget Payments to other LA's - One reversing accrual from Q4 2020/21 (still awaiting the invoice) and two current accruals for Q1 & 2 2021/22 Contact Centre as invoices not received from BDBC.	£39	£3
		Consultants - projects, costs not yet incurred against profiled budget		£6
HASETT	New Settlement	Miscellaneous underspends (fav.)		£1
		Salary adjustments to reflect additional costs once Salary Monitoring spreadsheet is available	£9	
		Miscellaneous overspends (adv.)	£1	
HAWBDC	Basingstoke Waste Contract	Client Contract payment to the BDBC over budget due to budget profiling YTD.	£75	

		Costs for Subcontracted work non rechargeable not yet incurred.		£40
		Subcontracted work yet to be incurred - this would appear a profiling issue		£163
		Green Waste Sacks income has exceeded Budget YTD		£108
		Recycling Credits MRF exceeds Budget YTD		£33
		Recovery of costs is less than the Budget YTD, this could be a profiling issue		£28
HAWCLT	Waste Client Team	Agency staff yet to be incurred		£10
		Salary related differences, forecast adjustments to be made in line with salary monitoring spreadsheet.	£75	
		Recycling Glass Credits - this relates to an accrual from 2020/21 and the income has yet to be received	£37	
		Miscellaneous overspends (adv.)	£10	
		Legal Services against no Budget (forecast adjustment required)	£5	
HAWCOM	Waste Education and Comms.	Printing Costs less than Budget YTD; however outstanding POs for £10k have been raised yet to be GRN'd		£8
HAWSTE	Waste Contract	From June to Sept 21 - Invoices were sent to BDBC and Hart are awaiting to be recharged for their proportion		£193
		Invoices from June to Sept 21 have been BDBC - Hart are awaiting their proportion (Serco and other Contractors)		£9
		Awaiting confirmation from Client Team Manager with regards to Bin Sales activity	£14	
HAXAUD	External Audit	Audit Fees incurred below profiled budget.		£30
		Recovery of costs		£8
TOTAL			£6,683	£6,427
Net Variance for Corporate Services			£256	£0

Directorate - Community Services

<u>Cost Centre</u>	<u>Cost Centre Description</u>	<u>Variance</u>	<u>Overspend - £'000</u>	<u>Underspend- £'000</u>
HADOMA	Domestic Abuse	Grant payments not yet made		£355
		Salary related differences, forecast adjustments to be made to reflect salary monitoring spreadsheet.		£11
		Income from HCC for '2 Target Hardening Posts MHCLG Funds'.	£43	
HAHOUS	Strategic Housing Services	Miscellaneous underspends (fav.)		£6
		Miscellaneous overspends (adv.)	£2	
HAINCL	Social Inclusion and Partnership	Additional Grant received into here that belongs to HANEED		£28
		Miscellaneous underspends (fav.)		£1
		Grants for HVA and Incision Ltd to be funded from Trailblazer Reserve	£21	
		Salary related differences, forecast adjustments to be made to reflect salary monitoring spreadsheet.	£3	
		Miscellaneous overspends (adv.)	£2	
HANEED	Housing Needs	HB Local scheme rent rebates yet to be incurred against profiled budget.		£17
		Accounting Provisions yet to be incurred against profiled budget.		£14
		Bed and Breakfast allowance payments not yet incurred against profiled budget.		£12
		Other employee costs yet to be incurred against budget.		£5
		Additional other government grant income received		£5
		Miscellaneous underspends (fav.)		£5
		Software purchases and licenses expenditure incurred ahead of forecasted spend and GRN'd non invoiced PO (Civica).	£60	
		Rent deposit income not yet received	£53	
		Salary related differences - Increase as funding extra hours for staff cover. This is being funded from HANEED44069 Homeless Prevention Grant	£25	
		Software development for the new housing software - this will be financed from Earmarked Reserves	£19	
		Bad debt write-offs incurred	£12	
		Additional Homelessness costs to profiled budget.	£9	
		Cost recovery income not yet received	£8	
Miscellaneous overspends (adv.)	£2			
HAPRIV	Private Sector Housing	Income received from HCC in other government grants, no budget for this account code.		£838
		Agency Staff not yet incurred at Providence House and other fire related issues. Majority of work has been completed		£19
		Miscellaneous underspends (fav.)		£3
		Income received from HCC in other government grants, no budget for this account code.	£838	
		Miscellaneous overspends (adv.)	£6	

HAPRSF	PRS Access Fund	Homelessness Costs to date against no Budget - Expenditure to be funded from Earmarked Reserve from a prior year funding receipt	£31	
		Fees and Hired Services not yet received as budget assumed that the partnership continued but was disbanded last year. This has been adjusted.		£75
		Grant received in incorrect line - this will be moved.		£5
HASAFE	Community Safety	Contribution accruals is the opposite side of a year-end accrual which will be corrected.	£19	
		Salary differences, salary and associated on costs for the IT officer are still showing as allocated to the Cost Code incorrectly and need to be amended - journal to be done.	£3	
		Miscellaneous overspends (adv.)	£1	
		TOTAL	£1,157	£1,399
		Net Variance for Community Services	£0	£242

Directorate - Technical and Environmental Maintenance

<u>Cost Centre</u>	<u>Cost Centre Description</u>	<u>Variance</u>	<u>Overspend - £'000</u>	<u>Underspend - £'000</u>
-				-
HABIOD	Biodiversity	Miscellaneous underspends (fav.)		£2
		Depreciation has not yet been incurred		£54
		Materials expenditure not incurred (forecast adjustment made) as budget not requested.		£16
HABSNG	Bramshot Farm	Developers' contribution against no budget relates to £51k River Road - (Planning Application 19/01494/AMCON) and SANG Refund (£30k) ref number 21/01517/SANGS	£21	
		Subcontracted works occurred in advance of Forecasted Spend additional for drainage works required.	£8	
		Miscellaneous overspends (adv.)	£2	
		Depreciation Charge not yet charged		£12
		BT Redcare Q1 and Q2 2021/2022 CCTV Lines less than budget.		£11
HACCTV	CCTV	Miscellaneous underspends (fav.)		£3
		Fees and hired services incurred less than budget		£3
		Recovery of costs and recharge income not yet received - This will be done at Year End	£63	
HACLMT	Climate Change	Salary related differences (Basic, Employers NI and Pension) incurred - Forecast adjustments made to reflect salary monitoring spreadsheet and anticipated Final Salary Costs.	£9	
		Sales income received, against no budget, forecast adjustment made to reflect this.		£4
HACOMS	Hartley Wintney Commons	Salary related differences to pay for the 0.68 FTE staffing arrangement for Hartley Witney Commons against no budget.	£12	
		Subcontracted work incurred against no budget.	£4	
HACONS	Landscape & Conservation	Miscellaneous overspends (adv.)	£1	
		Subcontracted works non - rechargeable costs yet to be incurred		£7
HADRNG	Drainage	Depreciation has not yet been charged.		£6
		Salary related differences (Basic, Employers NI and Pension) as per salary monitoring sheet		£3
		Miscellaneous underspends (fav.)		£2
HAEHNR	Evesham Health Nature Reserve	Subcontracted work not yet incurred (forecast adjusted)		£4
HAEPLN	Emergency Planning	Contributions to voluntary organisations not incurred ahead of forecast spend.		£20

