



## NOTICE OF MEETING

<b>Meeting:</b>	<b>Cabinet</b>
<b>Date and Time:</b>	<b>Thursday 6 April 2023 7.00 pm</b>
<b>Place:</b>	<b>Council Chamber</b>
<b>Enquiries to:</b>	<b>Committee Services Committeeservices@hart.gov.uk</b>
<b>Members:</b>	<b>Neighbour (Leader), Radley (Deputy Leader), Bailey, Clarke, Cockarill, Collins, Oliver and Quarterman</b>

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 - 11**

The minutes of the meeting held on 2 March 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 at:

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

## **6 SERVICE PLANS 2023/24** 12 - 45

To consider the Service Plans for 2023/24 as set out in Appendices 1, 2 and 3.

### **RECOMMENDATION**

That Cabinet agrees the Service Plans for 2023/24 as set out in Appendices 1, 2 and 3.

## **7 RISK MANAGEMENT STRATEGY** 46 - 57

This report details the outcome of the February 2023 review of the risk management policy (Appendix 1).

### **RECOMMENDATION**

It is recommended that Cabinet approve the risk management policy.

## **8 HARTLEY WINTNEY CRICKET CLUB LEASE** 58 - 59

The purpose of this report is to seek Cabinet's approval for a new lease for Hartley Wintney Cricket Club.

## **RECOMMENDATION**

The Chief Executive be authorised to agree a surrender and a simultaneous re-grant of a new lease to Hartley Wintney Crick Club for a term of 25 years with the initial rent set at £1,000 per annum subject to RPI annual increase with a cap and collar of 1% and 3%.

### **9 FARNBOROUGH COLLEGE OF TECHNOLOGY 1ST FLOOR LEASE 60 - 64**

The purpose of this report is to seek Cabinet's approval for an adjustment to the agreement reached in July 2022 to grant a lease for Farnborough College of Technology to occupy floorspace in the Civic Offices.

## **RECOMMENDATION**

That the Chief Executive be authorised to grant Farnborough College of Technology (FCT) a 5-year lease/license to occupy the 1st floor of the Civic Offices for the purposes of providing a higher/further education facility subject to the terms already agreed by Cabinet in July 2018 and the following:

- a) A £50k as an upfront "deposit" to be payable on completion of the Agreement for Lease document.
- b) A 3-year indexed rent review linked to the Consumer Price Index (CPI), with a cap and collar of 1% and 3%.

### **10 CABINET WORK PROGRAMME 65 - 68**

To consider and amend the Cabinet Work Programme.

### **11 EXCLUSION OF THE PUBLIC**

The following item(s) contain exempt information.

## **RECOMMENDATION**

Members must decide whether the public interest in maintaining an exemption outweighs the public interest in disclosing the information.

It is suggested that, in accordance with Section 100A(4) of the Local Government Act 1972, the public be excluded during the discussion of the matters referred to, on the grounds that they involve the likely disclosure of exempt information, as defined in paragraph 3 of Part 1 of Schedule 12A of the Act, and the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

**12. REVIEW OF OUTSOURCED AND SHARED SERVICES**

69 - 71

3

To seek Cabinet approval to review the Council's outsourced services and shared working arrangements.

**Date of Publication: Wednesday, 29 March 2023**

## **CABINET**

**Date and Time:** Thursday 2 March 2023 at 7.00 pm

**Place:** Council Chamber

**Present:**

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

**In attendance:** Farmer, Forster and Smith

**Officers:**

Graeme Clark	Executive Director, Corporate Services & S151 Officer
Kirsty Jenkins	Executive Director Communities
Ashley Grist	Contracts & Procurement Manager
Christine Tetlow	Programme Manager
Gemma Watts	Strategy & Development Officer
Sharon Black	Committee Services Manager
Emma Evans	Committee Services Officer

### **111 MINUTES OF THE PREVIOUS MEETING**

The minutes of 2 February 2023 were confirmed and signed as a correct record.

