



NOTICE OF MEETING

Meeting:	Cabinet
Date and Time:	Thursday 2 March 2023 7.00 pm
Place:	Council Chamber
Enquiries to:	Committee Services Committeeservices@hart.gov.uk
Members:	Neighbour (Leader), Radley (Deputy Leader), Bailey, Clarke, Cockarill, Collins, Oliver and Quarterman

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 THE PREVIOUS MEETING 5 - 10

The minutes of the meeting held on 2 February 2023 are attached for confirmation and signature as a current 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 disposable 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 [online](#).

6 Q3 FORECAST 2022/23 CAPITAL AND REVENUE OUTTURN 11 - 29

Post consideration by Overview and Scrutiny, to note the Q3 Forecast 2022/23 Capital and Revenue Outturn

RECOMMENDATION

Cabinet to:

1. Note the projected outturn
2. Note the capital overview

7 UK SHARED PROSPERITY FUND 30 - 41

Hart District Council (HDC) has been granted £1million through the Government's UK Shared Prosperity Fund (UKSPF) to fund projects identified HDC's Local Investment Plan (LIP). This report outlines how and when these projects will be implemented.

RECOMMENDATION

That Cabinet:

- notes the successful bid and award of funding under the UKSPF to deliver the approved Local Investment Plan
- approves the spending proposals for 2022/23 and 2023/24 set out in Appendix 1 - Financial Plan and note the indicative plan for 2024/25 that will be subject to a further Cabinet report later in 2023
- notes the potential shortfall in the administrative grant compared to resources required and request officers to report to Cabinet with a more detailed impact assessment when this has been fully assessed
- agrees the proposed governance arrangements for the delivery of the UKSPF programme, with Project Board having corporate oversight and the 'Here for Hart' forum being the advisory panel for operational and stakeholder matters.

8 CLIMATE CHANGE STAFFING ACTION PLAN 42 - 44

To seek Cabinet approval for a proposal to strengthen resources to deliver the Council's climate change agenda.

RECOMMENDATION

Cabinet approves the resource proposals set out in the climate change resourcing report.

9 PARTICIPATION IN THE LOCAL AUTHORITY HOUSING FUND PROGRAMME FOR ACCOMMODATION FOR UKRANIAN AND AFGHAN GUESTS 45 - 60

To brief Cabinet on the emerging work stream and funding opportunity

To seek Cabinet approval for the signing of the Memorandum of Understanding, enabling the Council to draw down DLUHC grant funding, which will be ported to VIVID housing association, to support the procurement of up to 9 homes for refugee households. The Memorandum will be signed by the Executive Director for Community.

RECOMMENDATION

Cabinet to:

Approve the signing of the Memorandum of Understanding which will secure the funding for the procurement of properties for refugees.

10 Q3 PERFORMANCE PLAN REVIEW 61 - 77

To update Committee on the Council's performance indicator results for Quarter 3 of 2022/2023 (1 October 2022 - 31 December 2022).

RECOMMENDATION

That the performance report for Quarter 3 2022/23 is noted.

11 SHAPLEY HEATH GARDEN COMMUNITY REPORT - INTERNAL MEMBER REVIEW AND REFLECTION REPORT 78 - 85

To receive the independent Shapley Heath Garden Community Project - Internal member review and reflection report and to provide a response to Audit Committee on lessons learnt.

RECOMMENDATION

1. Cabinet confirms to Audit Committee that all the key learning points and recommendations identified in the independent Shapley Heath Garden Community Project - Internal member review and reflection report prepared by Emanuel J Gatt will be followed and implemented with immediate effect.
2. Cabinet will ensure that all recommendations from Staffing Committee to Audit Committee are implemented with immediate effect.

12 CABINET WORK PROGRAMME 86 - 89

To consider, amend and agree the Cabinet Work Programme.

Date of Publication: Wednesday, 22 February 2023

CABINET

Date and Time: Thursday 2 February 2023 at 7.00 pm

Place: Council Chamber

Present:

Neighbour (Leader), Radley (Deputy Leader), Bailey, Clarke, Cockarill, Oliver and Quarterman

In attendance:

Officers:

Graeme Clark	Executive Director, Corporate Services & S151 Officer
Joanne Rayne	Finance Manager
Sharon Black	Committee Services Manager

100 MINUTES OF THE PREVIOUS MEETING

The minutes of 5 January, including the exempt minutes, were confirmed and signed as a correct record.

Proposed by Cllr Neighbour; Seconded by Cllr Radley

101 APOLOGIES FOR ABSENCE

No apologies had been received.

Cllr Collins was attending virtually and therefore would not be able to vote on any of the agenda items.

Cllr Radley advised that Cllr Clarke would be slightly late in arriving.

102 DECLARATIONS OF INTEREST

Cllr Farmer declared a non-pecuniary interest in the item on the Budget as he was voluntary Chairman of Hart Swimming Club, which hired facilities at the leisure centre.

103 CHAIRMAN'S ANNOUNCEMENTS

The Chairman had no announcements.

104 PUBLIC PARTICIPATION (ITEMS PERTAINING TO THE AGENDA)

There was none.

105 BUDGET REPORT 2023/24

This item was to consider the draft 2023/24 Revenue Budget, Capital programme, and Council Tax Proposal prior to and make a recommendation to Council.

(Cllr Clarke arrived at 7.04 during this item)

Cabinet noted:

- The budget had been set in a challenging time economically
- The savings made from senior leadership level and Tier 2 savings had contributed to a balanced budget being made
- No major changes to the way in which the Council delivered services to residents were being proposed, although it was recognised that things were likely to be fluid during the year
- The budget book would be available for Members to view before Council considered the Budget on 23 February
- There would be a drop in session held via Teams for Members to ask questions of the finance team if they wished

A Member queried how a balanced budget had been achieved given the additional income through Government funding, revenue income and council tax income. It was explained that whilst previous figures presented to Overview & Scrutiny in November had shown a deficit, and there had been a significant increase in government grant, there had also been other items (notably debt charges and leisure centre management fees) which had not been favourable and caused a material swing in the other direction. These latter issues are referred to in the budget book and had accounted for most of the change in position. Figures would be available to view in the budget book.

The recommendation was proposed by Cllr Radley; seconded by Cllr Neighbour.

Thanks were given to the finance team for their work in producing a balanced budget in what were exceptionally difficult economic times.

The recommendation was agreed unanimously and would therefore be put to full Council at the end of February.

DECISION

Cabinet agreed to recommend to Council to:

- i. agree a 2.99% increase in Hart District Council's Band D Council Tax Charge for 2023/24,
- ii. agree not to change the Council's existing Council Tax Support Scheme other than the required statutory uprating,

- iii. agree to make changes to fees and charges for 2023/24 in line with the principles set out in this report, with full details being reported to full Council,
- iv. approve the draft Revenue Budget for 2023/24 as summarised in paragraph 10.1 and Appendix 3, incorporating the baseline net service cost variations included at Appendix 4,
- v. approve the new Capital Bids as detailed in Appendix 1,
- vi. request the S151 Officer to undertake a comprehensive review of reserves, provisions and SANG funds, as detailed in section 7 of this report, in Spring 2023 when the 2022/23 outturn is known and a more accurate assessment of economic conditions and business rate provisions can be made,
- vii. approve the Medium-Term Financial Strategy as set out in Appendix 2,
- viii. note the emerging pressures and risks set out in the report and the S151 Officer's intention to undertake a mid-year review of detailed budgets, and
- ix. approve the capital receipt flexibility strategy detailed in the report under the Direction issued by the Government early in 2022.

106 DRAFT TREASURY MANAGEMENT STRATEGY STATEMENT

This item was to consider the draft Treasury Management Strategy and Annual Investment Strategy 2023/24 which incorporates the Annual Investment Strategy and Prudential and Treasury Indicators.

Cabinet noted:

- This was a technical paper that had been reviewed at Overview and Scrutiny, and covered several changes in regulatory frameworks
- That O&S had held a discussion around ethical investment policies and the investment priorities section had been updated to include an aspect about how the Council could weave ESG (Environmental and Social Government) into its investments, which had addressed the concerns from O&S
- There was a requirement now for a report on investments to be given to O&S four times a year (from 2023/24) rather than twice a year as previous.

Proposed by Cllr Radley; seconded by Cllr Neighbour.

DECISION

Cabinet agreed to recommend that Council:

- I. approve the Treasury Management Strategy Statement 2023/24 and the revised Minimum Revenue Provision policy contained within it,

- II. approve the Annual Investment Strategy for 2023/24 noting the changes to the counterparty financial limits and ESG criteria and approach, and;
- III. approve and draft Capital Strategy 2023/24.

107 REVIEW OF FINANCE REGS AND CONTRACT STANDING ORDERS

This item was to review draft updates of Financial Regulations and Contracts Standing Orders

Cabinet noted:

- This was a review of the documents to incorporate good practice and should not need to be done for another 2-4 years
- The items formed part of the Council's constitution, which would therefore need to be updated

A Member queried whether in the light of the recent internal audit investigation, any changes had been made to the documents? It was confirmed that the procurement rules and guidance had been specifically reviewed and amended and the approach to project management changed too. It was also noted that the Terms of Reference for the Project Board were being reviewed to give a greater emphasis on financial monitoring.

Proposed by Cllr Radley; Seconded by Cllr Neighbour

DECISION

Cabinet agreed the proposed updates to the Council's Financial Regulations, as set out in Appendix 1, and the Council's Contract Standing Orders, as set out in Appendix 2 ahead of Council adoption in February.

108 CORPORATE PLAN

The purpose of this report was for Cabinet to consider the comments received to the draft Corporate Plan and to make a recommendation for debate at February's Full Council.

Cabinet noted:

- The comments received from those who had responded to the consultation had been reviewed and incorporated where appropriate
- Consultation responses had been positive on a 3:1 ratio
- The most voiced criticism was around the "Planet" section in that responders felt that the Council should be concentrating on Hart rather than more globally. However, it was recognised by the Working Group

looking at the responses that everyone had a part to play in climate change and that all organisations should do what they could

- A further criticism was that the Plan lacked targets and greater detail although that was not the purpose of that document
- There had been some misunderstanding about the proposed settlement capacity study. This was not a change of policy but an additional action

An updated version of the draft document would be circulated as soon as possible.

A Member stated that they felt that it would have been useful for the Overview & Scrutiny Committee to have been able to see the responses from residents, but it was clarified that as the Corporate Plan was owned by full Council, O&S had been asked to contribute as a stakeholder.

Proposed by Cllr Quarterman; Seconded by Cllr Neighbour

Cabinet debated:

- That climate change was a bigger issue than just within Hart so it was right that the Plan covered Planet rather than just the District
- Whether to include an additional point under “Building a Resilient Council” about reviewing current shared and outsourced services to ensure that they are effective along with the intention to work closer with our neighbouring partner authorities. This was agreed.
- Whether the level of responses was in keeping with previous Corporate plans
- How future consultations could be communicated better to residents

DECISION

Cabinet agreed that the adjusted version of the Corporate Plan 2023-2027 attached at Appendix 1 be recommended to Council for adoption.

109 CORONATION CELEBRATION COMMUNITY GRANT

To seek Cabinet approval for the use of a Councillor Community Grant ward-based approach to funding local community projects to celebrate King Charles’ Coronation in May. The approach recommended is identical to that agreed by Cabinet in 2021 for the Platinum Jubilee.

Cabinet noted:

- That the proposal built on the success of the scheme used for the Platinum Jubilee
- The funding would be at the same level as for the previous scheme - £1000 per ward, which can be applied for by individual Councillors at £333 each, or collectively

- Whilst the money allocated was a modest amount, in many areas it had prompted other organisations to come together to organise events – there had been a great sense of community engagement

A Member questioned on what basis the funding had been calculated? It was noted that this was the same funding as used for the Platinum Jubilee celebrations and feedback from the Wards was that they had found this helpful.

Cabinet questioned:

- What the take up for the funding was for the Platinum Jubilee. A written answer would be provided for this question as the information was not readily to hand
- Whether there were any funds left from the Platinum Jubilee and whether these could be rolled forward into the Coronation fund. Again, a written response from the S151 Officer would be given.

Proposed by Cllr Neighbour; Seconded by Cllr Quarterman

DECISION

Cabinet agreed that a Councillor Community Grant ward-based approach to funding local community projects to celebrate King Charles' Coronation be arranged in accordance with the principles as set out in Appendix 1.

110 CABINET WORK PROGRAMME

The Cabinet Work Programme as circulated with the agenda paperwork was discussed.

It was noted that there was no date against the climate change action plan due to resourcing issues. However, a resource action plan for Climate Change would be brought to Cabinet at the March meeting.

Meeting closed at 7.44 pm



Budget Monitoring – Period end 31st Dec 2022

O&S

Date 14th February 2023

Glossary of Terms

Revenue costs include the day-to-day expenses of the council and any fees and charges that offset those costs. The net revenue budget is funded by Business Rates , Council Tax and government grants

Capital expenditure relates to one off investment items that add value to assets or deliver a new asset. Funding for these items can be a variety of sources including grants, capital receipts and borrowing.

Reserves are funds set aside for specific purpose in the future. The 2022-23 budget for Hart District Council was set with some of these contributions already allocated as funding for specific one off spend.

Recommendations

- Note the projected Outturn.
- Note the Capital Overview.