		Miscellaneous underspends (fav.)		£6
HAESNG	Edenbrook Country Park	Depreciation has not yet been charged.		£2
		Subcontracted works incurred compared to Budget (forecast adjusted)	£12	
		Salary related differences and employee training, forecast adjusted in line with salary monitoring spreadsheet last month.	£8	
		Depreciation not yet incurred		£25
		Premises insurance yet to be incurred.		£8
HAESTA	Estates / Asset Management	Investment Property Income rent Income against no Budget (forecast adjustment made)		£8
		Subcontracted work non - rechargeable relating to Harlington Auditorium/ Ceiling/Roof Inspection	£20	
		Consultation costs incurred ahead of budgeted spend	£8	
		Miscellaneous overspends (adv.)	£6	
		Salary related differences (Basic, Employers NI and Pension) due to vacant posts at the beginning of the year.		£97
		Contributions to voluntary organisations yet to be incurred.		£20
		Increased sales income, forecast adjustment made to reflect income form Hartland Park		£17
HAEVPO	Environment Promotion Strategy	Consultant cost/projects not yet incurred		£13
		Subcontracted works non rechargeable yet to be incurred		£10
		Purchase of equipment not yet incurred	£9	
		Other Services expenditure incurred against Budget - Forecast adjustment made as this is to be offset against Hartland Park	£6	
		Vehicle servicing incurred, ahead of YTD budget profile.	£5	
HAFURN	Street Furniture	Miscellaneous underspends (fav)		£2
HAGNDS	Grounds Maintenance Contract	Fees and hired service charges (to BDBC - paid to September) more than budget.	£30	
		Reimbursement income Q1 received as per Agency agreement, quarter 2 outstanding	£15	
		Miscellaneous overspends (adv.)	£7	
HAHITM	Highways Traffic Management	Income from Recovery of costs for a grant for the opening of High Street from MHCLG, LEP funding from EM3 LEP and Increased income from processing TTRO's.		£43
		Subcontracted works relating to Fleet Road Pedestrianisation due to Covid 19.		£22
		Miscellaneous underspends (fav.)		£8
HAOCOM	Odiham Common	Accrual reversal in subcontracted work regarding RPA Countryside Stewardship		£10
		Miscellaneous underspends (fav.)		£2
		Salary related differences, due to P01 - P04 Move around Countryside Salary Journal.	£14	
HAPKOF	Off Street Parking	Miscellaneous underspends (fav.)		£31
		Income yet to be received from car parking fees relating to Accrual reversal as waiting for covid compensation from government and overall effect of covid 19.	£95	
		Reduction in Fixed Penalty Notice income due to Covid Forecast adjusted	£18	

		Miscellaneous overspends (adv.)	£17	
		Loss of Car Parking season ticket income due to covid 19 - forecast adjustment made	£13	
		Ticket machine expenditure incurred above budget	£12	
		Loss of income in Market Fees as no market rent charged yet.	£6	
		Additional spend in subcontracted works to provide electricity in 2 car parks - forecast adjusted to reflect this	£4	
		Depreciation cost not yet charged		£6
		Miscellaneous underspends (fav.)		£4
		Vehicle Insurance not yet paid for, to be recharged		£3
		Reduction of Car Parking Permit Income and Other Fees	£10	
HAPKON	On Street Parking	Software Purchase and Licences overspend partly due to having to pay outstanding Chipside invoices from last year, no budget allocated for this.	£9	
		Reduced Fixed Penalty Income attributable to the section being 2 FTE Enforcement Officer's short and PCN income of £9k that needs to be added, forecast will need adjusting even once income added as still less income received YTD then budgeted	£7	
		Miscellaneous overspends (adv.)	£7	
		Developers Contributions received (St Edwards Homes) against no budget. This will be moved into Reserves via MIRS		£502
HAPOND	Fleet Pond	Additional grant received from RPA and Other Sales Income.		£10
		Depreciation charge not yet incurred		£38
		Miscellaneous underspends (fav.)		£3
		Miscellaneous overspends (adv.)	£12	
HAREPO	Land Repossessions	Miscellaneous overspends (adv.)	£1	
HASHRC	Churchyards	Miscellaneous underspends (fav.)	£2	
HASSNG	Small Sang Sites	Salary related differences, due to P01 - P04 Move around Countryside Salary Journal. Countryside staff were not sat in the right cost centres, so salaries were moved across to the right allocations along with making sure that the payroll was corrected.	£22	
		Recovery of costs received against no budget		£3
HASTRT	Street Cleaning	Fees and Hired Services yet to be incurred and budget profile higher than actual spend to date. Forecast adjustment has been made.	£32	
		Reduction in Fixed Penalty income, underperformance compared to profiled budget	£9	
		Salary related differences (Salaries, Employers NI and Pension), due to vacant tree officer post forecast adjusted		£21
HATREE	Tree Preservation Orders	Miscellaneous overspends (adv.)	£1	
		Fees and other hired services not yet paid for		£4
		Increase in consultation costs incurred due to staff vacancy (forecast adjustment made)	£16	
		Grounds maintenance charges above budget		
		TOTAL	£549	£1,060

Net Variance for Technical and Environmental Maintenance

£0

£511

Directorate - Place Services

<u>Cost Centre</u>	<u>Cost Centre Description</u>	<u>Variance</u>	<u>Overspend- £'000</u>	<u>Underspend - £'000</u>
-				-
HAAPPT	Corporate - Apprentices	Miscellaneous underspends (fav.)		£5
HABCFE	Building Control - Fee Earning	Increase in income for Building Regulation - Application and Inspection Fees compared to Budget YTD, this is largely attributable to the summer months and is now expected to subside over the winter. Fees and Hired Services incurred - 6 months of Costs (Estimate) to pay BDBC for the Admin Function that they perform - exceeds profiled Budget	£6	£50
HABCNF	Building Control - Non-Fee	Invoice accrual in respect of 2020/21 from Rushmoor BC has been received and allocated. Difference of £6k is as a result in estimates and will be adjusted at YE.	£6	
		Depreciation charges not yet incurred		£110
		Rental income received against no budget, potential forecast adjustment to be made		£62
		Repairs and Maintenance - Plant and Machinery - PO raised for £16k - Underspend is due to Budget Profiling		£52
		Contract cleaning costs yet to be incurred		£11
HABLDG	Admin Bldgs - B & M	Premises insurance yet to be incurred.		£9
		Miscellaneous underspends (fav.)		£8
		Purchase of equipment incurred relating to new equipment for the Council Chamber along with the green, grey and blue screens for the new COVID secure Office areas, forecast adjustment made to reflect this	£29	
		Gas, business and water rates excess over Budget YTD, potential forecast adjustment required	£2	
		Software purchase and licences not yet received compared to Budget YTD.		£25
HABSST	Business Support Staff	Salary related differences, due to business support officer vacancy, forecast will need to be adjusted in line with salary monitoring spreadsheet.		£23
		East Hants IDOX Support 2020/2021 yet to be paid		£11
		Printing costs yet to be incurred		£4
		Postage Costs incurred over budget.	£3	

		Salary related differences, due to vacant dog warden post, forecast adjustments made to reflect salary monitoring spreadsheet.		£18
HADOGS	Dog Warden	Vehicle Insurance - recharges not yet allocated against the profiled budget		£3
		Miscellaneous underspends (fav.)		£8
		Miscellaneous overspends (adv.)	£3	
HAECDV	Economic Development	Publicity incurred against no budget, in respect of business support from Enterprise First. Forecast adjustment made.	£4	
		Miscellaneous underspends (fav.)		£8
HAEHCM	Env Health Commercial	Salary related differences (Basic Pay, Employers NI and Pension) in line with salary monitoring re: vacant Food Officer Post.		£6
		There is agency cover for the 'Food Officer' post.	£11	
		Miscellaneous overspends (adv.)	£8	
		Salaries, Employers NI and Pension lower the Budget YTD due to vacancy; however, this has been amended in the FY Forecast figure		£55
		Pollution control permit license income receipt more than year to date budgeted figure		£4
HAEHPR	Environmental Protection	Software purchase and licences costs not yet paid for		£3
		Agency costs for the EP contractor	£20	
		Non rechargeable cost of £5k on a non-budgeted line	£12	
		No income receipt for Recovery charges and Land Charges against budgeted income	£5	
		Miscellaneous overspends (adv.)	£1	
HAHDEV	Hart Development	Costs for Subscription and Contribution to Voluntary Organisation not yet paid.		£16
HAHSFY	Health & Safety	Miscellaneous underspends (fav.)		£1
HALCHG	Local Land Charges	Fees and Hired Services - Purchase Order has been raised but no invoiced yet received.		£33
		Land Charges Search Fees Income lower than Budget Year to Date	£6	
		Licensing Income has been calculated on an Estimated Accrual Basis and includes an incorrect Reversal of £17k that needs transferring to HAZJTG/90012	£16	
HALNCE	Licences	Payments to Local Authority (Accrued estimated costs) in respect of Quarter's 1 and Quarter 2 are anticipated to exceed Budget YTD.	£5	
		Miscellaneous overspends (adv.)	£3	
HANAME	Street Naming & Numbering	Miscellaneous underspends (fav.)		£3
HANEIG	Neighbourhood Planning	Consultants' projects from government grant carried forward to pay Elections for Crondall and Crookham Village NP referendums - amount unknown at this time.		£50

£1,200 compensation claim from Shoulder of Mutton
ACV process to come out of this cost centre.