Proposed by Cllr Neighbour; seconded by Cllr Quarterman

### **112 APOLOGIES FOR ABSENCE**

No apologies were received.

### **113 DECLARATIONS OF INTEREST**

No declarations were made.

### **114 CHAIRMAN'S ANNOUNCEMENTS**

The Chairman had no announcements.

### **115 PUBLIC PARTICIPATION (ITEMS PERTAINING TO THE AGENDA)**

There was no public participation.

### **116 Q3 FORECAST 2022/23 CAPITAL AND REVENUE OUTTURN**

*Cllr Farmer declared an interest in this item as voluntary Chairman of Hart Swimming Club, which hired facilities at the Leisure Centre*

The Portfolio Holder for Finance introduced the item by informing Members that the Council was on track to meet the projected revenue outturn this year.

The S151 Officer gave further details for Members, who noted:

- There was an underspend on SANGs schemes due to S106 projects being paused pending a reserves review
- Tier 2 savings were broadly on track although the £15k savings for internal audit would not be achieved this year as the new arrangements would not take effect until the next financial year
- There was a lower than expected planning income, which was being reported and monitored through the Place Service Panel
- Technical and Environmental Service Area would cease to exist in the budget from the new financial year, with just the 3 current Service Areas continuing

Councillors questioned:

- Whether there was anything that had happened since the report was finalised that was likely to impact on year end outturn
- Whether the additional funding allocated to the leisure centre was in line with that previously agreed by Cabinet and whether all reserves had now been exhausted
- Whether there would be a need to resource the economic development role given that the UKSPF project had an element of economic development
- Whether the Council had a good working relationship with Everyone Active and they were able to offer good value for money to the public

Proposed by Cllr Radley; Seconded by Cllr Neighbour

## **DECISION**

Cabinet:

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

## **117 UK SHARED PROSPERITY FUND**

Members were reminded that as part of the levelling up agenda, UK Shared Prosperity Fund funding was made available to improve outcomes for less fortunate residents. Hart had been successful in their bid and had been awarded a grant of £1m.

The paper before Cabinet explained the proposed governance of the scheme and how the funding was split. Members noted:

- That the work was backloaded with most taking place in the 3<sup>rd</sup> year to coincide with the funding being received
- Year 1 was mainly administration costs
- Year 2 work related to investigation and planning
  - The project would report regularly to O&S and Cabinet on scoping, finance and timescales
- That each project would have a named individual who would then be held accountable for their project

Councillors questioned:

- Whether the changes proposed at the last O&S meeting regarding governance had been incorporated into the paper
- Whether there was a Cabinet member responsible for the project? It was noted that there would be multiple projects that cut across different portfolio holders. The Leader sat on Project Board and would act as liaison for the overall project
- Whether the project plan, with portfolio holders noted against each project would be reported to Cabinet on a regular basis. This was confirmed
- Whether consideration had been given to the requirement for an economic development officer. It was noted that discussions were ongoing with Rushmoor Borough Council to see whether there was the possibility of working together to find this resource to work across both councils
- Whether the UKSPF work would also look at developing the offering of premises for small and medium enterprises to attract investment into the District; and whether the existing economic strategy would be refreshed

Proposed by Cllr Neighbour; Seconded by Cllr Oliver

Members agreed that this was an important piece of work to ensure that the Council took advantage of using the Government funding to make a real difference. Members thanked Officers for putting this proposal forward.

## **DECISION**

Cabinet:

- noted the successful bid and award of funding under the UKSPF to deliver the approved Local Investment Plan
- approved 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
- noted 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
- agreed 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.

## **118 CLIMATE CHANGE STAFFING ACTION PLAN**

Members noted that the Sustainability Officer left Hart in January 2023, and since then the climate change action plan had not moved on as quickly as planned. The Executive Director, Corporate's paper outlined the long-term staffing action plan to ensure full resourcing.