Outturn for 2022/23 is forecast to be in line with Budget

Projected Revenue Outturn

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Service Area	Total Budget	Total Projected Outturn	Variance before EMR	Cont. (from)/to EMR	Variance from Budget	Projected Outturn
	£000	£000	£000	£000	£000	£000
Community Services	719	1,089	370	(250)	120	839
Corporate Services	6,844	7,893	1,050	(961)	89	6,932
Technical & Environmental Services	3,083	1,052	(2,031)	1,741	(290)	2,794
Place Services	2,320	2,410	91	107	198	2,517
Non Distributable Costs	(1,005)	(1,138)	(133)	0	(133)	(1,138)
Net Cost of Services	11,960	11,306	(654)	637	(17)	11,944

Capital Overview

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Service Area	C/F Budget 2021/22	2022-23 Budget	Total 2022-23 Budget	2022-23 Forecast	Transfer to/(from) Reserves	Total Variance from Budget
	£000	£000	£000	£000	£000	£000
Community	0	1,817	1,817	728	0	(1,089)
Corporate Services	0	90	90	203	(133)	(20)
Place	0	0	0	0	0	0
Technical & Environment	536	1,636	2,173	1,543	0	(629)*
Total Capital	536	3,543	4,080	2,474	(133)	(1,739)

C/F = Carried Forward

Developer Contribution (S106) projects* paused pending reserves review

Summary Revenue

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Revenue

- The council is forecasting an overall underspend of £17k against the 2022-23 revenue budget of £11.96m*.
**the budget included planned Tier 2 savings of £202k.*
- Included in the revenue outturn are £637k net contributions to Earmarked Reserves (EMR)
 - The largest contribution from EMRs is £961k to replace the shortfall in the leisure centre management fee income target. (*Approved at Cabinet October 2021*)
 - A contribution to EMR of £107k represents a payment award from a Health & Safety Fatality Court Case.
 - Developer contributions (S106) to EMR at the end of Q3 total £1.7m

Reserves 2022-23	Opening balance	Contributions In	Contributions Out	Closing balance
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	£000	£000	£000	£000
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General Fund	6,968	0	0	6,968
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Earmarked	26,454	1,848	(1,345)	26,957
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Total	33,422	1,848	(1,345)	33,925
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£000	Contributions to Reserves	Contributions from Reserves
Developer Contributions	1,726	
Website Development*		(58)
Cyber Grant*		(76)
Leisure Centre Support		(961)
Court Income	107	
Homelessness Support		(250)
Other Deferred projects	15	
Total	1,848	(1,345)

* Capital

**Reserves
agreed
through
the budget
process**

2022-23 Tier 2 Savings – 93% expected

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SERVICE	BUDGET	FORECAST	RISK	RAG
Corporate Service Restructure	62	60	-2	
Senior Management Team Review	52	38	-14	
Member & Staff Allowances	4	7	3	
Internal Audit	15	0	-15	
Dog Warden Service	3	3	0	
Planning Development	28	15	-13	
Place Service efficiencies	21	49	28	
Technical & Environmental – resource review	17	17	0	
	202	189	-14	

The Tier 2 savings are included in the £11,960k – Net Cost of Service

Community Services Revenue variances (£120k overspend)

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Community Services	2022-23 Budget	Full Year Forecast	Variance before EMR	Cont. (from)/to EMR	Variance from Budget	Outturn Forecast
	£000	£000	£000	£000	£000	£000
Strategic Housing Services	82	178	96	0	96	178
Social Inclusion & Partnership	(26)	226	252	(250)	2	(24)
Housing Needs Service	331	367	36	0	36	367
Private Sector Housing	171	167	(4)	0	(4)	167
Community Safety	161	149	(12)	0	(12)	149
Total Other Budgets	0	2	2	0	2	2
Total	719	1,089	370	(250)	120	839

Revenue - Community Services (£120k overspend)

Community Services is forecasting an overspend of £120k.

- The Community Services budget was supported in 2022/23 with a £250k contribution from reserves – this was part of the Tier 1 savings.
- 4 FTEs have transferred from Business Support (BSU) to Strategic Housing – the £95k overspend is compensated by a corresponding underspend in BSU.

Community Services Capital Projects

£000	Carry forward 2021-22	2022-23 Budget	Total 2022-23 Budget	Total 2022-23 forecast	Variance to Budget	Cont. to/from Reserves
Disabled Facs - Mand	0	867	867	716	(151)	0
Private Sector Renew	0	0	0	12	12	0
Grants for Affordable	0	950	950	0	(950)	0
Total	0	1,817	1,817	728	(1,089)	0

Corporate Services Revenue variances (£89k overspend)

Corporate Services	2022-23		Variance		Forecast	
	Budget	Full Year Forecast	before EMR	Reserves	Variance	Outturn Forecast
	£000	£000	£000	£000	£000	£000
Waste Client Team	(599)	(1,072)	(473)	0	(473)	(1,072)
Leisure Centres	(508)	887	1,395	(961)	434	(74)
5 Council Contract Capita	2,154	2,046	(108)	0	(108)	2,046
Leadership Team	673	762	89	0	89	762
Internal Audit	97	160	63	0	63	160
Legal Services	340	402	62	0	62	402
Revenues & Benefits Court Income	(399)	(443)	(44)	0	(44)	(443)
Waste Contract	1,983	1,955	(28)	0	(28)	1,955
HR Contract	122	148	25	0	25	148
Total Other Budgets	2,980	3,049	70	0	69	3,049
Total	6,844	7,893	1,051	(961)	89	6,932

Revenue - Corporate Services (£89k overspend)

Corporate Services is forecasting an overspend of £89k after the agreed drawdown from earmarked reserves.

- Cabinet has previously agreed that the anticipated shortfall in management fees from the leisure provider (Everyone Active) can be met from Earmarked Reserves. For 2022/23 this is forecast to be £961k.
- The Waste Client Team is forecasting an underspend of £473k due to a combination of Client Team efficiencies and increased income from recycling credits. Recycling £ per tonne are monitored but are subject to variation.
- The 5C contract reduction of £100k reflects the transfer of staff from Mendip DC plus a reduction in client team costs.
- An additional £44k Revs & Bens income is forecasted to be collected through the courts.
- The £89k over spend in Leadership Team is due to a number of factors including the renegotiation of the CAB lease, food bank refurbishment and redundancy costs.

Corporate Services Capital Projects

£000	Carry forward 2021-22	2022-23 Budget	Total 2022-23 Budget	Total 2022-23 forecast	Variance to Budget	Cont. to/from Reserves
IT Upgrade	0	90	90	69	(21)	0
Edenbrook	0	0	0	1	1	0
Website Development	0	0	0	58	58	(58)
Cyber Grant	0	0	0	76	76	(76)
Total	0	90	90	203	113	(133)

There are Earmarked Reserves to fund the Website development and the Cyber attack prevention

Place Services Revenue variances (£198k overspend)

Place Services	Variance					
	2022-23 Budget	Full Year Forecast	before EMR	Reserves	Forecast	Outturn Forecast
	£000	£000	£000	£000	£000	£000
Planning Development	137	348	211	0	211	348
Business Support Staff	769	662	(108)	0	(108)	662
Building Control - Fee Earning	(173)	(75)	99	0	99	(75)
Admin Bldgs - R & M	536	609	73	0	73	609
Economic Development	85	34	(51)	0	(51)	34
Environmental Protection	254	215	(39)	0	(39)	215
Planning Policy	315	278	(37)	0	(37)	278
Local Land Charges	(90)	(70)	20	0	20	(70)
Corporate - Apprentices	75	62	(12)	0	(12)	62
Env Health Commercial	180	83	(97)	107	10	190
Total Other Budgets	233	264	31	0	31	264
Total	2,320	2,410	91	107	198	2,517

Revenue - Place Services (£198k overspend)

- An underspend within Economic Development (£51k) is a result of a staff vacancy with no plans for recruitment within this financial year.
- One of the largest budgets in the directorate is Business Support Team £769k (37%) which is forecasting a surplus of £108k. The costs of this team include staffing and the relevant IT systems. 4 FTEs have moved to Housing which accounts for £95k of the underspend.
- Planning Development overall cost is forecast to be £211k greater than budget. Planning income is variable and dependant on size of scope of planning application – this year it is forecast to be £180k less than budget. There is also a budget pressure of £50k in court fees to enforce planning rules.

(Ex) Technical & Environmental Revenue variances (£290k underspend)

New
Service
Area

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Community
Place
Community
Community
Community
Community

Technical & Environmental Services	2022-23 Budget	Full Year Forecast	Variance before EMR	Reserves	Forecast Variance	Outturn Forecast
	£000	£000	£000	£000	£000	£000
Grounds Mtn Contract	420	323	(97)	0	(97)	323
Tree Preservation Orders	207	166	(41)	0	(41)	166
Odiham Common	32	4	(29)	0	(29)	4
Off Street Parking	(297)	(321)	(24)	0	(24)	(321)
Highways Traffic Management	(23)	(62)	(39)	15	(24)	(47)
Hartley Wintney Commons	23	2	(21)	0	(21)	2
Total Other Budgets	2,721	940	(1,781)	1,726	(54)	2,667
Total	3,083	1,052	(2,031)	1,741	(290)	2,794

Revenue – Technical and Environmental (£290k underspend)

- Grounds Maintenance contract forecast to be £97k lower than budget due to 2021/22 contract cost refund.
- Expenditure in Tree Preservation is forecast to be £41k lower than budget predominantly due to a long term staff vacancy.
- £15k roundabout sponsorship in Traffic Management has been earmarked for reserves.

Technical & Environmental Capital Projects

New Service Area	£000	Carry forward	2022-23	Total	Total	Variance to	Cont.
		2021-22	Budget	2022-23 Budget	2022-23 Total 2022-23 forecast	Budget	to/from Reserves
Community	Fleet Pond Visitor Enhancement	75	31	106	55	(51)	0
	Bramshot Farm	0	340	340	18	(322)	0
Place	Phoenix Green, Hartley Wintney	0	70	70	0	(70)	0
	Mill Corner, North Warnborough	0	27	27	0	(27)	0
	Kingsway Flood Alleviation Sch	0	54	54	0	(54)	0
	HW Cent Common Access Impro	80	0	80	0	(80)	0
	Edenbrook CP Play Tree	30	0	30	0	(30)	0
Community	Edenbrook CP History Walk	20	0	20	0	(20)	0
	Edenbrook CP - Skate/Bike Park	170	0	170	5	(165)	0
	Edenbrook CP - Teen Health	0	65	65	0	(65)	0
	Edenbrook CP - Visitor Improve	0	158	158	5	(153)	0
	Fleet Pond Green Grid	0	373	373	611	238	0
	Fleet Pond Green Ecology	25	25	50	30	(20)	0
	Cove Road Crossing	180	75	255	0	(255)	0
	Countryside Stewardship	0	134	134	96	(38)	0
Total Other Projects	(44)	285	241	193	(72)	0	
	536	1,636	2,173	1,543	(653)	0	

CABINET

DATE OF MEETING: 2 MARCH 2023

TITLE OF REPORT: UK SHARED PROSPERITY FUND

Report of: Executive Director of Corporate Services and S151 Officer

Cabinet Portfolio: Leader of the Council

Key Decision: Yes

Confidentiality: Non Exempt

PURPOSE OF REPORT

1. Hart District Council (HDC) has been granted £1million through the Government's UK Shared Prosperity Fund (UKSPF) to fund projects identified in HDC's Local Investment Plan (LIP). This report outlines how and when these projects will be implemented.

RECOMMENDATION

That Cabinet:

- notes the successful bid and award of funding under the UKSPF to deliver the approved Local Investment Plan
- approves the spending proposals for 2022/23 and 2023/24 set out in **Appendix 1 - Financial Plan** and note the indicative plan for 2024/25 that will be subject to a further Cabinet report later in 2023
- notes the potential shortfall in the administrative grant compared to resources required and request officers to report to Cabinet with a more detailed impact assessment when this has been fully assessed
- agrees the proposed governance arrangements for the delivery of the UKSPF programme, with Project Board having corporate oversight and the 'Here for Hart' forum being the advisory panel for operational and stakeholder matters.

BACKGROUND

2. In July 2022, Cabinet approved a framework for Hart's LIP in connection with the UKSPF. The framework included several projects, which had been identified and prioritised in a stakeholder's workshop held by the Council in June 2022. The workshop brought together a wide range of key stakeholders to discuss significant issues in the district and potential projects that could address some of these local issues.
3. Hart's LIP was submitted to the Government in July 2022 and approved in December 2022.
4. The allocated £1 million fund will be distributed over three years:
 - 2022-23: £39,708 (Revenue at a maximum of 90%, £35,737 and capital at a minimum of 10%, £3,971)
 - 2023-24: £79,417 (Revenue at a maximum of 87%, £69,093 and capital at a minimum of 13%, £10,324)

- 2024-25: £880,875 (Revenue at a maximum of 80%, £704,700 and capital at a minimum of 20%, £176,175)

5. The Local Investment Plan identifies HDC's UKSPF projects as follows:

Communities and Place

- Provision of Community Hubs across the district, drawing together a variety of different support services and improving opportunities of access for those in our communities who are currently deprived a range of services due to the rurality of their area.
- Employment and skills interventions and outreach to young people, helping them build a strong foundation on which to build their lives.
- Feasibility studies
 - Data mining to better understand what the issues hidden within the district
 - Development of the Green Grid Strategy, increasing accessibility to all our communities through walkable and cyclable routes, providing opportunities to mitigate climate change, open up green spaces to our residents and improve opportunities for health and wellbeing

Supporting Local Businesses

- Attract small/medium business/people to invest in Hart through marketing campaigns - Targeted marketing campaigns to attract new businesses to invest in Hart
- Refreshing the Economic Development Strategy to create a new post-COVID19 strategy for the district. This strategy could be used to identify and prioritise future projects to support local business and the district's economy allowing the Council to be better prepared for future government funds.