Miscellaneous underspends (fav.) £8

HOOHN

Out of Hours Noise Service Miscellaneous underspends (fav.) £2

Planning application bids income received, budget profile lower than actual income received to date, significant increase in applications and the forecast has been adjusted to reflect this. £202

Salary related differences, due to Planning Manager position vacant, forecast adjustments will need to be made to reflect salary monitoring spreadsheet. £58

Planning pre application income received. £29

Developer's contributions received against no budget. £20

Court costs not yet incurred and advertising costs less than budget £9

HAPDEV

Planning and Development Miscellaneous underspends (fav.) £6

Employee training yet to be incurred. £5

Consultants' projects incurred relating to work for Bramshill house, Watery Lane Appeal Statement of Case and professional fees (Forecast adjustment made). £108

Planning permitted development income yet to be received compared to Budget YTD £48

Consultation costs from oyster partnership incurred against small budget. £41

Miscellaneous overspends (adv.) £28

Salary related differences (Basic, Employers NI and Pension), due to vacant posts (planner and senior planner), forecast adjustment to be made to show new starter £67

Payments to Hampshire biodiversity yet to be incurred £9

HAPPLY

Planning Policy Miscellaneous underspends (fav.) £9

Payments to other LA's not yet made although PO has been raised to HCC yet no Goods Receipted as at end of Sept £7

Agency cover for the vacant post £17

Miscellaneous underspends (adv.) £4

HAPRNT

Print Room & Photocopying Printing, Photocopying and other costs yet to be incurred £11

Private Hire Operators income more than Budget YTD £15

Payments to other local authorities yet to incur including reversal from BDBC shared licensing in respect of Q4 2020/21 £6

HATAXI

Hackney Carriages Hackney Carriage Vehicle Licenses income less than Budget YTD £12

Miscellaneous overspends (adv.) £1

TOTAL £396 £1,037

Net Variance for Place Services

£0

£641

**Appendix 2 - Revenue Variances for 2021/22.
Revenue Performance (Budget v Forecast) September 2021**

<u>Directorate - Corporate Services</u>				
<u>Cost Centre</u>	<u>Cost Centre Description</u>	<u>Variance</u>	<u>Over Performance</u> <u>nce -</u> <u>£'000</u>	<u>Under Performance</u> <u>nce -</u> <u>£'000</u>
HABULK	Clinical and Bulky Waste	No changes to Forecast Movement.		
HACAPI	5 Council Contract - Capita	Negligeable change to Forecast Movement.	£0	
		Salaries reduced to reflect actuals in salary monitoring spreadsheet. Updated to include recent leavers with not replaced currently.		£22
		Budget to be removed in '32000 - Car allowances' as no staff are in receipt of a car allowance in HACFIN.		£3
		Finance Insourcing	£140	
		Consultants-projects - Increased to cover BP support.	£30	
HACFIN	Corporate Finance	Exchequer/ system support to be funded from digitalisation transformation reserves.		
		Forecast adjustment made in salary lines to reflect new exchequer staff.	£13	
		Subscriptions - P S Tax & LG Futures.	£5	
		Sub-contracted work non-rechargeable (Fixed Asset valuations).	£3	
		Bank charges - Budget increased for bank charges.	£3	
		Miscellaneous adjustments (adv.)	£1	
		Miscellaneous adjustments (fav.)		
HACIVC	Civic Function & Chairman	Public/Civic functions allowance - Annual budget exceeded in June. Propose increase to cover the rest of the year.	£1	
HACOML	Commercialisation	Forecast Adjustments made - £60k increase in original budget for salary related costs.	£60	
HACOMM	Corporate Communication	Communication Project Manager role ending in November		£15
		Economic development publicity moved to HAEC DV		£10
HACVID	Covid19	Agency	£16	
		Forecast adjustment made to reflect actual expenditure incurred for room and office rents.	£19	
		Purchase of equipment	£4	

		Printing	£4	
		Other services	£0	
		Consultants - projects	£255	
		Homelessness costs	£5	
		Grants		£300
		Forecast adjustment made in account code 90012 'Other Government Grants' to reflect additional income from grants received which we are acting as a principle and therefore will remain on the I&E.		£205
HADIGI	Digitalisation	No Forecast Adjustments made		
HAFLECT	Frogmore LC Building	No Forecast Adjustments made		
		Rent allowances - budget amended to reflect actuals.		£2,744
		Rent allowance subsidy - budget amended to reflect actuals.	£2,899	
HAHCTB	Housing /Council Tax Benefits	Other government grants - budget amended to reflect actuals.		£74
		Overpayment housing benefit - budget amended to reflect actuals.		£60
HAHELC	Hart Election Costs	Overtime required for the May 2021 elections.	£1	
		Salary adjustments - unbudgeted, Corporate Business Improvement & Client Officer.	£15	
		Fees and hired services - This will form part of the cost of EAP and Occupational Health. Budget increase to reflect new service.	£6	
HAHRCO	HR Contract	Sub-contracted work - revised to reflect new Occupational Health provider.		£25
		Recharge income - Adjusted due to increase in officer cost, greater recharge to disburse		£21
		Salaries - Audit & Performance Manager leaving post in May - Internal Auditor acting up though only to 0.81 FTE.		£34
		Agency staff - Wokingham 65 days @290, Basingstoke 75 days @295	£36	
		Agency staff -The £5800 is made up of the following - £2900 PO already raised for the Wokingham Main Accounting Audit. The other £2900 is allocated for the provision of a Development control audit - which still needs to be procured. This is only an estimate as procurement still needs to take place. These audits to come out of the new burdens fund (grants) as would normally been undertaken internally.	£6	
HAIAUD	Internal Audit	Fees and hired services - This provision of £2000 is for the NFI Experian and Companies house checks for the restart grants - this amount to be offset from the New Burdens funding - NFI has been contacted for the exact fees and a PO to be raised in due course.	£2	
		Overtime - This overtime amount has been added as it had not been accounted for earlier - this amount needs to be offset from the new Burdens Fund (grants) as it was overtime to cover grant work in April 2021	£1	