Members noted:

- the EV points/solar panels projects were progressing well
- the possibility of resource sharing with other Councils had been explored but had not proven possible
- the proposals being considered would mean that an element of the operational budget would need to switch to staffing, although it was proposed that the new Officer would have a focus on generating external funding that should offset this
- negotiations were ongoing with an external delivery partner to take forward the action plan following the Eunomia report
- advertising for the Sustainability Officer role would take place very soon

Members questioned:

- whether the proposed vacancies equalled 1.5 FTE
- how long it would usually take to recruit to this type of vacancy
- whether the action plan would be worked on in parallel to the vacancies being advertised. This was confirmed.

Proposed by Cllr Neighbour; Seconded by Cllr Radley

### **DECISION**

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

## **119 PARTICIPATION IN THE LOCAL AUTHORITY HOUSING FUND PROGRAMME FOR ACCOMMODATION FOR UKRAINIAN AND AFGHAN GUESTS**

The Portfolio Holder for Community introduced this item by reminding Members that there was a need to provide accommodation for Ukrainian and Afghan guest in the District. In December, the Government had announced funding for the acquisition of affordable homes for these guests. Hart had obtained in principle £1.5m for 9 homes.

Members noted:

- as a Council without housing stock we would need to work with a registered provider (RP) and other Councils
- there was a Memorandum of Understanding to be signed which we were unable to change
- that this would be only one housing option for this cohort



- once the guests had returned to their homeland, the housing would be available for local residents

Members queried:

- whether there was any limit on the length of the tenancy? It was confirmed that this was not the case.
- Whether there was a timeframe by which we needed to spend the funding? It was noted that the Council needed to have entered into a contract for the houses by the end of November, although it was possible there may be some flexibility from Government on this
- Whether it was felt that this timescale was achievable. It was confirmed that Officers felt that it was, particularly as we would be working with an RP who would be undertaking most of the work
- Whether it would be possible to purchase 9 homes for £1.5m in Hart. It was confirmed that this only represented part of the cost, there was matched funding from the RP, which was not explicit in the report
- Whether any due diligence checks had been done on prospective RPs? Officers confirmed they were happy with the proposed RP. One member had concerns, and would raise these separately.
- What would happen if we could only secure a lower number of homes? Officers confirmed that the equivalent funding for the outstanding homes would need to be returned to DLUHC.
- Whether the properties would belong to the RP once the guests had left? Officers confirmed this was the case although the Council would have nomination rights for tenants
- Whether it was planned that the accommodation would be spread across the district or in clusters? Officers confirmed it was likely that they would be clustered.

## **DECISION**

Cabinet:

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

## **120 Q3 PERFORMANCE PLAN REVIEW**

Members noted:

- this information had previously been presented to O&S, and gave a summary of performance for Q3, ending December 2022.
- that since the O&S meeting in February, the report from Serco had been received, giving an indication of performance on the waste and recycling contract. These figures were now being reviewed and ratified.
- CCTV statistics were still absent, but that with the transfer to Runnymede on 1 March 2023 it was hoped to include these in future

A member raised the issue of the CCTV figures for downtime in Q1 and Q2, which they felt were very poor. It was questioned whether the radio service that the old CCTV control room had been used at Runnymede and whether there had been a handover and/or transfer of Rushmoor staff. A visit to the new facility had been arranged and the Portfolio Holder for Community would provide a written answer to all Councillors on the questions raised at the previous week's Council meeting.

## **DECISION**

The performance report for Quarter 3 2022/23 was noted.

### **121 SHAPLEY HEATH GARDEN COMMUNITY REPORT - INTERNAL MEMBER REVIEW AND REFLECTION REPORT**

Members noted:

- That a representative from the LGA had undertaken a review with Cabinet members and members of the Opportunity Board
- The recommendations from his report were broadly in line with the recommendations from the Staffing Committee
- All recommendations would be sent to Audit Committee, who would consider them at their meeting on 28 March

A member queried whether the Leader, on behalf of the Cabinet, accepted the findings and recommendations of the report. The Leader confirmed he did. It was agreed that this had been a constructive process which had led to a set of informed recommendations.