MAIN ISSUES

6. A high-level financial and programme plan to implement the Local Investment Plan is attached at **Appendix 1** and **Appendix 2** respectively.
7. The funding profile of the grant has influenced the programme. Broadly, the focus in 2023/24 will concern project planning and strategy, with implementation in 2024/25.
8. A brief outline of the projects and the next steps are provided in **Appendix 3**.
9. The Overview and Scrutiny Committee considered this report at its meeting on 14 February. The committee made the following comments to Cabinet:
 - Consideration should be given to the risk of inflation and its impact on the cost estimates set out in the investment plan, particularly given that the grant income is fixed and not index-linked
 - Climate change implications should be considered when implementing the projects within the Investment Plan

- In terms of Governance the report needs to be clearer in terms of the definitive process and the roles of particular individuals and committees within the process. The projects involved should be subject to the Council's usual overview and scrutiny and Cabinet procedures.

10. These changes have been incorporated into this Cabinet report

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

11. Alternation options include:

- Proposing alternative projects than those established in HDC's LIP
- Reject the award of funding and do not progress with the implementation of HDC's LIP

12. The first option would require Government approval, which may not be forthcoming, and may have implications to the programme plan and the Council's ability to deliver any UKSPF projects. The second option would mean that Hart's communities would not benefit from the £1million investment at all.

13. Given that the above options would either increase the risk of the Council's ability to delivery UKSPF projects or fail to delivery any at all, neither are recommended.

CORPORATE GOVERNANCE CONSIDERATIONS

14. The proposed projects would fit with the Corporate Plan and the Hart Vision 2040. Please see **Appendix 3** for more details.

Service Plan

- Is the proposal identified in the Service Plan? Yes
- Is the proposal being funded from current budgets? No, funded from new external funding
- Have staffing resources already been identified and set aside for this proposal? No, this will be fully assessed and reported to Cabinet if additional resources/budget are required.

Legal and Constitutional Issues

15. The Council will need to adhere to the rules and guidance set out for the UKSPF.
16. The programme will be subject to the Council's usual Overview & Scrutiny and Cabinet procedures. Key decisions, including the scope, finance and resourcing, will require Cabinet approval.

Financial and Resource Implications

17. £1 million for capital and revenue funding will be provided by the Government. This funding is staggered over the three-year period as follows:
- 2022/23 - £39,708
 - 2023/24 - £79,417
 - 2024/25 - £880,875

18. The financial plan attached at **Appendix 1** provides a high-level breakdown of the spend over the three-year period for each of the projects.
19. It is proposed that the revenue spend for this year (2022/23) is allocated to admin and the Development of the Green Grid project (see **Appendix 3** for more details), whilst the capital spend (circa £4k) is rolled into 2023/24.
20. It is also proposed that the revenue spend for 2023/24 is split between three projects, to predominantly be used to build up the Council's evidence base to inform activity to be undertaken in 2024/25. The combined capital fund for 2022/23 and 2023/24 be allocated to the Community Hubs project.
21. The Financial Plan also provides an indicative spend plan for 2024/25. An updated financial plan confirming 2024/25 spend, including mitigation for inflation, will be subject to a further Cabinet report later in 2023.
22. There may be an opportunity to accelerate delivery of some of the UKSPF projects to allow residents/communities to benefit from them sooner. This will be reviewed over the next couple of months. If the Council can accelerate any project plans, it will request from MLUHC a drawdown of the 2024/25 fund for spend in 2023/24. The outcomes this proposal will be subject to a further Cabinet report later in 2023.
23. In order to administer the fund, the Government has allocated 4% of the fund - £40k. This covers the following activities; project assessment, contracting, monitoring and evaluation and ongoing stakeholder engagement.
24. Officer time (including finance, procurement, legal, and senior leadership) is likely to exceed the £40k allocation over the three-year period and it is estimated that there will be a resource cost to the Council to implement the LIP - it will not be cost/resource neutral. Officer's time will be estimated for each project and will be subject to a further Cabinet report later in 2023. The Council may need to review resources and reallocate in accordance with the priorities of the Council.
25. There are also some longer-term resource implications beyond the three years of SPF funding. In the case of 'Supporting Local Businesses', a new economic strategy, formulated with stakeholder engagement, will identify actions to be delivered. The project to attract businesses through marketing requires a point of contact for enquiries potentially beyond the three years.
26. An additional £20k capacity funding has also been granted to the Council to cover the costs already incurred associated with drafting the Local Investment Plan.

Risk Management

27. Each project will have a designated project plan, risk assessment and Integrated Impact Assessment to ensure suitable management of the project.

EQUALITIES

28. Equalities impact assessments will need to be carried out for all projects.

CLIMATE CHANGE IMPLICATIONS

29. Many of the projects identified will have positive roles in delivering the Council's carbon reduction targets, for example by providing services in walking and cycling distance of residents or to progress sustainable travel opportunities in the district. The climate change implications will be assessed for any successful projects.

ACTION

30. Subject to any recommendations from O&S and the decision of Cabinet, Hart District Council will progress work associated with drafting a local investment plan.

Contact Details: Christine Tetlow (Christine.tetlow@hart.gov.uk)

Appendices

Appendix 1: Financial Plan

Appendix 2: Programme Plan

Appendix 3: Outline of the Projects and the Next Steps

Background Papers

Cabinet Report – UKSPF - 22-07-2022

Programme Name	UKSPF		Cost Centre		Funding Sources				DLUHC Grant			Programme Manager	Christine Tetlow	
	Budget		HA/SPF										Totals and Differences	
	Original Budget £	Latest Forecast £	22/23 Forecast Expenditure to Jan 23 £	Committed Expenditure Feb - Mar 22/23 £	Projected Expenditure 23/24 £	Projected Expenditure 24/25 £	Projected Expenditure 25/26 £	Projected Expenditure 26/27 £	Projected Expenditure post 27/28 £	Total Expenditure (incl. Commitments) £	Difference to Budget (+ = Overspend / (underspend)) £			
Expenditure (generally positive figures)														
Capital Works														
Community & Neighbourhood Infrastructure Projects - Capital	190,500			4,000	10,300	176,200							190,500	0
Revenue Works														
Communities and Place														
Community & Neighbourhood Infrastructure Projects - Revenue	436,700			0	0	436,700							436,700	0
Impactful volunteering and/or social action projects	123,600			0	0	123,600							123,600	0
Relevant feasibility studies - Green Grid	47,000			10,700	18,000	18,300							47,000	0
Relevant feasibility studies - Data Mining	57,600			0	44,000	13,600							57,600	0
Local Business														
Business support measures to drive employment growth	66,600			0	12,000	54,600							66,600	0
Support relevant feasibility studies	38,000			0	0	38,000							38,000	0
Administration														
Total Expenditure	1,000,000	0	0	39,700	99,300	861,000	0	0	0	0	0	0	1,000,000	0
Funding (negative value)	(1,000,000)			(39,700)	(79,400)	(880,900)							(1,000,000)	0
DLUHC Grant														0
Total Programme Funding	(1,000,000)	0	0	(39,700)	(79,400)	(880,900)	0	0	0	0	0	0	(1,000,000)	0
Programme Cashflow	0	0	0	0	19,900	0	0	0	0	0	0	0	0	0

Project	Tasks/Sub Tasks	Progress	Start	End
Feasibility Study - Green Grid	Commission and draft Signage Strategy for the Green Grid	100%	Apr-22	Oct-22
Feasibility Study - Green Grid	Commission and draft evidence base for the Green Grid - LCWIP	35%	Aug-22	Sep-23
Feasibility Study - Green Grid	Development of the Green Grid Strategy	0%	Apr-24	Mar-25
Young Persons Engagement	Develop Young Person's Engagement Strategy & Plan	0%	Oct-23	Nov-23
Young Persons Engagement	Commission Young Persons Engagement Activity	0%	Dec-23	Jan-24
Young Persons Engagement	Deliver Young Persons Engagement Activity	0%	Mar-24	Jan-25
Young Persons Engagement	Evaluation of Young Persons Engagement Activity	0%	Feb-25	Mar-25
Feasibility Study - Data Mining	Develop the Job Specification for Data Mining 'Agency' Resource	0%	Feb-23	Mar-23
Feasibility Study - Data Mining	Recruit Data Mining Agency Resource	0%	Apr-23	May-23
Feasibility Study - Data Mining	Working with key stakeholders, draft Data Mining work plan	0%	May-23	Jun-23
Feasibility Study - Data Mining	Carry out Data Mining work plan	0%	Jun-23	Sep-23
Feasibility Study - Data Mining	Production of Data Mining Recommendations	0%	Oct-23	Oct-23
Feasibility Study - Data Mining	Member approval of Data Mining Recommendations	0%	Nov-23	Dec-23
Community Hubs	Develop the Job Specification for Project Manager	0%	Oct-23	Oct-23
Community Hubs	Recruit for Project Manager	0%	Nov-23	Dec-23
Community Hubs	Publication of Community Hub Development locations	0%	Dec-23	Dec-23
Community Hubs	Allocation of funding for Community Hub Development	0%	Jan-24	Jan-24
Community Hubs	Working with key stakeholders, implement Community Hub Development Work	0%	Jan-24	Dec-24
Community Hubs	Evaluation of Community Hub development work	0%	Jan-25	Feb-25
Supporting Local Businesses	Arrange external resource to undertake Supporting Local Businesses projects	0%	Apr-23	May-23
Attracting Investment	Commission the evidence base	0%	Sep-23	Dec-23
Attracting Investment	Working with key stakeholders, draft workplan for attracting investment into the district	0%	Oct-23	Dec-23
Attracting Investment	Implement workplan	0%	Jan-24	Mar-25
Feasibility Study - Economic Development Strategy	Working with key stakeholders, draft scope for the Economic Development Strategy	0%	Oct-23	Mar-24
Feasibility Study - Economic Development Strategy	Commission and draft the Economic Development Strategy	0%	Apr-24	Mar-25

Outline of the UKSPF Projects and the Next Steps

Communities and Place

Feasibility studies - Data mining

1. Hart's LIP allocates £57.6k to analysis existing dataset and undertaking research to better understand issues hidden within the district. This will include a detailed review of Census 2021 data, along with data from Parish Councils, Town Councils and Here for Hart Partner Organisations.
2. The primary purpose is to produce a feasibility study in Year 2 that highlights five key areas within Hart District that would benefit from enhanced community infrastructure. The data mining research will provide a detailed understanding of the gaps in service provision / activities by geographic area and therefore enable the development of key outputs and outcomes to help manage those gaps.
3. The evidence base work would commence in Spring 2023, with the work plan implemented in 2024/25.

Provision of Community Hubs

4. £627k is allocated to the provision of Community Hubs. The data mining work, outlined above, will help to identify the required enhanced provision of Community Hubs (amenity/facility) across Hart, which will draw together a variety of different support services, along with physical, cultural and social activities.
5. Activity will be focussed on opportunities for improved access and awareness for those in our communities whose access to the services and activities is limited due to the rurality of their area.
6. The evidence base work would commence in Spring 2023, with the work plan implemented in 2024/25.

Young Persons Engagement

7. Hart's LIP allocates £123.6k to young persons engagement. The project includes employment and skills interventions and outreach, increasing access to a range of education, skills and training opportunities, both physically and digitally, to young people in Hart where provisions have been limited due to geographic and social barriers.
8. Initial consultation with partners ahead of evidence base work commencing has indicated that workstreams might include:
 - School-centred interventions with cohorts experiencing vulnerabilities
 - Encouraging alternative / additional education opportunities with providers such as Reading FC Trust
 - Fostering school / business partnership links providing opportunities for physical engagement with the work environment; and
 - Working with the voluntary sector and Town and Parish Councils to explore opportunities for new or expanding youth provision in their neighbourhoods.

9. This project is likely to align with the Community Hubs project and could draw on the expertise of the highly regarded existing provision in Hart, e.g., governance, policies, training, etc.
10. The evidence base work would commence in Spring 2023, with the work plan implemented in 2024/25.

Feasibility Study - Development of the Green Grid Strategy

11. Hart's LIP allocates £47k to the development of Hart's Green Grid. It is proposed that this project consists:
 - £10.7k - Hart's Green Grid Signage. Commenced in April 2022 and completed in October 2022
 - £18k (HDC's contribution) - Hart's Local Cycling and Walking Infrastructure Strategy (LCWIP). Commenced in September 2022 and due to complete in September 2023
 - £18k - Development of the Green Grid Strategy to commence in April 2024 and complete by March 2025
12. To date, the evidence base for the Green Grid Strategy has been funded from reserves (and in relation to the LCWIP, a contribution from HCC). Grant funding from the UKSPF will enable project completion before March 2025.

Supporting local businesses

13. Hart's LIP identifies two projects under the UKSPF investment priority 'Supporting Local Businesses'; attracting investment into the district and drafting a new Economic Development Strategy. Both projects require external resources to deliver them, after the Council's Economic Development Officer post was deleted last year through tier two savings.
14. Rushmoor Borough Council (RBC) has a strong Economic Development team and has expressed an interest in assisting in undertaking both Supporting Local Businesses projects on behalf of the Council. It is proposed to explore this joint working opportunity over the next three months.

Attracting Investment into the District

15. £66.6k is allocated to attracting investment into the district. It is proposed that an element of the budget is allocated to updating Hart's economic development evidence base (which can then be used by both Supporting Local Businesses projects) and creating a workplan to target investment opportunities within the district. The evidence base work would commence in autumn/winter 2023, with the work plan implemented in 2024/25.