		Employee training - A. Sundas Open University Degree	£3	
		Hire of equipment - Covers £22k corporate internet, BDBC telephone lines and support £24k, PSN DNS services £6k	£40	
		Fees and hired services - DR contract costs £22k - budget reduced to reflect this		£18
HAITCO	IT Contract	Mobile phone costs - Aim to reduce mobile costs with the roll out of soft phones in the autumn as lines will be cancelled as part of this project	£12	
		Software purchase and licences - Added unbudgeted item of £6k for licences to back up the O365 environment - budget adjusted to reflect true annual cost of licences. The bulk of the cost is the annual Microsoft Enterprise	£90	
		Mobile phone costs - Mobile phones costs from remote working. Looking to reduce these with soft phones later in the year	£20	
		Purchase of hardware		£5
		Salaries reduced to reflect actuals		£26
HALEAD	Leadership Team	Subscriptions - £15K LGA membership, ACS - CTRS updates.	£15	
		Recruitment advertising - Budget removed		£16
		Subscriptions - LGA membership needs to be journaled to HAMEMB, + check for duplicate DD & Invoice?		£15
		Forecast adjustment made to reflect audit services procured.	£4	
		Fees and hired services - EA support cover due to Covid and ceiling related issues.	£123	
HALEIS	Leisure Centre	Other Government Grants - Support grants due to Covid. Recovery of costs - Only Fleet Spurs income received to date (£572.08 PCM)	£1,400	£124
		Leisure fees - EA Management Fee/Covid loss of income Covid19 Loss of Income	£124	£1,400
HALOTT	Hart Lottery	No Forecast Adjustments made		
		Employee training - To cover additional Member Training.	£3	
HAMEMB	Support to Elected Bodies	Subscriptions - LGA subscription costs covered from 51123 budget code previously.	£10	
		Contributions to vol org - Virement made to 47000.		£10
HANODC	Non-Distributed Costs	Pensions - past service costs - Budget removed as these transactions need to be coded to HAZTDC/A8015.		£168
HAOWBF	Odiham Welcome Back Fund	No Forecast Adjustments made		
HAPERF	Corporate Performance Team	Salaries - Increase to reflect actuals + 2%	£1	
HARBCO	Revenues & Benefits Contract	No Forecast Adjustments made		

HARELC	Rechargeable Elections	No Forecast Adjustments made		
HARGST	Register of Electors	Overtime - Overtime for May 2021 elections	£1	
HASCCO	Customer Services Contracts	Sub-contracted work non-rechargeable - Actuals + 7 months at 1,500.		£7
		Payments to other LA's - Budget for Contact Centre 2021/22 This was a missing line.	£158	
		Recharge income - ss - Balancing amount to recharge.		£151
HASETT	New Settlement	No Forecast Adjustments made		
HAWBDC	Basingstoke Waste Contract	Reduction in Fees and Hired Services to reflect new BDBC Client arrangement		£3,400
		Reduction in Sub Contractor Payments to reflect new BDBC Client arrangement		£209
		Reduction originally expected from BDBC due to new arrangement commenced in June 2021	£3,630	
HAWCLT	Client Team	Increase in Salary budget as per payroll monitoring spreadsheet	£79	
		Reduction of Agency budget. Actual spend YTD is offset by an accrual difference from the financial year end 2020/2021.		£39
		£311,900 relates to 12 months of client team recharge however, Basingstoke should only charge us for just over 10 months' worth of client team recharge as the team moved across at the end of May 2021. Therefore, £311,900/12 x 10 = £259,917. This would be a reduction of £51,983. The £235 is then deducted from the £51,983 to equal £51,748.		£52
		Increase in cost recovery due to the client team not moving across to Basingstoke until the end of May 2021.		£17
		Increase in Supply and Services budget lines	£11	
		Recycling Credit Loss 21/22	£250	
HAWCOM	Waste Education and Comms	No changes to Forecast Movement.		
HAWORD	Waste Contract Split Orders	No changes to Forecast Movement.		
HAWSTE	Waste Contract	Based upon current income levels, it is doubtful that we will achieve such a high income this year so the income level has been reduced to a comparable level to 2020/21.	£12	
HAXAUD	External Audit	No Forecast Adjustments made		
TOTAL			£9,511	£9,170
Net Variance for Corporate Services			£341	£0

Directorate - Community Services

<u>Cost Centre</u>	<u>Cost Centre Description</u>	<u>Variance</u>	<u>Over Performance - £'000</u>	<u>Under Performance - £'000</u>
		Forecast adjustment made to vacant salary lines as per salary monitoring spreadsheet.		£15
HADOMA	Domestic Abuse	The Domestic Abuse Grant was initially administered by HDC (hence the budget that was set) for the region however this is now being administered by HCC, the HDC member of staff moved across to HCC also. This expenditure will not be incurred.		£338
HAINCL	Social Inclusion & Partnership	Forecast Adjustments made to staffing, Restructure of forecast budgets to reflect changes in team over last 3 months.		£15
		Forecast adjustment made to salary lines as per salary monitoring spreadsheet	£93	
		Forecast adjustment made to Software purchase and licences	£26	
HANEED	Housing Needs	Rent bond payments budget reduced as it was overinflated and unachievable.		£105
		Rent bond payments budget reduction entry transposed. Correction to be reflected next period.	£210	
		Forecast adjustment made to Agency staff, Providence Housework complete, keeping budget for Ragmoor Farmhouse & any other agency staff needs.		£28
HAPRIV	Private Sector Housing	Forecast adjustment made to Software, £1250 RIAMS & £513 Ferret	£2	
		Forecast adjustment made to Other Government Grants, DFG Grant allocation for 2021/2022.	£838	£838
		Forecast adjustment made to Staffing, One staff member's increment not included in budget	£2	
		Forecast adjustment made to salary lines as per salary monitoring spreadsheet.	£8	
HASAFE	Community Safety	Forecast adjustment made to Fees and Services - Safer North Hampshire shared service disbanded but Shared Analyst still to be paid a percentage for.		£129
		Forecast adjustment made to Grants - Budget for projects of £30k for year - already paid for two projects (£4,000 Vision4Youth and £4,659 Fleet Phoenix)	£20	
		TOTAL	£1,199	£1,468
		Net Variance for Community Services	£0	£269

Directorate - Technical and Environmental Maintenance

<u>Cost Centre</u>	<u>Cost Centre Description</u>	<u>Variance</u>	<u>Over Performance - £'000</u>	<u>Under Performance - £'000</u>
HABIOD	Biodiversity	Reduction of Supplies and Services Budget		£6
		Increase in Subcontracted work budget line. Contract with HBIC - £3,705 moved from HAPPLY.	£9	
		Increase in salary budget by £3k as per salary monitoring	£4	
		Removal of budget line as it was not requested		£32
		Reduction of the clothing and uniforms budget		£1
HABSNG	Bramshot Farm	Increase in sub-contractor budget by £35k. Now running a full SANGs budget, plus £15k for machinery as approved.	£35	
		Increase in salary budget as per salary monitoring	£15	
		Increase of the equipment budget as now running full SANGs budget.	£10	
		Increase of employee training as per agreed budget	£1	
HACLMT	Climate Change	Increase in Consultation Costs (narrative in Integra is incorrect and increase has not been considered by Cabinet).	£13	
		Salary adjustments made to forecast to reflect anticipated Year End position	£10	
HACOMS	Hartley Wintney Commons	Increase in sales income compared to the Budget YTD		£3
		Increase in salary budget	£23	
		Reduction of wayleave income that was not required in the budget	£3	
HACONS	Landscape & Conservation	Increase in salary budget	£2	
HADRNG	Hart Drainage	Increase in salary budget to reflect salary monitoring	£27	
HAEHNR	Elvetham Heath Nature Reserve	Reduction of Sub-contracted work non-rechargeable work		£6
		Increase in salary budget to reflect salary monitoring	£7	
HAEPLN	Emergency Planning	Forecast adjustments made to reflect salary monitoring spreadsheet	£17	
		Reduction of protective clothing budget		£1
		Reduction of other supplies and services budgets		£1
HAESNG	Edenbrook Country Park	Increase in subcontracted work non rechargeable. £6,775 for general maintenance and (£25k for stock fencing, £20k for path repairs, £15k for machinery contained in SANGs capital).	£29	
		Increase in salary budget	£26	