Proposed by Cllr Neighbour; Seconded by Cllr Radley

## **DECISION**

Cabinet:

1. Will confirmed 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. Will ensure that all recommendations from Staffing Committee to Audit Committee are implemented with immediate effect.

### **122 CABINET WORK PROGRAMME**

Members discussed:

- The reasons why there was no date for the climate change action plan item

- That the outside bodies item should read “appointment of representatives to outside bodies” and the description amended accordingly

It was agreed to add an item for a review of CCTV following the transfer to Runnymede. A date for this report would be confirmed at the April meeting by the Portfolio Holder for Community. It was requested that this report also encompass a review of parish/community CCTV and to get feedback from other stakeholders such as the police. Members noted that in October 2020 it was agreed that a sum of £45k be set aside for maintenance of CCTV cameras.

The meeting closed at 8.46 pm

## **CABINET**

**DATE OF MEETING: 6 APRIL 2023**

**TITLE OF REPORT: SERVICE PLANS 2023/2024**

**Report of: Chief Executive**

**Cabinet Portfolio: Leader and Portfolio Holder for Strategic Direction and Partnerships**

## **PURPOSE OF REPORT**

1. To consider the Service Plans for 2023/24 as set out in Appendices 1, 2 and 3.

## **RECOMMENDATION**

2. That Cabinet agrees the Service Plans for 2023/24 as set out in Appendices 1, 2 and 3.

## **BACKGROUND**

3. Service Plans set out the key actions each service will undertake during the coming year to deliver the Council's objectives and priorities, as well as core services. The majority of our work is the day-to-day service delivery (or business as usual) and this is monitored through the Key Performance Indicators. Individuals' performance is monitored through performance appraisals (PDRs) and 1:1s during the year. The Service Priorities set out in the service plans are those projects and initiatives which are being delivered over and above the day-to-day service delivery.
4. The proposed 2023/24 Service Plans support the delivery of the new Corporate Plan and are set within the financial context of the approved revenue and capital budget for 2023/24. As such, any material change from what is proposed is likely to require further consideration, particularly in relation to staff resources and budgets. Whilst the draft service plans should be able to be delivered within the existing resources (both people and budget) they assume we will be able to recruit and maintain a full staff compliment, and they do not allow for unforeseen or unexpected major events or incidents that the Council may have to respond to during the year.
5. A significant change this year is that there are 3 Service Plans following the restructure last year and the removal of the former Environment & Technical Services. It also reflects that the Traffic Management Agency goes to the County Council on 1 April 2023.
6. The draft Service Plans were reviewed by Overview and Scrutiny Committee March 2023 and where appropriate the draft Plans have been updated to accommodate comments made. These comments are reflected in track changes.

## **MAIN ISSUES**

7. Service Plans and the Service Planning process form a key part of the Councils existing performance management framework. Progress against Service Plans are reviewed by the Overview and Scrutiny Committee Service Panels on a quarterly basis. The considerations of the Service Panels are reported to the Overview and Scrutiny Committee.
8. Cabinet also received quarterly updates on performance of Services through the monitoring of the Key Performance Indicators (KPIs).
9. In February 2023, the Council approved its new Corporate Plan 2023/2027. The four-year plan provides a high-level strategic framework for the decisions the Council takes. It describes our most important aims and the priority activities that we will focus on delivering. It will be implemented through service plans and key strategy and policy documents.
10. The Council's focus for the next four years in partnership with the Hart community, is:
  - Planet – make all areas directly under the control of the Council carbon neutral by 2035 and make Hart a carbon neutral district by 2040.
  - People – fair treatment for all, help for those in need, and a sustainable economy that makes Hart a great place to live, work and enjoy.
  - Place - delivering warmer, better homes in sustainable locations that people can afford to live in.
11. This will be underpinned by providing a resilient and financially sound Council – getting services right first time and delivering what matters to residents.
12. Hart District Council 2040 Vision was adopted in 2019. The Vision is for Hart to become the best place to live, work and enjoy by:
  - The place to live – creating a connected space,
  - The place to work – helping our local economy to thrive, and
  - The place to enjoy – enhancing our environment and health.
13. Plus there are the Council-wide priorities of:
  - Commercialisation
  - Digitalisation
14. In April 2021 the Council declared a Climate Emergency. Taken together these priorities have informed the Service Priorities for the Place Service.