Feasibility Study - Economic Development Strategy

16. £38k is allocated to refresh the Council's Economic Development Strategy. Using the updated evidence base (see above), the strategy would be updated in 2024/25.
17. Key stakeholders and local businesses will be engaged in the scoping and drafting of the strategy.
18. The strategy will allow the Council to be better prepared for any potential future government funds by identifying actions and projects to enhance economic

development within the district. It is not anticipated that the Council will be able to fund any additional economic development activity from its existing budgets at the present time. Resourcing the delivery of the strategy beyond 2024/25 will need to be considered.

Corporate Plan and Hart Vision 2040

19. The UKSPF projects would fit with the Corporate Plan as follows:

Corporate Plan Objectives	UKSPF Project
Actively engaging with local businesses, both large and small to understand business needs	Refresh of the Economic Development Strategy
Working with partners such as the Enterprise M3 Local Economic Partnership to promote the District to new businesses and to identify funding sources	Refresh of the Economic Development Strategy Attract small/medium business/people to invest in Hart through marketing campaigns
Partnership working with the Citizens Advice Bureaux, Hart Voluntary Action, Department for Work and Pensions and skills training providers	Community Hubs Employment & skills interventions and young persons engagement Data mining to better understand what the issues hidden within the district
Supporting the transition to a low carbon future, making efficient use of resources, increasing levels of recycling, encouraging an increase in journeys made by cycling, walking and public transport, and encouraging the use of renewable resources	Development of the Green Grid Strategy
Working with Town and Parish Councils and voluntary sector partners to help them explore youth provision in their area	Community Hubs Employment & skills interventions and young persons engagement
Supporting the voluntary and community sector to develop	Community Hubs Employment & skills interventions and young persons engagement Data mining to better understand what the issues hidden within the district

Taking account of and supporting local strategies to improve physical and mental health, social and cultural wellbeing and supporting the delivery of sufficient community and cultural facilities and services to meet local needs	Community Hubs Employment & skills interventions and young persons engagement Data mining to better understand what the issues hidden within the district
Including the delivery of infrastructure that encourages people to walk, cycle and use buses	Development of the Green Grid Strategy
Working with education providers and other partners to promote learning and skills programmes	Employment & skills interventions and young persons engagement

20. The UKSPF and the associated projects are also identified in the draft Corporate Plan, due to be adopted in Spring 2023.
21. The UKSPF projects would also fit with the Hart Vision 2040:

Hart Vision 2040 Objective	UKSPF Project
Ensures work, education, health and other facilities are easily reachable through effective walking, cycling or road and rail transport links.	Development of the Green Grid Strategy
Developing the skills we need for the future working alongside our business sector and local education providers to ensure our young people succeed.	Employment & skills interventions and young persons engagement Data mining to better understand what the issues hidden within the district
... encouraging new businesses to locate in the district by highlight the strengths of the district including skills, impressive connectivity and environment.	Refresh of the Economic Development Strategy Attract small/medium business/people to invest in Hart through marketing campaigns
Continuing to build a great sense of community, reducing social isolation, celebrating our diversity, and strengths and through this increasing community connectedness and resilience.	Community Hubs Employment & skills interventions and young persons engagement Data mining to better understand what the issues hidden within the district
Empowering people to help themselves whilst ensuring there is support for the	Community Hubs

<p>most vulnerable. Working closely with our partners to enable people to live safely and independently and help our most vulnerable residents can get the support they need, when they need it.</p>	<p>Employment & skills interventions and young persons engagement Data mining to better understand what the issues hidden within the district</p>
<p>Creation of green corridors between all settlements to encourage sustainable healthy transport and provide cycles for hire to enable movement</p>	<p>Development of the Green Grid Strategy</p>
<p>Using its own assets (people and property) by building the skills and space for partnerships to flourish, in order to deliver on the Vision 2040</p>	<p>Community Hubs</p>

CABINET

DATE OF MEETING: 2 MARCH 2023

TITLE OF REPORT: Resources to Deliver the Climate Change Action Plan

Report of: Executive Director of Corporate Services and Section 151 Officer

Cabinet Portfolio: Climate Change

Key Decision: No

Confidentiality: Non-Exempt

PURPOSE OF REPORT

1. To seek Cabinet approval for a proposal to strengthen resources to deliver the Council's climate change agenda.

RECOMMENDATION

2. Cabinet approve the resource proposals set out in this report.

BACKGROUND

3. The following lists shows the chronology of Hart's commitment to tackling climate change:
 - Sept 2019 - Hart District Council declared a Climate Emergency
 - Feb 2020 - Cabinet approved Climate Change Action Plan
 - April 2021 – Council agreed pledge to make Hart District carbon neutral by 2040 and areas under direct control of the Council carbon neutral by 2035
 - April 2022 – Climate Change update report to Council
 - August 2022 – Cabinet agreed budget allocation of £241k for projects
 - Oct 2022 – O&S/Cabinet received Eunomia report 'Net Zero Operational Road Map'

RESOURCES AND BUDGETS

4. The table below shows the budget and staff resources for the climate change function.

	2022/23 Budget £	2023/24 Draft Budget £	2023/24 Proposed
Staff cost	*55,000	*65,200	**115,200
Other running costs	6,100	4,800	4,800
General operational budget:			
- approved projects	241,500	250,000	200,000
- other, to be identified	8,500		
Total	311,100	320,000	320,000

*1x0.5fte Sustainability Officer, 1x0.7fte Comms and Engagement Officer

**1fte Sustainability Officer, 1x0.7fte Comms and Engagement Officer,
1x0.5fte Projects Officer

5. In 2022/23 there is a balance of unspent budget of £20k arising from vacancies and unallocated running cost budget. It is proposed to utilise this budget on temporary resource, external, internal or partnership, to produce the updated action plan taking account of the Eunomia report. This will be in parallel to the recruitment process for the permanent staff.
6. Whilst the Council's original priority focused on carbon reduction, the wider climate change action plan covers a broader range of council functions including planning policy and flood risk etc. In order to fully deliver the Council's commitment to climate change the staff resource must be strengthened. Project management and comms and engagement are essential elements in the resource need. The proposals in this report will enable the necessary breadth of coverage and include applying for external funding, supporting colleagues and councillors with projects and policy formation, developing carbon literacy and producing enhanced data analysis and reporting.

ACTION PLAN AND TIMELINE

7. Subject to securing the required resource, it is the intention to report the revised action plan to Cabinet, via O&S in March/April 2023. The recruitment process will commence as soon as Cabinet approval is in place.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

8. The alternative 'do nothing' option would mean that the Council had insufficient staff resource and operating budget to deliver its aspirations and stated objectives under the key 'planet' priority set out in the Corporate Plan. Achieving the 2035 and 2040 targets will not be possible without adequate resourcing.
9. Overview and Scrutiny Committee considered this report at its meeting on 14 February and raised no concerns.

CORPORATE GOVERNANCE CONSIDERATIONS

Relevance to the Corporate Plan and/or The Hart Vision 2040

10. The report directly supports the Corporate Plan and Hart Vision 2040.

Service Plan

- Is the proposal identified in the Service Plan? Yes
- Is the proposal being funded from current budgets? Yes
- Have staffing resources already been identified and set aside for this proposal?
No

Legal and Constitutional Issues

11. There are no direct implications

Financial and Resource Implications

12. The budget implications are set out in the report. The proposals are contained within the current budget approval and draft 23/24 budget.

Risk Management

13. The proposals should address the risk or failure to deliver against the Council's stated priorities and ensure that opportunities for securing external funding are explored.

EQUALITIES

14. The proposed changes set out in this paper are not considered to impact on equalities directly, all HR policies will be adhered to in the recruitment of staff resource.

CLIMATE CHANGE IMPLICATIONS

15. The proposals included in this report underpin the delivery of the Council's climate change action plan.

Contact Details: Graeme Clark graeme.clark@hart.gov.uk

Background Papers:

- Eunomia report
- Climate Change Action Plan Cabinet 2020
- Council minutes April 2021

CABINET

DATE OF MEETING: 2 March 2023

TITLE OF REPORT: Participation in the Local Authority Housing Fund (LAHF) Programme to Support Acquisition of Accommodation for Ukrainian and Afghan Guests

Report of: Executive Director of Community

Cabinet Portfolio: Community

Key Decision: No

Reasons for Urgency: This is a new emerging workstream, following an notification from the Department of Levelling Up, Housing and Community (DLUHC), that the Council has been allocated funding for the procurement of homes for evacuees and guests from Ukraine. There is a deadline of 15th March 2022 for the signing and return of the grant funding Memorandum of Understanding (MOU) to DLUC.

Confidentiality: Non Exempt

PURPOSE OF REPORT

1. To brief Cabinet on the emerging work stream and funding opportunity
2. To seek Cabinet approval for the signing of the Memorandum of Understanding, enabling the Council to draw down DLUHC grant funding, which will be ported to VIVID housing association, to support the procurement of up to 9 homes for refugee households. The Memorandum will be signed by the Executive Director for Community.

RECOMMENDATION

3. Cabinet approves the signing of the Memorandum of Understanding which will secure the funding for the procurement of properties for refugees.

BACKGROUND

4. On 21 December 2022 DLUHC launched a new £500m capital funding programme to support housing authorities with higher numbers of Ukraine refugees. The programme is designed to deliver new additional affordable homes and mitigate expected increased pressures on homelessness and social housing resources. There is a mandatory element requiring provision of 4+ bed properties for Afghan families. A total of 182 authorities (unitaries and districts) have been allocated an award. Hart has been allocated a combined (Ukraine and Afghan) sum of £1,508,354. This should provide nine homes, one of which must be larger 4 bed home for an Afghan household, still currently living in a Bridging Hotel. The fund provides a capital grant amount which Local Authorities' can use flexibly to shape delivery – so could include new stock acquisition or refurbishment of additional homes. A Hampshire wide working group has been set up at pace and Hart has established joint working arrangements with colleagues at neighbouring boroughs. Given the very short

timescales, Officers have had discussions with VIVID housing association who have undertaken to deliver the programme in Hart. There will be no capital funding requirements from Hart District council.

5. The proposed approach is to simply port the grant funding to VIVID housing association. There is no additional funding required and the only cost to the Council will be in terms of staffing resources to set up the arrangement and in monitoring the delivery of the homes and nominating suitable households for tenancies.
6. Once the need for refugee accommodation has passed, the homes will remain as affordable housing in perpetuity, with the Council having on-going nomination rights for local households on the housing register.

MAIN ISSUES

7. The Local Authority Housing Fund (LAHF) programme is intended to deliver additional accommodation which will be available to the Council in the long term and can be used to meet local housing needs beyond the initial period where they will be required to accommodate Ukrainian and Afghan guests.
8. Participation in the programme will have several benefits for Hart. It provides capital funding, at much higher levels of grant rate than typically provided by Government. The Housing Team are already working to prevent homelessness where current hosting arrangements are at risk of breakdown and the provision of these homes will support this work.
9. The terms of the Memorandum of Understanding are non-negotiable, but it is for the Council to determine how many properties it will commit to acquire (via VIVID). At this stage Officers are keen to aim to make use of all the allocated funding being offered. There is an option to request to deliver more properties than the allocation, in return for more funding, if any funding nationally remains unallocated.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

10. Officers have worked closely with colleagues across Hampshire since early January 2023, to share ideas on how best to respond to the offer and allocation of the grant funding. One option was to decline the invitation to apply for this. However, the grant rate for these homes is considerably higher than any previously offered rate. This means it is an exceptional opportunity to secure additional affordable homes in Hart which can form part of the overall affordable housing stock in perpetuity.

CORPORATE GOVERNANCE CONSIDERATIONS

Relevance to the Corporate Plan and/or The Hart Vision 2040

11. The proposal is in compliance with the draft Corporate Plan, 2023-2027 notably the priorities to provide safe, secure and affordable housing and supporting well-being and creating sustainable communities.

Service Plan

- Is the proposal identified in the Service Plan? NO
- Is the proposal being funded from current budgets? Yes
- Have staffing resources already been identified and set aside for this proposal?
Yes

Note - The grant funding will simply be ported to VIVID. Existing staffing resources will be used to set up the arrangement and monitor programme delivery and to nominate households to vacancies.

Legal and Constitutional Issues

12. The Section 1 of the Localism Act 2011 confers a general power of competence on the Council that permits the Council to enter into the funding arrangements set out in this report.
13. The Memorandum of Understanding is non-negotiable

Financial and Resource Implications

14. The report seeks approval to accept the DLUHC capital grant of £1,508,354 to support the acquisition of up to 9 properties for guests from Ukraine and Afghanistan. This money will be ported to VIVID Housing Association.
15. There is no capital or ongoing revenue funding input required from the Council to deliver this programme.

Risk Management

16. Overall risk to the Council is low. There is a risk that it will be unable to acquire the required number of homes (via VIVID), but if this is the case the funding will simply be returned to DLUHC.
17. The Council can agree to pay the grant funding once the properties have reached legal completion with VIVID, so this reduces the risk of providing funding to homes that are not acquired successfully.
18. There is a risk that due to the high-cost property market in Hart, all of the 9 properties cannot be acquired without top-up funding required by the Council. If this is the case, then the Council can decide whether it wishes to provide additional funding or inform DLUHC that it is unable to enable the additional homes and refund the grant payment to government. This decision will be brought back to Cabinet should the situation arise.

EQUALITIES

19. There are no equalities issues arising from this report.

CLIMATE CHANGE IMPLICATIONS

20. There are no implications arising from this report.

ACTION

21. Members approve the signing of the MOU to secure the LAHF grant funding.
22. Officers from Hart DC will work with colleagues from Test Valley and Basingstoke and Deane to set up the scheme in a coordinated way, sharing workloads and expertise.
23. Overview and Scrutiny Committee will receive reports at key milestones to monitor the delivery of the programme.