		Other services and consultants project increase to include grass cutting as per SANGs profile and includes gate opening.	£15
		Increase in vehicle servicing maintenance	£4
		Increase of employee training, advertising and publicity budget as per SANGs budget now fully adopted.	£2
		Budget set for investment property rent income.	
		Adjustment to take account of rental income to date.	£6
		Increase in investment property income from rent of Hook public convenience building	£2
HAESTA	Estates and Asset Management	Staffing budget amended to account for reassignment of staff	£1
		Business rate budget increase	£3
		Increase in subcontracted work non rechargeable, adjustment to take care of Harlington ceiling repairs	£25
		Increase in consultation cost budget to allow for recoding of consultancy fees for support from Southampton CC	£10
		Reduction of salary budget	£185
		Reduction of equipment budget moved to SANGs	£10
		Reduction of vehicle servicing maintenance and fuel budgets	£5
		Net increase in sales income and other fees	£5
HAEVPO	Environmental Promotion Strategy	Increase in subcontracted work non rechargeable, adjustment to include roundabout income	£8
		Increase of employee training budget as per training matrix and additional 2k for Hartland Park which will be recovered in income	£5
		Increase in Publicity budget that was moved from Biodiversity	£1
		Increase in re-imburement CC as per email confirmation from David Richardson 2/11/2020	£28
HAGNDS	Grounds Maintenance Contract	Fees and Hired services income budget changed to reflect the new Shared Service Contract (June 21)	£61
		Increase on the salary budget	£7
		Increase of income for recovery of cost reflects TTRO numbers from 2020/21 FY and known closures yet to be received from Southeast Water in support of water main project between Odiham and Fleet	£35
		Reduction of subcontracted Work non rechargeable to cover vacant Engineer post and moved 50% into Traffic Management Salary and 50% into Drainage. Salary to be capitalised. Post expected to be filled for 6-months in current FY	£19
HAHITM	Highways Traffic Management	Reduction of reimbursement CC. Income from HCC amended to reflect updated POs received from county providing exact amount for capital works and support staff costs	£10
		Reduction of equipment budget. Adjustment to reflect annual capital works allocation from HCC	£3
		Reduction of salary budget to cover 50% of vacant Engineer post, and adjustment of Infrastructure Manager salary reforecast to appropriate cost centres. Salary to be capitalised. Vacant post expected to be filled for 6-months in current FY	£13

HAOCOM	Odiham Common	Increase in salary budget	£29	
		Reduction in business rates to reflect actual		£5
		Reduction in Fees and Hired Charges to reflect YTD actual		£4
		Reduction of Car Parking Fees to reflect actual income received YTD. This income stream has still been affected by covid.	£227	
		Reduction of Car Parking Seasons tickets and Fixed Penalty Notices due to seasons tickets not renewed because of covid.	£35	
HAPKOF	Off Street Parking	Increase in Ticket Machines to reflect YTD actual	£11	
		Increase in Sub-contracted work non-rechargeable budget to reflect actual due to electric work that is needed in 2 car parks	£9	
		Reduction of Market Fees budget because rent is not charged now.	£7	
		Salary budget increase to align with salary monitoring spreadsheet	£5	
		Increase in Insurance Premium to pay for unexpected insurance payment	£5	
		Increase in Software Purchases and Licences	£3	
		Covid19 Loss of Income	£51	
		Increase in salary budget to align with salary monitoring spreadsheet	£3	
HAPKON	On Street Parking	Increase in Software Purchases to reflect YTD spend	£7	
		Increase in Sub-contracted work non-rechargeable budget to reflect actual	£1	
		Increase in Ticket Machines to reflect YTD actual	£5	
		Covid19 Loss of Income	£7	
		Net effect of Other Government Grants and Fishing Permits income to reflect loss of income due to covid and dead fish		£9
HAPOND	Fleet Pond	Increase in Salary budget	£15	
		Increase in Sub-contracted work non-rechargeable budget to reflect grant receipt and R&M Land and Building for identified HCC condition survey and bust water pipe.	£11	
HAREPO	Land Repossessions	Increase in Sub-contracted work non-rechargeable budget to reflect actual	£1	
HASHRC	Churchyards	Increase made to Sub Contracted Work - non rechargeable in respect of planned Health and Safety works.	£13	
		Increase in salary budget to align with salary monitoring spreadsheet	£2	
		S106 adjustment		£53
HASSNG	Small SANG Sites	Reduction of Clothing budget by £1k and increase of Subcontracted Work by £12k for general maintenance as per SANGs budget plus additional £15k approved capital from SANGs.	£4	
		Increase in Salary budget to reflect spend.	£60	

		Increase in Recovery of Costs budget		£8
HASTRT	Street Cleaning	Reduction of Fees and Hired Services. This reflects the agreed shared services agreement of June 2021.	£63	
		Income lower than forecast plus monitoring mistake last period- Review of service will be conducted	£19	
		Increase in Salary budget to reflect spend.	£7	
HATREE	Tree Preservation Orders	Reduction of Salary budget		£15
		Removal of Fees and Hired services		£4
		Removal of Clothing and Uniforms budget and reduction of Insurance Premium.		£1
		Adjustment for Consultation costs. This is for Support fees from consultants for vacant position - though there will be a saving in salaries	£24	
		Increase of Ground Maintenance Services budget. £4k for Tree risk management strategy, £4k for Safety issue and current claim for damages at Pippins Bracknell Lane, £15k management of Veteran Oaks at HW Commons, £5k ash dieback as part of nation crisis and £4k tree planting.	£13	
TOTAL			£1,020	£455
Net Variance for Environmental and Technical Services			£565	£0

Directorate - Place Services

<u>Cost Centre</u>	<u>Cost Centre Description</u>	<u>Variance</u>	<u>Over Performance - £'000</u>	<u>Under Performance - £'000</u>
HABCFE	Building Control - Fee Earning	Covid19 Loss of Income	£2	
		The Equipment budget was increased to include the cost of the new equipment for the Council Chamber along with the green, grey and blue screens for the new COVID secure Offices areas.	£26	
HABLDG	Admin Buildings	Reduction of Rental income and service charges including Room Hire and Ad Hoc Charges	£19	
		Increased budget for Uniform and Clothing for additional Polo Shirts and Fleeces purchased for various departments	£1	
HABSST	Business Support Staff	Increased budget to cover shortfall in staffing.	£1	
		Reduction of Salary Budget. Forecast adjustment made to reflect salary monitoring spread sheet. Reduction in officer time resulting in on going savings.		£33
HADOGS	Dog Warden	Reduction of kennelling costs. Costs from previous kennelling contract now ceased. New contracted arrangement with SDK.		£7
		Economic Development Publicity budget of £10k moved into here from HACOMM. £3,750 is for 3rd year of business support service provided by Enterprise First (Southern) Ltd with matched funding of £5,000 (PO100012871). £1,000 is to be part of HCC promotional campaign for inward investment PO1000012870	£10	
HAECDV	Economic Development	Increase of Salary budget to reflect salary spreadsheet.	£1	
		Forecast adjustment made to reflect actual spend incurred year to date. Staff training will be required.	£6	
HAEHCM	Environmental Commercial	Agency staff covering vacant posts. Now ceased. Forecast adjusted to reflect this. Request made for Purchase Order and remaining balance to be closed	£9	
		Reduction of salary budget to reflect actual expenditure to date.		£100
		Increase of Agency budget to reflect envisaged year end position. Requested PO to be cancelled.	£19	
HAEHPR	Environmental Protection	Increase in Sub-contracted work non-rechargeable budget to reflect actual contract works now.	£12	
		Reduction of Recovery of Costs income line to reflect diminished income from fly tipping.	£6	
HAHDEV	Hart Development	Last year Hart's contribution to the EM3 LEP came from this budget at £20K, so I have assumed the same happens again this year, so there has been an increase by £10k.	£10	