## **ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

15. It is important to have Service Plans for each Service of the Council which establish the priorities and performance indicators for that Service. Within the Service Plan the priorities have been assessed against the Council's Corporate Plan and other plans and strategies, and balanced against staff and budget resources.

## **CORPORATE GOVERNANCE CONSIDERATIONS**

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

The link to the Corporate Plan, Hart 2040 Vision, and the Climate Emergency is highlighted earlier in the report.

### **Legal and Constitutional Issues**

No legal or constitutional issues raised by this report.

## **FINANCIAL AND RESOURCE IMPLICATIONS**

16. The draft Service Plans are linked to the agreed budget for 2023/24. They reflect the resources available to the Council. Should members wish to introduce new or expanded work streams then additional resources will first need to be identified.

## **MANAGEMENT OF RISK**

17. If the Council does not adopt service plans with clear targets and tasks that are aligned with its budgets, there is a risk that it will fail to deliver its objectives and priorities. The Corporate risk register will be considered separately by this committee and Cabinet and this will feature in the quarterly panel monitoring meetings.

## **EQUALITIES**

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

## **CLIMATE CHANGE**

19. The service plan sets out the 2023-24 delivery requirements to reflect the Council's ambition to become a carbon neutral authority by 2035.

## **ACTION**

Once approved the implementation will be monitored by the Overview and Scrutiny committee.

CONTACT Details: Kirsty Jenkins (Community), Graeme Clark (Corporate), Mark Jaggard (Place)

APPENDICES: Appendices 1, 2 and 3 –Service Plans for 2023/24



## Service Plan: Community Services 2023/24

### Service Overview

Community Services consists of six teams, focussed on delivering services to residents in the community. The organogram below sets out the teams that deliver these services: Housing Solutions, Community Partnerships and Projects, Housing Strategy and Development, including Housing Business Support, Private Sector Housing, Countryside and Community Safety including Parking. The services themselves are funded from a mixture of the council's own General Fund, Homelessness Prevention Funding and Better Care Fund, both distributed by central government and other small pockets of funding secured through various opportunistic bidding rounds.

Version 1	Version to be considered by Overview & Scrutiny Committee on 14 March 2023	

## Service Priorities

The table below sets out the service priorities for 2023/24, over and above day to day service delivery. Delivery against these is monitored via the quarterly Overview and Scrutiny Service Panel.

	Service Priority	Link to Corporate Plan	Expected Outcomes	Target Completion Date
1	Development of revised Supporting Communities Plan for 2023-2025	People	Gain approval at Cabinet	September 2023
2	Delivery of the Supporting Communities Plan via the Here for Hart programme	People	Delivery against action plan set out in Supporting Communities Plan 2023-2025	March 2024 and ongoing
3	Monitoring and reporting on the funded Service Level Agreements (SLA's) with key agencies	People	Delivery against set outcomes and value for money achieved via SLA's: <ul style="list-style-type: none"> <li>• Citizens Advice,</li> <li>• Hart Voluntary Action,</li> <li>• Fleet Phoenix,</li> <li>• Inclusion Hampshire</li> </ul>	March 2024