Contact Details: Nicola Harpham, Housing Development and Strategy Manager.
Nicola.harpham@hart.gov.uk

Appendices

Appendix A – Copy of the MOU.

Background Papers:

The funding prospectus can be found here:

[LAHF - Prospectus \(Dec 22\).pdf](#)

Appendix A - MOU

Please send your signed and completed MOU to: LAHF@levellingup.gov.uk

MEMORANDUM OF UNDERSTANDING

Between

Department for Levelling Up, Housing and Communities

-and-

Hart District Council

1. Purpose

- 1.1. This Memorandum of Understanding ('MOU') sets out the terms that will apply to the working relationship between the Department for Levelling Up, Housing and Communities ('DLUHC') and Hart District Council ('the Council') regarding the administration and delivery of the Local Authority Housing Fund ('LAHF').
- 1.2. This MOU will be for the period Q4 2022/23 and 2023/24. It will be reviewed and updated only where either of the signatories deem it necessary, in which case it will require joint agreement. Further detail on changing the MOU is set out in Paragraph 4.4.
- 1.3. This MOU sets out both the universal fund wide conditions and expectations for appropriate spend of LAHF.
- 1.4. This MOU is not intended to create legal or binding obligations. It describes the understanding between both parties for the use of funding specified in Section 3 of this agreement.

2. Background

- 2.1. The LAHF was launched on 14 December 2022. The details of the fund were shared on that date with the Council in the document 'Local Authority Housing Fund – Prospectus and Guidance' ('the Prospectus').
- 2.2. LAHF is a £500m capital grant fund to support local authorities in England to provide sustainable housing for those unable to secure their own

accommodation that meet the eligibility criteria outlined in Section 3.2 of the Prospectus.

2.3. The objectives of LAHF are to:

- Ensure recent humanitarian schemes (Afghan and Ukraine schemes) which offer sanctuary, via an organised safe and legal entry route, to those fleeing conflict, provide sufficient longer term accommodation to those they support.
- Support areas with housing pressures which have generously welcomed substantial numbers of Ukrainian refugees so that these areas are not disadvantaged by increased pressures from these arrivals on the existing housing and homelessness systems.
- Mitigate the expected increased pressures on local authority homelessness and social housing resources which arise from the eligible cohort (as defined at section 3.2 of the Prospectus) as sponsorship/family placements/bridging accommodation arrangements come to an end by increasing the provision of affordable housing available to local authorities to support those in the cohort who are homeless, at risk of homelessness, or in bridging accommodation;
- Reduce emergency, temporary and bridging accommodation costs;
- Deliver accommodation that as far as possible allows for the future conversion of housing units to support wider local authority housing and homelessness responsibilities to UK nationals (i.e. after usage by this cohort ends);
- Utilise accommodation solutions to enable effective resettlement and economic integration of the eligible cohort;
- Reduce pressures on the existing housing and homelessness systems and those waiting for social housing.

2.4. DLUHC has accepted the Council's plan to provide 9) homes ('the delivery target') under LAHF, and DLUHC will provide a grant of £1,508,354) ('the total allocation'). The Council agrees the following targets to deliver at least:

- 8 properties for households that meet the eligibility criteria outlined in section 3.2 of the Prospectus ('the main element');
- 1) 4+ bed properties to be allocated to households currently in bridging accommodation ('the bridging element');

2.5. This MOU covers the funding commitments from DLUHC and the delivery, financial expenditure, agreed milestones, reporting and evaluation, and communications between the Parties. It also sets out the steps DLUHC could take in the event of underperformance if required.

3. Purpose of the Funding

- 3.1. LAHF funding has been provided specifically for spending on LAHF priorities and the Council agrees to spend LAHF funding on activity set out in this MOU as agreed by DLUHC or subsequently agreed by DLUHC as per Paragraph 4.4.
- 3.2. DLUHC will part fund the cost of the Council obtaining properties for use by households that meet the eligibility criteria. The Council will use its best endeavours to meet the delivery target and to achieve value for money. DLUHC’s contributory share of funding (‘the average grant rate per unit’) should not exceed the maximum described below but the grant per unit for individual properties can be higher.
- 3.3. The maximum average grant rate per unit (for the portfolio of properties, not individual purchases) for the main element is 40% of the costs the council charges to its capital budget plus £20,000 per property. Eligible costs funded by the 40% and the £20,000 per property could include the purchase price, stamp duty, surveying, legal and other fees, refurbishments, energy efficiency measures, decoration, furnishings, or otherwise preparing the property for rent and potentially irrecoverable VAT incurred on these items. The Council should ensure it complies with the Code of Practice for Local Authority Accounting.
- 3.4. The maximum average grant rate per unit (for the portfolio of properties, not individual purchases) for the bridging element is 50% of the costs the council charges to its capital budget plus £20,000 per property. Eligible costs funded by the 50% and the £20,000 per property could include the purchase price, stamp duty, surveying, legal and other fees, refurbishments, energy efficiency measures, decoration, furnishings, or otherwise preparing the property for rent and potentially irrecoverable VAT incurred on these items. The Council should ensure it complies with the Code of Practice for Local Authority Accounting.
- 3.5. The Council can determine how it uses the £20,000 per property and can choose how much of the grant is to be spent on each individual property.
- 3.6. The Council or its delivery partner(s) will fund the outstanding share for each property.
- 3.7. The funding provided by DLUHC in Q4 2022/23 (‘the Year 1 allocation’) is 30% of the total allocation. The funding provided by DLUHC in 2023/24 (‘the Year 2 allocation’) is 70% of the total allocation. Both are set out in Table 1.

	Year 1 allocation £ (million)	Year 2 allocation £ (million)	Total allocation £ (million)
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Properties for households that meet the eligibility criteria for this Programme	£355,200	£828,800	£1,184,000
4+ bed properties for households currently in bridging accommodation	£97,306	£227,048	£324,354
Total funding	£452,506	£1,055,848	£1,508,354

Table 1 – Funding allocation

4. Delivery Profile

- 4.1. Delivery of the fund will be measured on the basis of exchange of contracts, or equivalent milestone where exchange of contract will not occur, and number of families housed. Any variations to this, and necessary changes to the MOU will need to be agreed by the parties and an amendment to this MOU made.
- 4.2. Funding outlined in Table 1 is provided to deliver the delivery target. The Council agrees to make best endeavours to deliver the delivery target by 30 November 2023. DLUHC is committed to funding any contract the Council enters into, even if completion occurs after this date.
- 4.3. This MOU is for the full term of the total allocation unless signatories agree to change as per Paragraph 4.4. A further Grant Determination Letter (GDL) will be provided following confirmation of the annual payment for each year.
- 4.4. DLUHC and the Council both have the right to request a change to the MOU. With regards to changing the target amount of units, the Council may ask for either a higher or lower target. Any proposed change will impact the amount of funding received (as set out in the Prospectus) unless the Council is seeking to deliver more units for the same amount of money. Requests will be considered based on the progress of the reallocations process as outlined in Sections 4.4 and 4.5 of the Prospectus and confirmed in writing.

5. Financial Arrangements

- 5.1. The agreed funds will be issued to the Council as grant payments under section 31 of the Local Government Act 2003. The Council may pass on the funding to a third party (e.g. Registered Providers) as appropriate to deliver the delivery target, complying with the Subsidy Control Act 2022.
- 5.2. Table 2 sets out the timetable for payments to be made to the Council. Payment of the Year 1 allocation will be made in February 2023. The Year 2 allocation will be paid once the Council has demonstrated that

at least 60% of the Year 1 allocation has been committed ('the spend requirement'). This will be paid in line with timings outlined in Table 2.

- 5.3. Should the Council not meet the spend requirement in time for payment in May 2023, the payment for the Year 2 allocation may then be made in July 2023 should the Council meet the spend requirement in time for that payment date as set out in Table 2. DLUHC will put in place further payment dates should the Council not meet the spend requirement for payment in July 2023 and will confirm any further dates in writing. The Council may wish to return unspent monies to the Department.

Payment month	February 2023	May 2023	July 2023 (if applicable)
MI from the Council to support payment	<ul style="list-style-type: none"> Signature of this MOU before the date below. 	<ul style="list-style-type: none"> April MI Touchpoint S151 officer statement of grant usage in April 	<ul style="list-style-type: none"> June MI Touchpoint S151 officer statement of grant usage in June
DLUHC confirm payment latest by	15 February	10 April	8 June
DLUHC make payment	By the last working day in February	By the last working day in May	By the last working day in July

Table 2 – Payments timetable

6. Roles and Responsibilities

DLUHC Responsibilities

- 6.1. DLUHC is responsible for setting national housing policy, providing grant(s) to the Council and monitoring the delivery of homes.

Council Responsibilities

- 6.2. The Council will make housing investment decisions, review existing housing policies and products, maximise leverage of this public sector investment and ensure that funds provide value for money and are deliverable within the timescale of the fund. The Council may work in

partnership with private Registered Providers and local authority housing companies to deliver homes. The Council will also report on the fund by providing Management Information (MI) as set out in **Annex A** of this MOU and will work with DLUHC to ensure they have the capability to deliver the fund and provide MI within the set timescales.

6.3. The Council is expected to have the necessary governance and assurance arrangements in place and that all legal and other statutory obligations and consents will be adhered to, which may include, but not solely:

- **subsidy control**, at all levels e.g. the funding the Council allocates to project deliverers and subsidies that project deliverers provide to third parties.
- **equalities duties**, the Council must ensure that all LAHF funded activity is delivered in accordance with its obligations under the public sector equality duty (PSED)
- **procurement**, the Council must ensure that the allocation of funding to project deliverers that constitutes a procurement is managed in compliance with the public contract regulations
- **fraud**, the Council must ensure that robust arrangements are in place to manage fraud risk, including ensuring that project deliverers have robust fraud risk management process and paying particular attention to projects that involve the payment of grants to beneficiaries e.g. businesses.

6.4. The Council's Section 151 Officer is expected to ensure that these legal duties and all other relevant duties are considered and that delivery of LAHF investment is carried out with propriety, regularity and value for money.

7. Monitoring Arrangements and Accountability

7.1. The Council will put in place appropriate governance and oversight arrangements to ensure that delivery of housing is on track and that plans remain ambitious and provide value for money.

Reporting Arrangements

7.2. The Council has agreed to provide reporting information to DLUHC on fund allocations and delivery. The Council will be asked to provide a mix of quantitative and qualitative summary updates to DLUHC; a full list of MI can be found in **Annex A**.

- 7.3. The first report will be due in April 2023 and then every two months thereafter, until the Council's programme has completed. The schedule for monitoring reports is outlined in **Annex B**.
- 7.4. Spend outturn and forecast should be signed off by the S151 officer or deputy S151 officer.
- 7.5. The Council also agrees to work with the department to provide any reasonable additional MI as and when requested by the DLUHC Senior Reporting Officer (SRO). DLUHC will provide an appropriate amount of time to return any additional MI requests.
- 7.6. The Council agrees to work collaboratively with any requests from DLUHC to support any retrospective assessment or evaluation as to the impact or value for money of LAHF. As a minimum, the Council is expected to monitor spend, outputs and outcomes against agreed indicators and keep this information for at least 5 years.

8. Governance & Assurance

- 8.1. The Council is expected to ensure that all legal and other statutory obligations and consents will be adhered to, which may include, but not solely, state aid / subsidy control, equalities duties, procurement, health and safety, and fraud prevention. The Council has prerogative to establish internal governance and assurance arrangements as they see fit to achieve this.
- 8.2. The Council will ensure data can be shared for the prevention and detection of fraud by including the following clause in all agreements with companies or external entities in relation to LAHF – including, but not limited to, property contracts, professional services contracts, construction contracts and lease agreements:

"Data may be shared with other enforcement agencies for the prevention and detection of crime."

Signed for and on behalf of DLUHC

Signature:

Name:

Position:

Date:

Signed for and on behalf of Hart District Council

Signature:

Name: Kirsty Jenkins

Position: Executive Director - Community

Date:

Annex A – Reporting and Monitoring Arrangements

Scope and Purpose

- 1. This annex sets out the agreed reporting and monitoring arrangements for LAHF, including the expected frequency and content of the regular reports that the Council will provide to DLUHC.

DLUHC Role

- 2. DLUHC will support the running of the fund and maintain a national picture of delivery by putting in place a proportionate monitoring and governance framework. This will include a fund governance board(s) attended by the DLUHC Senior Reporting Officer (SRO) and other relevant stakeholders. Wherever possible DLUHC will avoid duplication of requests towards the Council.

Council Role

- 3. Day-to-day project monitoring and delivery responsibilities will be delegated to the Council. The Council will submit reports to DLUHC in accordance with the agreed timescales and frequency set out in the MoU. The Council will also work with DLUHC to provide any reasonable additional MI required as and when requested by the DLUHC Senior Reporting Officer. DLUHC will provide an appropriate amount of time to return any additional MI requests.

Management Information (MI)

- 4. The list of MI is split between operational data – required for monitoring the ongoing fund delivery (Table 3) and evaluation data (Table 4) required to assess the strategy-level success of the fund and inform future policy development. Tables 4 and 5 present the required routine MI and is subject to change, with agreement by DLUHC and the Council. For MI purposes, “committed spend” is considered funding which has been allocated to a property where there has been an exchange of contracts or equivalent milestone where exchange of contract will not occur.