		There is a Christmas market sponsorship £3k on a budget of £5k, so the Contribution to Voluntary Organisation budget was reduced by £2k.		£2
HALCHG	Local Land Charges	Covid19 Loss of Income	£2	
HALNCE	Licences	Covid19 Loss of Income	£8	
HAOOHN	Out of Hours Noise Service	Forecast adjustment made to reflect salary monitoring spreadsheet - saving on Overtime that was included in original budget.		£4
		Some income accrued re significant planning applications increase in applications. Therefore, predicted income levels adjusted to reflect this.		£200
		Use of external consultants for significant pre-applications (Bramshill, Grove Farm, Hartland Park - costs will be recovered) plus consultants to review Technical Documents on major planning applications (Care Homes and Solar Farms - costs covered by high planning application fees), fees associated with Police Station Public Inquiry.	£105	
HAPDEV	Planning Development	Use of contractors to cover vacant posts (partially funded via salary savings and partly by increased planning application fee income) has led to an increase in the Consultation budget.	£53	
		Covid19 Loss of Income	£25	
		No salary spreadsheet to work to but there are two vacant posts, since 1st April so considerable savings expected against the salaries line.		£142
		Increase in the Recruitment Advertising budget to reflect actuals. It assumes no further advertising despite vacancy at Senior level. Also, a reduction in the Staff because travelling to reflect new ways of working.		£3
HAPPLY	Planning Policy	Assumes current contractor maintains cover for vacant senior post until end of March 2022, therefore there has been an increase in the Agency budget.	£112	
		Net increase to Consultancy Costs after accounting for CIL Expenditure, expenditure regarding First Homes Work (Legal Advice, Viability and Affordability)	£30	
		Forecast adjustment made in Hackney Drivers and Vehicle licences to reflect actual income received YTD, this includes a reversal of last month's adjustment which was incorrect as it increased income instead of decreasing to reflect actuals.	£12	
HATAXI	Hackney Carriages	Adjustment made to reflect actual income received YTD in Private hire licences, this includes a reversal of last month's adjustment which was incorrect as it increased income instead of decreasing to reflect actuals.	£6	
		TOTAL	£474	£490
		Net Variance for Place Services	£0	£16

Appendix 3 – Capital Variances for 2021/22.

Capital Performance (Budget YTD v Outturn) September 2021

Directorate - Corporate Services				
<u>Cost Centre</u>	<u>Cost Centre Description</u>	<u>Variance</u>	<u>Adv - £'000</u>	<u>Fav - £'000</u>
HAY037	IT Upgrade	Improvement works incurred ahead of profiled budget and goods received yet not invoiced.	£34	
		Budget carried forward from 2020/21		£728
HAY040	Investment Property	Sub-contracted work incurred	£6,635	
		Budget carried forward from 2020/21	£43	
HAY044	Frogmore Investment	No significant variance to report on.		
		Budget carried forward from 2020/21		£26
HAY048	The Pavilion, Southampton	No significant variance to report on.	£0	£0
HAY053	Centenary House	Deposit - Centenary House	£12,297	
		Budget carried forward from 2021 and 2122		£23,100
		Budget		
		TOTAL	£19,009	£23,854
		Net Variance for Corporate Services	£0	£4,845

Directorate - Community Services

<u>Cost Centre</u>	<u>Cost Centre Description</u>	<u>Variance</u>	<u>Over Performance - £'000</u>	<u>Under Performance - £'000</u>
HAY001	Disabled Facilities Grant	Additional spend compared to YTD Budget - Funded from Reserves at Year End Budget carried forward from 2020/21 and 2122 Budget	£394	£355
HAY010	Private Sector Renewal	Costs funded by Grant at Year End - No Budget compared to actual spend. Budget carried forward from 2020/21	£1	£41
HAY043	Grants for Affordable Housing	No significant variance to report on.		
TOTAL			£395	£396
Net Variance for Community Services			£0	£1

Directorate - Technical and Environmental Maintenance Services

<u>Cost Centre</u>	<u>Cost Centre Description</u>	<u>Variance</u>	<u>Over Performance - £'000</u>	<u>Under Performance - £'000</u>
HAY003	Odiham Common	2021 Budget to be funded from Capital Reserves	£6	
HAY006	Fleet Pond Visitor Enhancement	Balance carried forward from 2021 and 2122 budget not yet spent		£193
		Fleet Pond Spend to date	£1	
HAY007	HW Cent Common Enhancements	No significant variance to report on.		£0
HAY008	Bramshot Farm	Balance carried forward from 2021 and 2122 budget not yet spent Sub-contracted work non-rechargeable relating to Wetlands Area and Access Improvement (no budget) Funded by £899k carry forward	£131	£1,049
HAY011	Phoenix Green, Hartley Wintney	No significant variance to report on.		£0

HAY012	Mill Corner, North Warnborough	Balance carried forward from 2021 to be funded by specific capital grant	£2	
HAY013	Church Road Improvements	Balance carried forward from 2021 to be funded by specific capital grant	£2	
HAY015	Kingsway Flood Alleviation Scheme	Budget c/f from 2020/21 – No spend to date.	£0	£57
HAY016	CCTV	Balance carried forward from 2021		£34
HAY017	S106 Leisure Parish	Balance carried forward from 2021 to be funded from Capital Reserves £1k Payments to other LAs against no budget, relating to S106 funding South Warnborough. Forecast was adjusted in August 2021 to reflect this payment.	£288	£1
HAY018	Fleet Pond Nature Reserve	Accounted for in HAY006		£0
HAY022	Fleet Pond Access Track	2122 Budget not yet spent	£0	£110
HAY023	Hazeley Heath Grazing Project	Accrual reversal for Improvement works - Invoice yet to be received (PO100012709 - Sequoia Arb)		£3
HAY024	Hazeley Heath Notice Boards	2021 Budget carried forward and 2122 Budget not yet spent	£0	£26
HAY025	Hazeley Heath Access Improvement	No significant variance to report on.	£0	£0
HAY026	HW Cent Common Access Improve	2021 Budget carried forward and 2122 Budget not yet spent	£0	£160
HAY027	HW QEII Fields	2021 Budget carried forward to be funded by Capital Reserves	£1	
HAY028	Edenbrook CP Play Tree	2021 Budget carried forward and 2122 Budget not yet spent		£60
HAY029	Edenbrook CP History Walk	2021 Budget carried forward and 2122 Budget not yet spent		£40
HAY031	Service Vehicles	2122 Budget not yet spent		£45
HAY032	Edenbrook CP - Skate Park	2021 Budget carried forward and 2122 Budget not yet spent		£335
HAY033	Edenbrook CP - Teen Health	Balance carried forward 2021 Income received in other reimbursements relating to Harts Green Garden Polytunnels and sliding doors, received against no budget.		£65
				£5

HAY034	Edenbrook CP - Visitors Improvements	2021 Budget carried forward and 2122 Budget not yet spent	£0	£90
HAY035	Fleet Pond - Fencing	2021 Budget carried forward and 2122 Budget not yet spent	£0	£54
HAY038	SI06 NEHTS Parish	No significant variance to report on.	£0	£0
HAY039	Refuse Vehicles	Balance carried forward from 2021	£0	£81
HAY041	Replacement of Handheld Units	No significant variance to report on.	£0	£0
Code to be set up	EV Charges	2122 Budget not yet spent		£82
HAY046	Fleet Pond Green Grid Engineering	Balance carried forward 2021 Year to date spend	£41	£2,044
HAY047	Fleet Pond - Green Grid Ecology	Balance carried forward 2021 and 2122 not yet spent	£0	£745
HAY049	Allotments at Edenbrook	Payment made in respect of Harts Green Garden to Southern 2122 Budget partly spent	£39	£120
TOTAL			£512	£5,504
Net Variance for Environmental and Technical Services			£0	£4,992

<u>Directorate - Place Services</u>				
<u>Cost Centre</u>	<u>Cost Centre Description</u>	<u>Variance</u>	<u>Adv - £'000</u>	<u>Fav - £'000</u>
HAY042	Dog Warden Vans	Balance carried forward 2021		£24
HAY045	Printers/Photocopiers	No significant variance to report on.		
TOTAL			£0	£24
Net Variance for Place Services			£0	£24