	<b>Service Priority</b>	<b>Link to Corporate Plan</b>	<b>Expected Outcomes</b>	<b>Target Completion Date</b>
<b>4</b>	Delivering the Refugee Workstream	People	Delivering the LAHF homes Prevention of homelessness due to breakdown in hosting arrangements - ongoing	November 2023 March 2024 (ongoing)
<b>5</b>	Delivery of the Armed Forces Covenant Duty	People	Delivery of activities in line with Armed Forces Covenant Duty Deliver Health & Wellbeing events at Bases and in community locations. Support veterans and armed forces families with employment signposting Gain Silver' Employer Recognition Award'	March 2024
<b>6</b>	Contribute to the delivery of the North Hampshire Community Safety Partnership (CSP) Partnership Plan	Place People	Delivery of initiatives in support of key objectives of the CSP Plan Promotion of crime prevention and safety initiatives through project work Joint work with the Police on ABC's and CPN's	March 2024

	Service Priority	Link to Corporate Plan	Expected Outcomes	Target Completion Date
7	Review Housing Allocations Policy	People	<p>Full review of housing allocations Policy to ensure compliance with all new legislation</p> <p>Take revised Policy (if change is needed) to Cabinet for approval</p>	March 2024
8	Review Homelessness Out of Hours Provision	People	<p>Homelessness Out of Office Hours or due Office Closure is reportable and actioned</p> <p>Fair remuneration for staff involved in delivering the out of hours service</p> <p>Good value for money service in place</p>	September 2023
9	Ensure we have an active private rented sector, engaging with landlords and hosting landlord events. Delivery of landlord support and tenancy sustainment services	Place	Annual landlord event and bi-annual landlord newsletter	March 2024 and onwards

	<b>Service Priority</b>	<b>Link to Corporate Plan</b>	<b>Expected Outcomes</b>	<b>Target Completion Date</b>
<b>10</b>	Produce an Annual Community Services Update	Planet People Place	Publication of an annual update and associated promotion / communication on key outputs	July 2023
<b>11</b>	Establish processes and documentation for First Homes	Place	Setting up a system to process and monitor first homes in the district	March 2024
<b>12</b>	Review the requirements for and establish a new vehicle for recording shared ownership	Place	Review options for the recording of shared ownership need and demand following the closure of the Government agency. Set up a system to record and advertise shared ownership properties for sale within the district.	December 2023
<b>13</b>	Delivery of Disabled Facility Grant service	Place	Enabling residents to remain in independent living accommodation (80 DFGs per year)  Provision of discretionary Prevention Grants, focused on providing quick solutions to those in urgent need  Promotion of prevention grants	March 2024
<b>14</b>	Review private sector renewal policy in relation to DFG recharges and homeowner loan provision	Place	Benchmark against best practice  Explore opportunities for increasing return	March 2024

	<b>Service Priority</b>	<b>Link to Corporate Plan</b>	<b>Expected Outcomes</b>	<b>Target Completion Date</b>
<b>15</b>	Support the delivery of the climate change action plan	Planet	Participate in the officer working group	March 2024
<b>16</b>	Identify biodiversity and climate change offsetting opportunities	Planet	Submit a costed plan to Cabinet for the delivery of offsetting “pilot” projects on the ground	August 2024
			Submit to Cabinet for approval of the “model” for project and financial delivery	January 2024
			Deliver “Phase 2” of the offsetting model	March 2024
			Complete the delivery of “pilot” projects (delivery of the physical works on site)	Sep 2024 to March 2026
<b>17</b>	Tree Strategy	Planet Place	Produce a Tree Strategy that will benefit sustainability, global warming, carbon and biodiversity	March 2024
			Complete a Tree Planting project as an example of good practice and to support biodiversity and carbon offsetting strategy	March 2024 to 2025
<b>18</b>	Reduce Operational Carbon Emissions	Planet	Instal electric vehicle (EV) charging points at Civic Offices	March 2023
<b>19</b>	Green Grid Strategy	Planet People Place	Production of Local Walking and Cycling Strategy	September 2023
			Identify opportunities for Green Networks in Hart with key partners	July 2023