Item	Frequency
No. of offers accepted, including bedroom size and whether these are part of the ‘main’ or ‘bridging’ element of funding	Every 2 months
No. of properties where contracts exchanged, including bedroom size	Every 2 months
No. of properties occupied, including bedroom size	Every 2 months
Number of families housed, including which resettlement programme they belong to	Every 2 months

Number of individuals housed, including which resettlement programme they belong to	Every 2 months
Total expenditure (incl grant and other funding)	Every 2 months
Total committed spend (incl grant and other funding)	Every 2 months
DLUHC grant used	Every 2 months
Overall assessment (RAG rated) of whether delivery is on track as determined by the responsible Council officer	Every 2 months

Table 3 – Monitoring Data

Item	Frequency
How properties have been sourced (e.g. through stock acquisition or another delivery route)	In December 2023 and thereafter upon request to aid with evaluation of the fund
How the Council has funded its contributory share	
Breakdown of households housed by previous housing situation, e.g. emergency accommodation/temporary accommodation	
Tenancy duration	
Rent levels	
Number of additional pledges made to provide housing for those in bridging accommodation	
Number of properties obtained outside the local authority's area, if applicable, and where these are located.	
Evaluation of additional pledges, number of individuals houses, number of properties occupied.	

Table 4 – Evaluation Data

5. In addition, to enable the assessment of relative value for money and to assist with future spending reviews, we may occasionally ask for additional information including details of how the fund is delivered and housing market conditions. This will provide important data to support future policy developments and will also support engagement with HM Treasury. This information will be provided to agreed timeframes when requested by DLUHC.
6. Should the Council wish to amend and/or not collect any of these proposed data points, they should submit a proposal to DLUHC for agreement.

Frequency of Reporting

7. The Council will be asked to provide reports every two months. The schedule for monitoring reports is outlined in Annex B.

Data Consistency

8. DLUHC and the Council have a shared commitment to ensure that, for clarity and transparency purposes, consistent methods of recording outputs are maintained. It is expected that the provided reporting will be robust, accurate and quality assured to a high standard. As such minimal revisions would be expected – although, where these are required, DLUHC should be advised as soon as practical.

Use of Material Provided

9. DLUHC will use the provided material to monitor delivery nationally.

Annex B – Monitoring Milestones

Date	Milestone
February 2023	Payment of the Year 1 allocation
April 2023	MI touchpoint
May 2023	Payment of the Year 2 allocation
June 2023	MI touchpoint
July 2023	Payment of the Year 2 allocation if the spend requirement for payment in May was not met.
August 2023	MI touchpoint
October 2023	MI touchpoint
30 November 2023	The Council agrees to make best endeavours to deliver the delivery target by 30 November 2023.
December 2023	Final MI touchpoint following 30 November 2023. DLUHC-led evaluation of LAHF begins.

CABINET

DATE OF MEETING: THURSDAY, 2 MARCH 2023

TITLE OF REPORT: QUARTERLY PERFORMANCE REPORTS

Report of: Chief Executive

Cabinet Portfolio: Leader and Strategic Direction and Partnerships

Key Decision: N

Confidentiality: Non-Exempt

PURPOSE OF REPORT

1. To update Committee on the Council's performance indicator results for Quarter 3 of 2022/2023 (1 October 2022 – 31 December 2022).

RECOMMENDATION

2. That the performance report for Quarter 3 2022/23 is noted.

BACKGROUND

3. Performance information reports play a key role in ensuring that the Council manages performance effectively across the services it delivers.
4. Overview and Scrutiny operates Service Panels. These review in detail progress against Service Plans and Risk Registers as well as service performance. This ensures regular scrutiny of the council's performance against key indicators.

MAIN ISSUES

5. Four Service Plans were prepared for 2022/23, and the performance data relating to these plans will continue to be presented on that basis until replaced by three Service Plans in 2023/24.
6. Any issues or items of concern from the Service Panels will have been raised by Overview and Scrutiny to the relevant Executive Director.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

7. Not applicable

CORPORATE GOVERNANCE CONSIDERATIONS

Relevance to the Corporate Plan and/or The Hart Vision 2040

8. Measuring success is a key part of the Corporate Plan, and performance reporting is an essential element of understanding how the services are performing in the context of the actions being undertaken in Service Plans

Legal and Constitutional Issues

9. None identified

Financial and Resource Implications

10. None identified

Risk Management

11. No direct risks identified from this report. Each of the Services has their own Risk Register which is considered at the quarterly Overview & Scrutiny Service Panel Review.

EQUALITIES

12. An equalities assessment is not required for this report

CLIMATE CHANGE IMPLICATIONS

13. No direct carbon/environmental impacts arising from the recommendations

ACTION

14. Cabinet is asked to note the performance report for Quarter 3 2022/23

Contact Details: Ashley Grist, ashley.grist@hart.gov.uk

Appendices

2022/23 Quarter 3 Performance indicator report

Background Papers

None

2022/23 Quarter 3

Performance indicator report

Introduction and guidance

The report has changed recently following feedback. As a quick guide to the changes, an example of the template followed for each indicator is provided below:

Reference - Title of the indicator [Previous reference]

Note providing further description or context

Q1	Q2	Q3	Q4	Annual Target / Target	Comment

Definitions:

Reference

Two letters followed by a number. Those used are; CP (Corporate Services), CS (Community Services), ET (Environmental and Technical Services), DM (Development Management), BC (Building Control), EH (Environmental Health) and PP (Planning Policy).

Title

Short title to describe the indicator.

Previous reference

Original references, where still used at Service Panels, to help show continuity.

Note

A note providing further detail about the indicator as well as any relevant context.

Q1-Q4

Values of the indicator for the financial year to which the report relates; Q1 (1 April to 30 June), Q2 (1 July to 30 September), Q3 (1 October to 31 December) and Q4 (1 January to 31 March). If these are 'year to date' figures that add together towards the target, it will be explained in the note.

Annual Target / Target

If the figures are 'year to date' or otherwise annual, this will be explained in the note and the Annual Target is provided to show progress towards this. In all other cases the quarterly values can be directly compared to the Target shown. Whether a higher or lower figure is better in terms of performance will also be explained in the note. Info only indicators have a '-' in this box.

Comment

This space is used for the service to provide descriptive commentary on the current performance of the service if this would be relevant or helpful (optional).

Corporate Services

CP1 - Percentage of the Audit Plan completed during the year

Year to date figures, values are cumulative (higher is better)

Q1	Q2	Q3	Q4	Annual Target	Comment
10%	13%	23%		100%	3 of 13 audits have been completed. All remaining audits are underway. It is expected that fieldwork will be significantly completed on all by the end of February, or draft reports issued.

CP2 - Percentage of high-risk audit recommendations implemented

Typically, the number of high-risk audit recommendations are low so the percentage changes can vary significantly. This will be explained in the comment section (higher is better)

Q1	Q2	Q3	Q4	Target	Comment
100%	100%	100%		100%	2 out of 2 high-risk recommendations that were due to be implemented, were completed in Q3

CP3 - Quality of customer service call handling

This indicator is measured from the scoring of a recorded call against quality standards from a monitoring sample (higher is better)

Q1	Q2	Q3	Q4	Target	Comment
98%	97%	99%		90%	Performance checks focused on calls in Q3, consistently good scores, with only one error seen in sample

CP4 - Implementation of savings schemes targets to meet MTFS requirements

This indicator will be measured on whether the savings targets have been met and typically result in the delivery of a balanced budget in Q3 (yes or no)

Q1	Q2	Q3	Q4	Annual Target	Comment
No	No	Yes		Yes	Balanced budget for 2023/24 proposed

CP5 - Percentage of telephone calls answered by the Contact Centre in 30 seconds

Percentage value given is as at end of the quarter (higher is better)

Q1	Q2	Q3	Q4	Target	Comment
83%	73%	89%		70%	Staffing at full complement and performance has improved in line with improved bin collection rates

CP6 - Percentage of Non-domestic Rates Collected

Year to date figures, values are cumulative (higher is better)

Q1	Q2	Q3	Q4	Annual Target	Comment
29.3%	58%	82.4%		98%	Q3 figure an improvement over 73.6% at same time last year

CP7 - Percentage of Council Tax collected

Year to date figures, values are cumulative (higher is better)

Q1	Q2	Q3	Q4	Annual Target	Comment
29.5%	57.4%	85.1%		98%	Q3 figure an improvement over 84.5% at same time last year

CP8 - Percentage uptime of key systems

Percentage value given is for the quarter and rounded to one decimal place (higher is better)

Q1	Q2	Q3	Q4	Target	Comment
100%	99%	100%		99%	Only planned outages during upgrade work this quarter.

CP9 - Percentage of uptime of Hart's website

Percentage value given is for the quarter and rounded to one decimal place (higher is better)

Q1	Q2	Q3	Q4	Target	Comment
100%	100%	99.9%		98%	99.94% uptime over the quarter, longest outage was 18 mins at 2AM

CP10 - Number of missed collections excluding garden waste (per 100,000)

Target aims to miss no more than 40 bins per 100,000 collected for all bin collections except garden . A missed collection is where a round has taken place and a bin (or bins) has been missed, this excludes any mutually pre-agreed suspension of service, usually applied where events are beyond the control of either the authorities' or their contractor. (lower is better)

Q1	Q2	Q3	Q4	Target	Comment
				40	We received Serco's KPI report for 1 April 2022 to 31 January 2023 on 21 February, including their calculation of financial sums outstanding as a result of defaults. This information will be ratified by the Client Team before publication. Previous performance reports have been referred to discrepancies in the data provided to Hart and the fact that the client and contractor are in dispute about the figures. This latest report should resolve those matters.

CP11 - Number of missed garden waste collections (per 100,000)

Target aims to miss no more than 250 bins per 100,000 collected for garden waste services. A missed collection is where a round has taken place and a bin (or bins) has been missed, this excludes any mutually pre-agreed suspension of service, usually applied where events are beyond the control of either the authorities' or their contractor. (lower is better)

Q1	Q2	Q3	Q4	Target	Comment
				250	We received Serco's KPI report for 1 April 2022 to 31 January 2023 on 21 February, including their calculation of financial sums outstanding as a result of defaults. This

					<p>information will be ratified by the Client Team before publication. Previous performance reports have been referred to discrepancies in the data provided to Hart and the fact that the client and contractor are in dispute about the figures. This latest report should resolve those matters.</p>
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CP12 - Overall cost of waste per household

Set annually based on the number of households served and reported in Q4. Calculated as net cost of HAWCLT, HAWCOM, HAWSTE for the 22/23 budget divided by the Council Tax Stock of properties produced by the [VOA](#) (lower is better)

Q1	Q2	Q3	Q4	Annual Target	Comment
-	-	-		£25	Reported annually

CP13 - Total recycling rate

Percentage value given is for the quarter (higher is better). The figures can take up to 3 months to be finalised as the downstream recycling activities get factored in by Hampshire County Council.

Q1	Q2	Q3	Q4	Target	Comment
42.2%	40.9%			46%	Reduction in Q2 due to dry summer, resulting in lower garden waste volumes collected for composting.

Community Services

CS1 - Number of applicants for whom homelessness is relieved or prevented

Revised indicator, values reported from Q3. The annual target is for over 50% of those presenting as homeless to have their homelessness relieved or prevented (higher is better)

Q1	Q2	Q3	Q4	Target	Comment
50%	59%	21%		50%	We have been running with a very limited skeleton team for majority of Q3, but we have successfully recruited a new Housing Solutions Officer to help with our resilience and case load

CS2 - Households living in Temporary Accommodation

The target is to have less than 30 households living in temporary accommodation at any one time (lower is better)

Q1	Q2	Q3	Q4	Target	Comment
23	29	23		30	

CS3 - Number of families in B&B for more than 6 weeks

The council aims to avoid any families temporarily being housed in B&B accommodation except for emergencies, and especially not for more than 6 weeks (lower is better)

Q1	Q2	Q3	Q4	Target	Comment
0	0	0		0	

CS4 - Number housed into the Private Rental Sector

Revised indicator, values reported from Q3. Year to date number of households who have been secured an Assured Shorthold Tenancy in the private rental sector (higher is better)

Q1	Q2	Q3	Q4	Annual Target	Comment
9	19	33		30	

CS5 - Gross number of affordable homes delivered

Year to date figures, values are cumulative (higher is better)

Q1	Q2	Q3	Q4	Annual Target	Comment
44	77	141		100	

CS6 - Number of Hart residents assisted into employment or training each year through the Hart into Employment

Year to date figures, values are cumulative (higher is better)

Q1	Q2	Q3	Q4	Annual Target	Comment
10	9			20	Q3 to be confirmed

CS7 - Percentage of Disabled Facilities Grant spent against budget

Year to date values. The spend tends to be cyclical with completions concentrated towards the of the financial year end (higher is better)

Q1	Q2	Q3	Q4	Annual Target	Comment
16%	27%	44%		100%	

CS8 - Number of Disabled Facilities and Prevention Grants completed

Year to date values. The target is for between 65 and 70 to be completed a year (higher is better)

Q1	Q2	Q3	Q4	Annual Target	Comment
20	30	45		65	

CS9 - Number of gypsy / traveller illegal encampments

Number of cases reported on a quarterly basis (info only)

Q1	Q2	Q3	Q4	Target	Comment
0	3	0		-	

CS10 - Community Trigger reviews to be carried out

Case review process available to residents who have raised more than three antisocial behaviour (ASB) complaints in a six-month period and are unhappy with the action taken.

Q1	Q2	Q3	Q4	Target	Comment
0	2	1		1	

CS11 - Increase Community Safety Newsletter distribution

Revised indicator, values reported from Q4. Year to date values. Target set based on a benchmark of increasing by 20% (higher is better)

Q1	Q2	Q3	Q4	Annual Target	Comment
17%	37%	39%		20%	

Environmental and Technical Services

ET1 - Number of Green Flags held [ET03]

The countryside service aims to achieve and retain Green Flag awards on suitable countryside sites managed by the council (higher is better)

Q1	Q2	Q3	Q4	Target	Comment
3	3	3		3	5 applications for next year submitted

ET2 - Number of service requests received for Street Cleaning [ET04]

Number of Street Cleaning service requests received on a quarterly basis (info only although benchmark figure provided. The commentary splits the requests into Justified and Unjustified:

Justified - where the service request is the council's responsibility to action.