Appendix 4
Capital Performance (FY Budget v Forecast) September 2021

Directorate - Corporate Services

<u>Cost Centre</u>	<u>Cost Centre Description</u>	<u>Variance</u>	<u>Overperform ance - £'000</u>	<u>Underperf ormance - £'000</u>
HAY037	IT Upgrade	Khipu Networks Limited, £30k of additional budget requested. Budget holder has been advised that a report will need to go to council to approve the additional spend and therefore the additional pull on the digitalisation reserve.	£30	
HAY040	Investment Property	Artelia UK fees for project Budget carried forward from 2020/21		
HAY044	Frogmore Investment	Retention monies, no further invoices expected.	£10	
HAY048	The Pavilion, Southampton	No changes made to full year forecasted figures.		
HAY053	Centenary House	£36k Forecast adjustment made to capitalise salary from commercialisation	£40	
		TOTAL	£80	£0
		Net Variance for Corporate Services	£80	£0

Directorate - Community Services

<u>Cost Centre</u>	<u>Cost Centre Description</u>	<u>Variance</u>	<u>Overspend - £'000</u>	<u>Underspend - £'000</u>
HAY001	Disabled Facilities Grant	No changes made to full year forecasted figures. Budget carried forward from 2020/21	£39	
HAY010	Private Sector Renewal	3 further Minor Works Grants approved to be paid. . Actual Minor Works Grant spend to date, will change when we receive further Minor Works Grant applications Budget carried forward from 2020/21	£2 £2	£40
HAY043	Grants for Affordable Housing	No changes made to full year forecasted figures.		
TOTAL			£43	£40
Net Variance for Community Services			£3	£0

Directorate - Technical and Environmental Maintenance Services

<u>Cost Centre</u>	<u>Cost Centre Description</u>	<u>Variance</u>	<u>Overperformance - £'000</u>	<u>Underperformance - £'000</u>
-				-
HAY003	Odiham Common	No changes made to full year forecasted figures.	£0	£0
HAY006	Fleet Pond Visitor Enhancement	Fleet Pond Visitor Enhancement Improvement works	£0	£0
HAY007	HW Cent Common Enhancements	No changes made to full year forecasted figures.	£0	£0
HAY008	Bramshot Farm	Increase of material costs due to COVID for the Wetland Project increasing this to £180k from £150K. JE to advise Project Board.	£30	£0
HAY011	Phoenix Green, Hartley Wintney	No changes made to full year forecasted figures.	£0	£0
HAY012	Mill Corner, North Warnborough	Originally the Budget was increased to £28k in June; however subsequently reduced by £20k as not all work likely to be undertaken in current FY due to time and other project constraints.	£8	
HAY013	Church Road Improvements	No changes made to full year forecasted figures.	£0	£0

HAY015	Kingsway Flood Alleviation Scheme	No changes made to full year forecasted figures.	£0	£0
HAY016	CCTV	No changes made to full year forecasted figures.	£0	£0
HAY017	S106 Leisure Parish	Forecast adjusted in August to £738 to reflect payment made to South Warnborough in respect of a S106 Payment.	£1	
HAY022	Fleet Pond Access Track	Fleet Pond Access Track Improvement Works	£0	
HAY023	Hazeley Heath Grazing Project	Forecast reduced to reflect the cheaper costs of using a GPS System as opposed to a Buried Wire for containing the cows.		£4
HAY024	Hazeley Heath Notice Boards	No changes made to full year forecasted figures.	£0	
HAY025	Hazeley Hth Access Improvement	No changes made to full year forecasted figures.	£0	£0
HAY026	HW Cent Common Access Improve	(80k) adjustment made to improvement works to reduce this budget to 0.	£0	£80
HAY027	HW QEII Fields	No changes made to full year forecasted figures.	£0	£0
HAY028	Edenbrook CP Play Tree	No changes made to full year forecasted figures.	£0	
HAY029	Edenbrook CP History Walk	Work has been deferred until next year - forecast adjustment to be made to reflect this.	£0	
HAY031	Service Vehicles	No changes made to full year forecasted figures.	£82	
HAY032	Edenbrook CP - Skate Park	No changes made to full year forecasted figures.	£0	
HAY033	Edenbrook CP - Teen Health	No changes made to full year forecasted figures.	£0	
HAY034	Edenbrook CP - Visitors Improvements	No changes made to full year forecasted figures.	£0	
HAY035	Fleet Pond Fencing	No changes made to full year forecasted figures.	£0	
HAY038	S106 NEHTS Parish	No changes made to full year forecasted figures.	£0	£0
HAY039	Refuse Vehicles	No changes made to full year forecasted figures.	£0	£0
HAY041	ReplacementCEOhandhel dunits	No changes made to full year forecasted figures.	£0	£0

		Forecast reflects the business case value to provide the Footpath improvements currently estimated to be completed in FY 2021/22	£1,459	
HAY046	Fleet Pond Green Grid Engineering	Other professional services increase to account for Design and Supervision Fees Capitalisation of Salaries - 20% of Infrastructure Manager and 25% of Vacant Engineer post for 6 months assuming appointment in Autumn. Third Party Payments - Increase made in respect of Environment Agency bespoke permit, Natural England discretionary advice for SSSI consent, engaging tree works and digital media. All fully funded by grant payments.		
HAY047	Fleet Pond - Green Grid Ecology	No changes made to full year forecasted figures.	£0	
New Code to be Created	EV Chargers	EV Chargers		£82
HAY049	Allotments at Edenbrook	Forecast figure adjusted to reflect the incorrect figure reported at July 2020 Cabinet. (£120k) Under the CE's Powers of Delegation (E-mail dated 20th April 2021) the figure has been amended to £182.5k, which is the correct figure.	£70	
TOTAL			£1,650	£166
Net Variance for Environmental and Technical Services			£1,484	£0

Directorate - Place Services				
<u>Cost Centre</u>	<u>Cost Centre Description</u>	<u>Variance</u>	<u>Overperformance - £'000</u>	<u>Underperformance - £'000</u>
HAY042	Dog Warden Vans	No changes made to full year forecasted figures.	£0	£0
HAY045	Printers/Photocopiers	No changes made to full year forecasted figures.	£0	£0
TOTAL			£0	£0
Net Variance for Place Services			£0	£0

CABINET

KEY DECISIONS/ WORK PROGRAMME, AND EXECUTIVE DECISIONS MADE

January 2022

Cabinet is required to publish its Key Decisions and forward work programme to inform the public of issues on which it intends to make policy or decisions. The Overview and Scrutiny Committee also notes the Programme, which is subject to regular revision.

Report Title	Outline/Reason for Report/Comments	Due Date	Key Decision Y? Note 1	Cabinet Member (Note 2)	Service (Note 3)	* This item may contain Exempt Information
Citizens Advice Bureau move to the Apex Building	To approve CAB the use of the Apex Building	Jan 22		JR	F	
Quarterly Budget Monitoring - Outturn	Post consideration by Overview & Scrutiny Committee, to consider a report on Quarterly Budget Monitoring	Jan 22 Apr 22 Jul 22 Oct 22		JR	F	
2022/23 Budget & Medium-Term Financial Strategy Update	A further update for consideration of the emerging budget for 2022/23	Jan 22		JR	F	
Treasury Management 2021/22 (Half Year Report)	Post consideration by Overview & Scrutiny Committee, to consider a Half Year review report on Treasury Management Strategy 2021/22	Jan 22		JR	F	