	Service Priority	Link to Corporate Plan	Expected Outcomes	Target Completion Date
			Stakeholder consultation, Completion of Strategy and Cabinet approval.	June 2024
			Identification of "Phase 2" Green Corridor with costed plan	September 2024
20	Delivery of Hart Green Grid East	Planet People Place	Installation of signage through to Hartland Park.	September 2023
			Working with HCC and St Edwards on provision of temporary crossing of Bramshot Lane	September 2023
			HCC to develop: A3013 Cove Road crossing; Southwood Lane, cattle grid bypass improvements; pavement and drainage improvements	September 2024
21	Delivery of (Phase 2) Ecological Mitigation works at Fleet Pond	Planet	Approve updated project plan with proposed financial strategy	May 2023
			Tender Phase 2 to develop a costed strategy for approval	June 2023
			Costed Strategy Completed Draft Presented to O&S Cabinet approval	Feb 2024 Mar 2024 Apr 2024
22	Delivery of agreed works at Edenbrook Country Park	Place	Review and agree programme for delivery of works	March 2024

	<b>Service Priority</b>	<b>Link to Corporate Plan</b>	<b>Expected Outcomes</b>	<b>Target Completion Date</b>
<b>23</b>	SANGs Adoption	Place	Progress adoptions at the following sites: <ul style="list-style-type: none"> <li>• Moulsham Lane</li> <li>• Poulters Meadow</li> <li>• Hawley Park Farm</li> <li>• Edenbrook extension (Grove Farm)</li> </ul>	March 2024 and ongoing
<b>24</b>	Review of concession opportunities	People	Agree new strategy for delivery at Project Board	July 2023
			Concessions to be operational	March 2024
<b>25</b>	Closed Cemeteries	Place	Minimum standard of maintenance that is Biodiversity and Carbon Friendly	July 2023
			Legal process to hand areas over to Parishes considered with options	July 2023
<b>26</b>	Countryside Vision	Planet People Place	Aspirations and priorities for the future of the countryside service to deliver the best service possible to our customers and to enhance and protect biodiversity	Nov 2023
<b>27</b>	Grounds & Street Care Audit	Place	Mapping Grounds Maintenance areas to develop a schedule of rates with consideration biodiversity and carbon footprint considered	August 2023
			Investigate options in the delivery of contracted services for consideration	August 2024

	<b>Service Priority</b>	<b>Link to Corporate Plan</b>	<b>Expected Outcomes</b>	<b>Target Completion Date</b>
			Investigate options of carbon friendly fuels and electrification of vehicles and equipment.	March 2024
			Investigate a digital recording system for trees and site H&S	June 2023
<b>28</b>	Countryside Policy review	Planet People Place	Review all Policies relating to open spaces and ecology and identify any gaps. Proposals for filling gaps in policy will be prioritised and brought to Project Board for approval	March 2023 to 2025
<b>29</b>	Car Park Maintenance	Place	Develop and implement car park planned maintenance programme	September 2023
<b>30</b>	Litter Enforcement	Place	Investigate viability of bringing Litter Enforcement service inhouse and produce options paper for consideration  Consider options for enhancing fly tipping prevention and enforcement	November 2023
<b>31</b>	Review of CCTV	People Place	Following the transfer of the service to Runnymede, a review of camera provision across the district, including placement, quality and support of parish council CCTV	November 2023





## Performance indicators and targets

KPI	Description	Annual Target
1	Number of Households given advice to across the quarter	<i>INFO ONLY</i>
2	Number of households prevented or relived from becoming homeless	<i>50% of all formal presentations</i>
3	Number of families in B&B for more than 6 weeks	<i>zero</i>
4	Number housed in to the PRS (cumulative)	<i>30</i>
5	Number of gross affordable homes delivered (cumulative)	<i>100</i>
6	% Disabled Facilities Grant spent against budget	<i>100%</i>
7	No. of DFGs and Prevention Grants completed	<i>80</i>
		<i>(remove as historic info only target)</i>
9	Community Trigger reviews to be carried out	<i>1</i>
10	Community Events attended to promote service accessibility, across Community	<i>6</i>
11	Number of "Green Flags Awards" held	<i>4</i>
12	% Countryside major sites with current Management Plan	<i>90%</i>
13	Number of Service requests for Grounds and Street Cleansing Services	<i>1800</i>