Unjustified - where the service request is either: 1. a duplicate request, 2. it is not the council's responsibility to action, or 3. inspection shows that the work is not required.

Q1	Q2	Q3	Q4	Target	Comment
263	264	243		1200	Q3: 195 Justified 48 unjustified

ET3 - Number of service requests received for Grounds Maintenance [ET05]

Number of Grounds Maintenance service requests received on a quarterly basis (info only although benchmark figure provided) The commentary splits the requests into Justified and Unjustified:

Justified - where the service request is the council's responsibility to action.

Unjustified - where the service request is either: 1. a duplicate request, 2. it is not the council's responsibility to action, or 3. inspection shows that the work is not required.

Q1	Q2	Q3	Q4	Target	Comment
73	64	26		600	Q3: 8 justified 18 unjustified

ET4 - Carbon footprint for Council operations [ET10]

Data for this indicator is compiled annually, usually in September, with the target set lower than the previous year's outturn. Outturn for 20/21 was 1088.96 t/CO2e (lower is better)

Q1	Q2	Q3	Q4	Annual Target	Comment
-	-			1088.96	Reported annually

ET5 - Number of days of CCTV camera downtime [ET11]

Number of days of downtime on a quarterly basis taken as a monthly average (lower is better)

Q1	Q2	Q3	Q4	Target	Comment
68	251			10 days	Q3 to be confirmed

ET6 - Average number of man days of litter enforcement work carried out per month [ET12]

Shows number as a monthly average for that quarter (higher is better). Target is for the year as a whole.

Q1	Q2	Q3	Q4	Target	Comment
2.3	8			16	Q3 to be confirmed

Place Services

DM1 - Major development application decisions [R07]

Percentage of major development application decisions made in the quarter within the statutory determination period including extensions of time (higher is better)

Q1	Q2	Q3	Q4	Target	Comment
87.5%	66.7%	50%		60%	Year to date figure at end of Q3 is 70%

DM2 - Minor development application decisions [R08]

Percentage of minor development application decisions made in the quarter within the statutory determination period including extensions of time (higher is better)

Q1	Q2	Q3	Q4	Target	Comment
90%	71.4%	87%		70%	Year to date figure at end of Q3 is 84%

DM3 – Other application decisions [R09]

Percentage of other applications decisions made in the quarter within the statutory determination period including extensions of time (higher is better)

Q1	Q2	Q3	Q4	Target	Comment
96%	82.3%	77%		85%	Year to date figure at end of Q3 is 85%

DM4 - Percentage of Tree Preservation Order works applications determined within eight weeks [R11]

Percentage of minor development application decisions made in the quarter within eight weeks (higher is better)

Q1	Q2	Q3	Q4	Target	Comment
40%	13%	0%		90%	Interim arrangements being put in place to support whilst the Tree Officer role is appointed to

DM5 - Planning application fee income [P01]

Year to date figures, values are cumulative (info only)

Q1	Q2	Q3	Q4	Target	Comment
£267,796	£48,644	£146,119		-	

DM6 - Income from Pre-Application Advice and PPAs (including LBCs) [P02]

Year to date figures, values are cumulative (info only)

Q1	Q2	Q3	Q4	Target	Comment
£37,588	£8,336	£17,460		-	

BC1 - Number of Building Control Applications Received [P03]

Year to date figures, values are cumulative (info only)

Q1	Q2	Q3	Q4	Annual Target	Comment
339	226	168		-	

BC2 - Building Control income [P04]

Values only collated from Q2. Year to date figures, values are cumulative (info only)

Q1	Q2	Q3	Q4	Annual Target	Comment
£146,635	£37,252	£65,928		-	

EH1 - Percentage of scheduled/proactive Food Safety inspections undertaken within time. [P05]

Values only collated from Q3 (info only)

Q1	Q2	Q3	Q4	Target	Comment
81%	77%	88%		-	

EH2 - Percentage of Environmental Protections service requests (including noise, statutory nuisance and public health) responded within time [P07]

Values only collated from Q3 (higher is better)

Q1	Q2	Q3	Q4	Target	Comment
86%	86%	82%		80%	

EH3 - Percentage of Food and Health & Safety service requests (including RIDDORs, HSADV, food poisoning investigations) responded to within time [P08]

Values only collated from Q3 (higher is better)

Q1	Q2	Q3	Q4	Target	Comment
81%	85%	86%		80%	

EH4 - Percentage of formal consultation responses made within time (including Planning and Licensing) [P09]

Values only collated from Q3 (higher is better)

Q1	Q2	Q3	Q4	Target	Comment
93%	94%	94%		80%	

EH5 - Number of fly-tipping service requests received by service. [P10]

Changed in this report to actuals per quarter (info only)

Q1	Q2	Q3	Q4	Annual Target	Comment
11	7	9		-	

EH6 - Number of fly-tipping enforcement actions [R12]

Values are number of actions taken per quarter (info only)

Q1	Q2	Q3	Q4	Target	Comment
1	2	1		-	Full details in Place Service Panel report

EH7 - Environmental Health Commercial fee income [P11]

Values only collated from Q3. Year to date figures, values are cumulative (info only)

Q1	Q2	Q3	Q4	Target	Comment
£9,137	£1,793	£3,995		-	

EH8 - Environmental Health Protection fee income [P12]

Values only collated from Q3. Year to date figures, values are cumulative (info only)

Q1	Q2	Q3	Q4	Annual Target	Comment
£5,933	£247	£2,123		-	

PP1 - Housing Land Supply Position Statement [P13]

Identifies whether the Council has at least a 5-year supply of land for housing, which is a requirement of national planning policy. To be published by 30 September each year. (On track or Not on track)

Q1	Q2	Q3	Q4	Annual Target	Comment
On track	On track	On track		On track	Published August 2022 (with 10.9 years housing land supply) Housing Trajectory was published at same time

PP2 - Brownfield Register [P14]

Statutory Duty to publish annually an update to the register of previously developed land that has been deemed as suitable for residential development. To be published by 31 December each year. (On track or Not on track)

Q1	Q2	Q3	Q4	Annual Target	Comment
On track	On track	On track		On track	Published December 2022

PP3 - Authority Monitoring Report (AMR) [P15]

Statutory duty to publish annually, reporting on matters including local plan policy formulation and implementation, duty to cooperate activity and Neighbourhood Plans. To be published by 31 December each year. (On track or Not on track)

Q1	Q2	Q3	Q4	Annual Target	Comment
On track	On track	On track		On track	Published December 2022

PP4 - Infrastructure Funding Statement (IFS) [P16]

Statutory duty to publish annually, reporting on s106 and where relevant CIL monies secured, received, allocated and spent. To be published by 31 December each year. (On track or Not on track)

Q1	Q2	Q3	Q4	Annual Target	Comment
On track	On track	On track		On track	Published January 2023

PP5 - Statutory returns to Government [P17]

Collation and submission of data relating to housing delivery and self-build including Housing Flows Reconciliation (HFR), Housing Delivery Test information, Self and Custom Build. To be published at various times through each year. (On track or Not on track)

Q1	Q2	Q3	Q4	Annual Target	Comment
On track	On track	On track		On track	Q3 Neighbourhood Plan return made in December

CABINET

DATE OF MEETING: 2 MARCH 2023

TITLE OF REPORT: SHAPLEY HEATH GARDEN COMMUNITY PROJECT – INTERNAL MEMBER REVIEW AND REFLECTION REPORT

Report of: Leader of the Council

PURPOSE OF REPORT

1. To receive the independent Shapley Heath Garden Community Project - Internal member review and reflection report and to provide a response to Audit Committee on lessons learnt.

RECOMMENDATION

2. Cabinet confirms to Audit Committee that all the key learning points and recommendations identified in the independent Shapley Heath Garden Community Project - Internal member review and reflection report prepared by Emanuel J Gatt will be followed and implemented with immediate effect.
3. Cabinet will ensure that all recommendations from Staffing Committee to Audit Committee are implemented with immediate effect.

BACKGROUND

4. Following the tiao audit report, reviewing the Shapley Heath Garden Community Project and the Audit Committee's request for a member reflection and review, the cabinet agreed to commission via the LGA an independent facilitator to host a 'round table' review.
5. The 'round table' reviews took place on 12th of January and was facilitated by Emanuel Gatt. Two separate sessions were held. The review gathered evidence from cabinet members and those members involved on the Opportunity Board. The members who participated were Cllr David Neighbour, Cllr James Radley, Cllr Stuart Bailey, Cllr Tony Clarke, Cllr Anne Crampton, Cllr Spencer Farmer, Cllr Alan Oliver, and Cllr Dermot Smith.

PURPOSE OF THE INTERNAL MEMBER REVIEW

6. The purpose of the review was to enable members to identify both the positives and any shortcomings in the application of the governance arrangements associated with the Shapley Health Garden Community Project that can be applied to all future projects.
7. The review and reflection exercise focused on what lessons might be learnt as to why the governance arrangements appeared not to have succeeded in this instance and to make sure that similar situations do not arise in the future.

REVIEW OUTCOME

8. Key learning points and recommendations that emerge from the member review. In summary they are:
 - a) Cabinet roles and elected members responsibilities to protect and assure that the council operates effectively within its governance structures must not be altered by any future use of emergency powers.

- b) Informal and formal cabinet meetings should be structured so that portfolio holders keep cabinet members apprised of key projects, early alerts escalated and properly addressed through the council's governance procedures.
- c) Clear lines of accountability, separating the duties of cabinet/portfolio holder, accountable officer, and project manager for each significant project.
- d) Portfolio holder, accountable officer and project manager must meet regularly so that early alerts can be flagged. This is an essential element of the governance arrangements. Trust is important, with lead members having 'open book access' to all the information and be empowered to constructive challenge and ask 'awkward' questions of officers.
- e) All projects to operate within the existing governance arrangements including a more positive and proactive role for overview and scrutiny, using it to review outcomes, policy, and compliance to governance arrangements.
- f) Expand the role of the Project Board so that cabinet members/portfolio members with major project responsibilities can be plugged in.

FINANCIAL IMPLICATIONS

- 9. No financial implications arise from the recommendations recommended in this report

RISK MANAGEMENT

- 10. The full implementation of of the key learning points and recommendations as set out in paragraph 7 above will greatly enhance risk management and governance oversight over major projects.

EQUALITIES

- 11. There are no equalities implications associated with this report.

CLIMATE CHANGE IMPLICATIONS

- 12. There are no climate change implications associated with this report.

ACTION

- 13. Cabinet and officers will, with immediate effect, bring all the actions as set out this report into policy and practice.

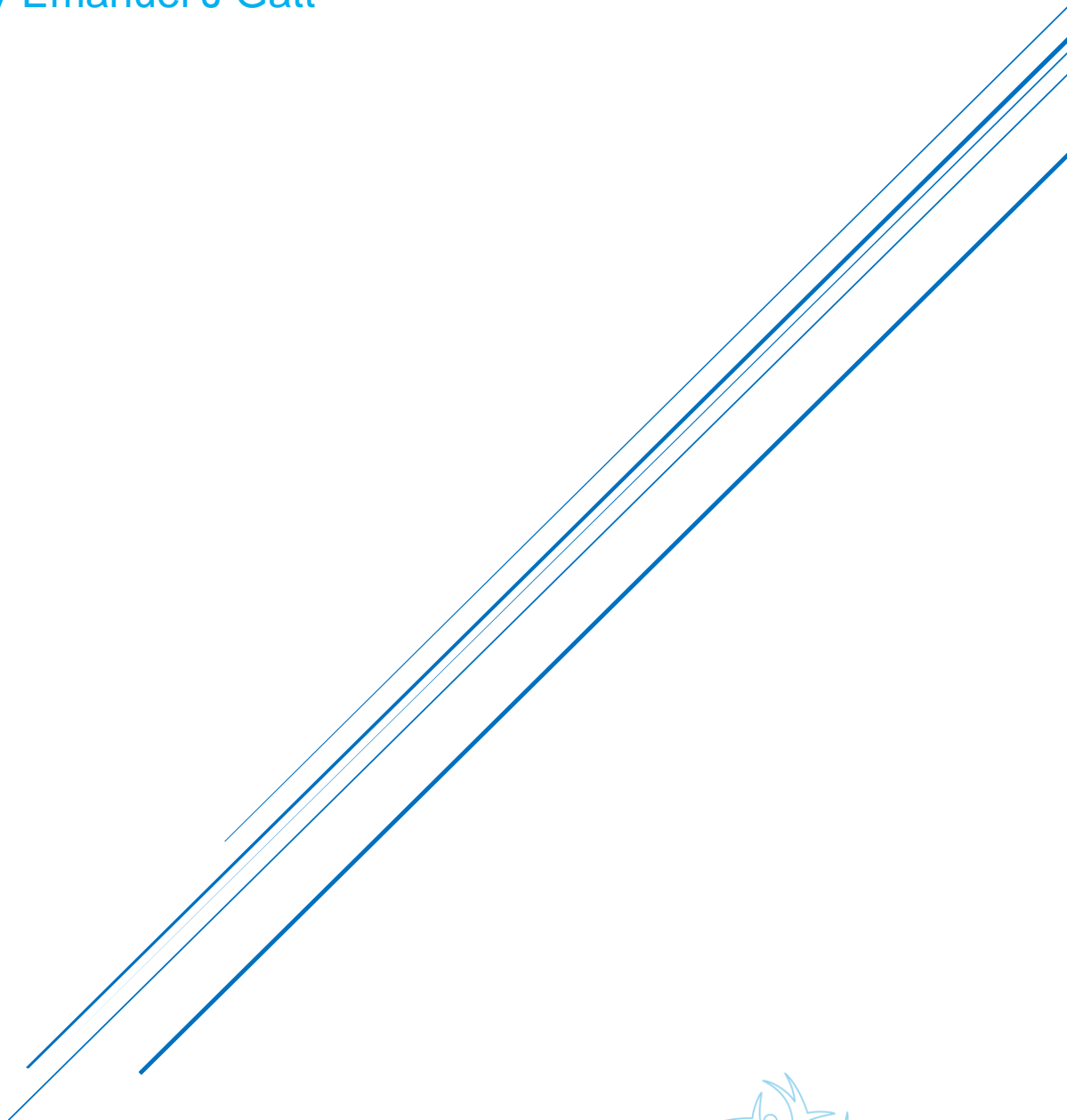
Contact Details: David Neighbour

Appendices

Appendix A independent Shapley Heath Garden Community Project -
Internal member review and reflection report prepared by Emanuel J Gatt.