Report Title	Outline/Reason for Report/Comments	Due Date	Key Decision Y? Note 1	Cabinet Member (Note 2)	Service (Note 3)	* This item may contain Exempt Information
Project Integra Joint Municipal Waste Management Strategy	Post consideration by Overview & Scrutiny, to consider the Project Integra Joint Municipal Waste Management Strategy	Jan 22		AO	TS	
Improving Energy Efficiency Measures in Affordable Housing	Post consideration by Overview and Scrutiny Committee, to consider housing capital funding for additional energy efficiency measures in affordable housing on sites in Hart	Feb 22		SB	H	
Homelessness Strategy	Post consideration by Overview & Scrutiny Committee, to consider a new Homelessness Strategy 2022-2027	Feb 22		SB	CSF	
Phoenix Green Flooding Alleviation Scheme	To update Members on the Phoenix Green Flooding Alleviation Scheme and seek approval for the implementation plan	Feb 22		AO	TS	
Draft 2022/23 Revenue Budget, Capital Programme and Council Tax Proposals	Post consideration by Overview & Scrutiny Committee, to agree to recommend to Council the 2022/23 Revenue Budget, Capital Programme and Council Tax Proposals	Feb 22		JR	F	

Report Title	Outline/Reason for Report/Comments	Due Date	Key Decision Y? Note 1	Cabinet Member (Note 2)	Service (Note 3)	* This item may contain Exempt Information
Draft 2022/23 Capital Strategy, Treasury Management Strategy Statement and Asset Management Plan	Post consideration by Overview & Scrutiny Committee, to agree to recommend to Council the 2022/23 draft Capital Strategy, the 2022/23 Treasury Management Strategy Statement and Asset Management Plan	Feb 22		JR	F	
Annual Car Parking Report	Post consideration by Overview and Scrutiny for Cabinet to review and endorse a summary of actions from the last 12 months, and proposals for the upcoming year. Including income, maintenance, and carbon emissions	Mar 22		AO	TS	
The Harlington Lease	Post consideration by Overview & Scrutiny Committee, to approve of a new lease of the Harlington Centre with Fleet Town Council	Mar 22		JR	F	
Update and Refresh the Corporate Complaint Policy	Post nominations to a task and finish group at Overview & Scrutiny Committee, to update and refresh the Corporate Complaint Policy for Cabinet approval	Mar 22		JR	JCX	
Quarterly Performance Plans	To seek Cabinet approval for reports on performance data	Mar 22 Jun 22 Sep 22 Dec 22		DN	ALL	

Report Title	Outline/Reason for Report/Comments	Due Date	Key Decision Y? Note 1	Cabinet Member (Note 2)	Service (Note 3)	* This item may contain Exempt Information
Service Plans	Post consideration by Overview & Scrutiny Committee, agree the 2021/22 Service Plans	Apr 22		DN	ALL	
Odiham Common Management Plan	To update Members on the Odiham Common Management Plan	Apr 22		DN	P	
Outside Bodies	To approve representation from the Council on identified outside bodies	Jun 22		DN	ALL	
Revenue and Capital Outturn 2022/2023	Post consideration by Overview & Scrutiny Committee, to consider the Annual report on outturn	Jul 22		JR	F	
Medium Term Financial Strategy and Capital Strategy, Treasury Management Strategy Statement and Asset Management Plan	Post consideration by Overview & Scrutiny Committee, to consider the Council's Medium-Term Financial Strategy position and future Capital Strategy, Treasury Management Strategy Statement and Asset Management Plan	Sep 22		JR	F	

Note 1

A "key decision" means an executive decision which, is likely to -

- a) result in Council incurring expenditure or the making of savings which amount to £30,000 or 25% (whichever is the larger) of the budget for the service or function to which the decision relates; or
- b) be significant in terms of its effects on communities living or working in an area comprising two or more wards within the area of the district of Hart.

Note 2

Cabinet Members

DN	Leader	TC	Digital	RQ	Commercialisation (Cn)	SB	Community (Cy)
SK	Regulatory	AO	Environment	JR	Finance and Corporate Services	GC	Place

Note 3

Service:

JCX	Joint Chief Executive	CS	Corporate Services	P	Place Services
CSF	Community Safety	PP	Planning Policy	TS	Environmental & Technical Services
F	Finance	H	Community Services		
SLS	Shared Legal Services	MO	Monitoring Officer		

Note 4

* **This item may contain Exempt Information** - Regulation 5 of the Local Authority (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012

EXECUTIVE DECISIONS

OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME – December 2021

Issue and Description of Topic	Current Position Objective	Original Due Date	Resources Required	Contact	*This item may contain Exempt Information
Place Service Panel Update	Feedback from Members of the Service Panel for Place.	Dec 21	Oral + meeting notes	Head of Place	
Community Service Panel Update	Feedback from Members of the Service Panel for Community.	Dec 21	Oral + meeting notes	Head of Community	
Environment & Technical Service Panel Update	Feedback from Members of the Service Panel for Environment & Technical.	Dec 21	Oral + meeting notes	Head of Environment & Technical	
Treasury Management 2021/22 (Half Year Report)	To consider a Half Year review report on Treasury Management 2021/22 prior to consideration by Cabinet.	Dec 21	Report	Head of Corporate Services	

Quarter Two Budget Monitoring	Quarterly update on budget position, prior to consideration by Cabinet.	Dec 21 Mar 22 Jun 22 Sep 22	Report	Head of Corporate Services	
Project Integra Joint Municipal Waste Management Strategy	To consider the proposed Project Integra Joint Municipal Waste Management Strategy prior to consideration by Cabinet.	Dec 21	Report	Head of Environment & Technical	
Homelessness Strategy	To consider a new Homelessness Strategy 2022-2027, prior to consideration by Cabinet.	Jan 22	Report	Head of Community Services	
Draft 2022/23 Revenue Budget, Capital Programme and Council Tax Proposals	To make comments on and agree to recommend to Council the 2022/23 Revenue Budget, Capital Programme and Council Tax proposals.	Jan 22	Report	Head of Corporate Services	
Draft 2022/23 Capital Strategy, Treasury Management Strategy Statement and Asset Management Plan	To make comments on and agree to recommend to Council the 2022/23 draft Capital Strategy, the 2022/23 Treasury Management Strategy statement and Asset Management Plan.	Jan 22	Report	Head of Corporate Services	

Improving Energy Efficiency Measures in Affordable Housing	To consider, prior to approval by Cabinet an updated report on housing capital funding for additional energy efficiency measures in affordable housing on sites in Hart.	Jan 22	Report	Head of Community	
Car Parking Standards Update	To consider updates to the car parking standards project, to be implemented at new developments.	Feb 22	Report	Head of Place	
Renewable Energy Policy for Hart	A discussion on the introduction of a policy on renewable energy for Hart.	Feb 22	Discussion	Portfolio Holder for Place and Head of Place	
Annual Car Parking Report	A summary of actions from the last 12 months, and proposals for the upcoming year. Including income, maintenance, and carbon emissions. This is a requirement by HCC and will need member input.	Feb 22	Report	Head of Environment & Technical	
The Harlington Lease	Subject to the conclusion of discussions with Fleet Town Council (FTC) consider approval of a new lease of the Harlington Centre prior to consideration by Cabinet.	Feb 22	Report	Joint Chief Executive	
Update and refresh the Corporate Complaint Policy	To offer comments and recommend to Cabinet the changes the Task and Finish group have suggested to Cabinet for approval.	Feb 22	Report	Joint Chief Executive	

Service Plans	To consider the 2021/22 Service Plans prior to consideration by Cabinet.	Mar 22	Report	Leader of the Council	
Revenue and Capital Outturn 2022/2023	To consider the Annual Report on outturn before consideration by Cabinet.	Jun 22	Report	Head of Corporate Services	
Medium Term Financial Strategy and Capital Strategy, Treasury Management Strategy Statement and Asset Management Plan	To comment on the annual reports setting out the Council's Medium-Term Financial Strategy position and future Capital Strategy, Treasury Management Strategy Statement and Asset Management Plan, prior to consideration by Cabinet.	Aug 22	Report	Head of Corporate Services	
Annual Review Letter 2022/23	<p>This annual review from the Ombudsman covers:</p> <ul style="list-style-type: none"> • the complaints and enquiries received in the period • the decisions made in the period • compliance with the recommendations recorded during the period 	Aug 22	Report	Joint Chief Executive	