Shapley Heath Garden Community Project - Internal member review and reflection report

Prepared by Emanuel J Gatt



Background

Following the ttaa audit report, reviewing the Shapley Heath Garden Community Project and the Audit Committee's request for a member reflection and review, the cabinet agreed to commission via the LGA an independent facilitator to host a 'round table' review.

The 'round table' reviews took place on 12th of January and was facilitated by Emanuel Gatt. Two separate sessions were held. The review gathered evidence from cabinet members and those involved on the Opportunity Board. The members who participated were as follows: Cllr David Neighbour, Cllr James Radley, Cllr Stuart Bailey, Cllr Tony Clarke, Cllr Anne Crampton, Cllr Spencer Farmer, Cllr Alan Oliver, and Cllr Dermot Smith.

Purpose of the internal member review

The purpose of the review was to enable members to identify both the positives and any shortcomings in the application of the governance arrangements associated with the Shapley Heath Garden Community Project that can be applied to all future projects.

The review feedback is for internal purposes only and will be considered at a further cabinet meeting.

Scope of the review

The interim Section 151 Officer has started work on preparing a response to the management recommendations contained in the ttaa report. This area is therefore outside the scope of the member review.

The member review and reflection exercise will instead focus on what lessons might be learnt as to why the governance arrangements appeared not to have succeeded in this instance and to make sure that similar situations do not arise in the future.

Areas for reflection include:

Q1. *What lessons emerge on how to balance member/officer accountabilities and responsibilities on future project boards?*

Q2. *How might members use their democratic powers to challenge when governance arrangements don't appear to be functioning?*

Q3. *How might member oversight be improved to ensure that clear and accurate updated information is provided to the cabinet in the future?*

Q4. *What safeguards need to be in place to flag when processes are not being followed?*

Q5. *How might wider scrutiny arrangements be improved to support future projects?*

Outcome from the review

Q1. What lessons emerge on how to balance member/officer accountabilities and responsibilities on future project boards?

As a preamble to this question, elected members acknowledged their responsibilities to protect and assure that the council operates effectively, legally, and always acting in the public interest.

In addition, members on project boards also have oversight responsibility to ensure that projects are monitored for both financial and regulatory compliance.

The duty to cooperate between members and officers responsible for managing and delivering the projects does and must rely on (1) trust and (2) the competency of both officers and members when exercising their duties. There was recognition that members and officers had different roles, however when operating on project boards together, they must be one team.

Reflecting on the Shapley Heath Garden Community Project, members noted:

- That governance processes for the project and its board were agreed, established but on reflection over-engineered.
- The governance processes were not complied with, in part due to COVID (a key catalyst allowing officers to diverge from procedure) and because the project's oversight was viewed as beyond the remit of the council's normal scrutiny orbit.
- Under Covid lockdown, members became ever-more reliant on officers to keep them abreast of progress. The balance of member/officer accountabilities was out of kilter, typified by the response from officers '*this time it's different*'. Officers leading the project had little engagement with members on the opportunity board.
- Members' reliance was on officers to implement decisions/processes without considering (in every instance) whether the implementation was correct.
- Consequently, reporting on the project from officers to members virtually stopped. This imbalance was aided by members' reluctance to push the project forward due to public resistance.
- Members were left with the impression that the project stopped when in fact officers were continuing to spend.
- All this resulted in a breakdown of trust between members and officers.

Learning points highlighted by members:

- Members have the power to insist that governance arrangements are complied with, even when the council is operating under emergency arrangements (e.g., Covid).
- As part of their governance arrangements, members and officers working together on project boards need to incorporate a review on '*how they are work as a team*' to ensure the balance of responsibilities and accountabilities are always in check'.

Q2. How might members use their democratic powers to challenge when governance arrangements don't appear to be functioning?

Reflecting on the Shapley Heath Garden Community Project, members noted:

- That the mechanisms were all in place for members to use their democratic powers to challenge when governance arrangements appear not to be functioning.
- Initially, if members have concerns, they can seek advice from the monitoring officer and/or raise it informally by asking the leader/cabinet member or portfolio holder if they concur that this is the case.
- Cabinet members can next raise any concerns at informal cabinet for discussion. Thereafter it could be brought to full cabinet informally or via a motion. From here, it could go to full council or for review via Overview and Scrutiny.
- Despite all these mechanisms being in place, when questions were raised by members throughout the timeline about anticipated financial spend and governance of the Shapley Heath Garden Project, the answers given failed to fundamentally address the concerns raised.

Learning points highlighted by members:

- Elected members are both accountable and responsible for decisions made in respect of this and any other project. Notwithstanding the Opportunity Board's role, the cabinet remains ultimately accountable for all the councils' projects and the portfolio holder is responsible for holding officers to account and alerting cabinet about areas of concern.
- Questions raised by members should be addressed via the governance procedures. If there are concerns about the spend, the portfolio holder for finance must be engaged and assured.
- Consider expanding the role of the Project Board so that cabinet members/portfolio holders with major project responsibilities can be plugged in. *Note the project board currently (since November 2022) comprises the Leader and the Corporate leadership team comprising the chief executive and three reporting directors with relevant support officers.*
- All future projects should be monitored by the council's overview and scrutiny function. No future project should operate outside this.

Q3. How might member oversight be improved to ensure that clear and accurate updated information is provided to the cabinet in the future?

By way of context, it was noted that during Covid, the Joint Chief Executive exercised emergency powers which by its very nature effectively diluted normal democratic accountabilities. With hindsight, members recognised that they had the powers to challenge how this operated in practice.

Whilst meetings of the group leaders with the Joint Chief Executives took place during the period when emergency measures were in place, the unintended consequence of this was that it devalued the role of cabinet.

Considering the above, members identified the following learning points:

- A more structured way of working with officers to ensure regular feedback on progress of significant projects, with all information to be made available to the lead member.
- Cabinet members/portfolio holders must challenge officers' reports constructively, and keep colleagues updated on progress and of any concerns they might have.
- Communication is key, especially when concerns are raised by members.
- There should be no exceptional reporting outside the existing governance arrangements of the council.
- The format of 'informal cabinet' can be improved so that concerns can be effectively aired and considered. Improvements identified include:
 - Portfolio leads keeping cabinet members apprised of key projects – as part of the 'informal cabinet' agenda.
 - Review of the performance of project boards where established.
- The format of 'cabinet' can be improved so that concerns can be effectively aired and considered. Identified improvements include:
 - Regular proactive reporting on all projects, even when considered 'inactive' until formally closed.
 - Structured agendas which focus on risks as well as issues requiring decision.

Q4. *What safeguards need to be in place to flag when processes are not being followed?*

Members identified the following safeguards to ensure governance processes are followed:

- Ensure that the member/officer roles and responsibilities are clear. Members recommended that as a minimum there should be:
 - (1) The Project Champion – the portfolio holder/cabinet member accountable for the project
 - (2) The Accountable Officer – the senior officer responsible for the delivery of the project. In this instance the Chief Executive
 - (3) The Project Manager- the officer responsible for the day-to-day management of the project.
 - This combined team of members and officers must provide the leadership of the project and be responsible for its reports and performance to the Project Board, Cabinet, and Overview & Scrutiny.
- There needs to be a clear separation of duties between the accountable officer (chief executive) and the project manager. The accountable officer must not be the de-facto project manager. This will ensure that checks and balances are in place regarding the performance management of the project manager.
- All project reporting mechanisms must be accountable via the council's existing governance structures.

Q5. *How might wider scrutiny arrangements be improved to support future projects?*

Members identified the following ideas on how the scrutiny arrangements can be improved to support future projects:

- Use of service panels to receive project board service updates. This use of specialist elements of scrutiny might help sharpen the performance of individual projects.
- At the strategic level, use the scrutiny function to address the need to improve the council's capacity and capabilities in project management skills and experience.

Key learning points and recommendations that emerge from the member review

Members summarised their key learning points as follows:

1. Cabinet roles and elected members responsibilities to protect and assure that the council operates effectively within its governance structures must not be altered by any future use of emergency powers.
2. Informal and formal cabinet meetings should be structured so that portfolio holders keep cabinet members apprised of key projects, early alerts escalated and properly addressed through the council's governance procedures.
3. Clear lines of accountability, separating the duties of cabinet/portfolio holder, accountable officer, and project manager for each significant project.
4. Portfolio holder, accountable officer and project manager must meet regularly so that early alerts can be flagged. This is an essential element of the governance arrangements. Trust is important, with lead members having 'open book access' to all the information and be empowered to constructive challenge and ask 'awkward' questions of officers.
5. All projects to operate within the existing governance arrangements including a more positive and proactive role for overview and scrutiny, using it to review outcomes, policy, and compliance to governance arrangements.
6. Expand the role of the Project Board so that cabinet members/portfolio members with major project responsibilities can be plugged in.

CABINET

KEY DECISIONS / WORK PROGRAMME AND EXECUTIVE DECISIONS MADE

March 2023

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	Original Due Date	Key Decision Y? (Note 1)	Cabinet Member (Note 2)	Service (Note 3)	*This item may contain Exempt information
Q3 Forecast 2022/23 Capital and Revenue Outturn	Post consideration by Overview and Scrutiny	2 Mar 2023		No		F	
UK Shared Prosperity Fund	To agree to the budget allocation for the UKSPF grant and note the timetable and actions for delivering the Investment Plan	2 Mar 2023		Yes		ALL	
Climate Change Staffing Action Plan	To consider the staffing action plan required to deliver Hart's Climate Change Action Plan	2 Mar 2023		No		CS	
Participation in the LAHF Programme for Overseas Guests	To agree Hart's participation in the Local Authority Housing Fund (LAHF) Programme to Support Acquisition of Accommodation for Ukrainian and Afghan Guests	2 Mar 2023		No		H	
Report from the LGA Independent Consultant on Members' Involvement in Shapley Heath	To receive feedback from the LGA Independent consultant on Members' involvement in the Shapley Heath Garden Community project, and lessons learnt	2 Mar 2023		No		CS	
Q3 Performance Plan		2 Mar		No		CS	

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Agenda Item 12

Report Title	Outline/Reason for Report/Comments	Due Date	Original Due Date	Key Decision Y? (Note 1)	Cabinet Member (Note 2)	Service (Note 3)	*This item may contain Exempt information
Review		2023 6 Jul 2023 5 Oct 2023					
Climate Change Action Plan	Cabinet to receive the proposed Action Plan to facilitate Hart's Carbon Pathway for endorsement			No		CS	
Draft Service Plans 2023/24	To consider the draft service plans for 2023/24	6 Apr 2023		No		ALL	
Risk Management Strategy	To ask Cabinet to approve the Council's updated risk management strategy	6 Apr 2023		No		CS	
Corporate Risk Register	To ask Cabinet to review and approve the updates made to the Corporate Risk Register	6 Apr 2023		No		CS	
Potential for a Shared Chief Executive with Rushmoor Borough Council	Consideration of a business case for a Shared Chief Executive between Hart District Council and Rushmoor Borough Council	1 Jun 2023		No		CS	
Feedback from Outside Bodies	To receive feedback reports from Members who are representatives on Outside Bodies	1 Jun 2023		No		CS	
Revenue and Capital Outturn 2023/24		3 Aug 2023		No		F	

Report Title	Outline/Reason for Report/Comments	Due Date	Original Due Date	Key Decision Y? (Note 1)	Cabinet Member (Note 2)	Service (Note 3)	*This item may contain Exempt information
Review of Reserves including SANGS Funding	To review the Council's Reserves, including funding allocated to SANGS	3 Aug 2023		No		F	
MTFS and Capital Strategy		7 Sep 2023		No		F	
Corporate Risk Register (Half Yearly Review)		7 Sep 2023 4 Apr 2024		No		CS	
Treasury Management Strategy and Asset Management Plan		5 Oct 2023		No		F	
Draft Budget 2024/25		1 Feb 2024		No		F	
Q3 Forecast 2023/24 and Revenue Outturn		1 Feb 2024		No		F	
Draft Service Plans 2024/25		7 Mar 2024		No		ALL	

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

Report Title	Outline/Reason for Report/Comments	Due Date	Original Due Date	Key Decision Y? (Note 1)	Cabinet Member (Note 2)	Service (Note 3)	*This item may contain Exempt information
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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	TCI Digital	RQ Commercialisation (Cn) and Corporate Services	SB Community (Cy)
TCO Regulatory	AO Environment	JR Finance	GC Place

Note 3

Service:

CX Chief Executive	CS Corporate Services	PL Place Services
CSF Community Safety	PP Planning Policy	
FI Finance	COM 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