## Service Plan 2023/24: Corporate Services

### Service Overview

Corporate Services covers a broad range of both front and back-office functions for the council including:

- Audit and performance
- Communications and website
- Elections, electoral registration and data governance,
- Committee services
- Commercialisation
- IT, digitalisation and change
- Contracts\* and procurement
- Finance
- Human resources and payroll
- Delivering government schemes of financial assistance to residents
- Climate change

\*A range of outsourced services are contract managed by the corporate team including

- Revenues and Benefit Services
- Leisure Centre operation
- Waste and recycling collection (through the joint client team hosted by Basingstoke and Deane Council)
- Contact Centre

Version 1	Version to be considered by O&S Committee	
<b>Version 2</b>	<b>Version updated to reflect O&amp;S comments</b>	

## Service Priorities 2023/24

The table below sets out the service priorities for 2023/24, over and above day to day service delivery. Delivery against these is monitored via the quarterly O&S Service Panel.

	Service Priority	Link to Corporate Plan	Expected Outcomes	Target Completion Date
1	Review Medium Term Financial Strategy to ensure the Council's financial resources and commitments are aligned with its strategic priorities, underpinned by robust financial controls and effective monitoring	Resilient and financially sound council	<p>Produce budget strategy to address forecast MTFS shortfall 2024/25 and beyond, and to strengthen resources to priority areas, developed in conjunction service managers and councillors</p> <p>Review S106 balances and procedures to ensure transparency, regular reporting and swift approval to spend</p> <p>Detailed budget review and rebase, including staff and central cost allocations</p> <p>Review reserves, including SANGs, as per Council approval Feb 2023</p> <p>Revised MTFP including risk and sensitivities, submit for Council approval</p> <p>Strengthen staff cost budgeting and monitoring</p>	<p>Oct 2023</p> <p>Aug 2023</p> <p>Aug 2023</p> <p>Aug 2023</p> <p>Feb 2024</p> <p>Nov 2023</p>

	<b>Service Priority</b>	<b>Link to Corporate Plan</b>	<b>Expected Outcomes</b>	<b>Target Completion Date</b>
2	Update the Commercial Strategy to ensure it supports the MTFS and reflects the latest statutory framework	Resilient and financially sound council	Restated priorities and actions with associated savings/income targets, linked to overall MTFS	August 2023 Cabinet
3	Ensure an effective transition from the Mendip/Capita outsourced arrangement and the production of high-quality statutory Accounts	Resilient and financially sound council	Smooth transition and knowledge transfer 22/23 pre-audit Accounts published Ensure adequate skills and experience in the HDC finance team Effective forward planning for technical accounting changes, including new lease accounting standards	July 2023 June 2023 Ongoing March 2024
4	Plan and implement changes as a result of the Elections Act 2022 for May 2024	Resilient and financially sound council	Elections team fully trained and aware. All IT and procedural changes implemented and tested. Staff, councillors, T&P councils and the public informed through effective comms strategy	Throughout the 23/24 year
5	Successfully deliver May 2023 local elections	People	Implementation of all new statutory requirements Achievement of full staff recruitment for election duties Smooth running on the day with positive feedback from candidates, agents and voters	May 2023

	Service Priority	Link to Corporate Plan	Expected Outcomes	Target Completion Date
6	Improving external communication	People  Resilient and financially sound council	<p>Deliver phase two of website development – outcomes including:</p> <ul style="list-style-type: none"> <li>• form enhancements</li> <li>• integrated payments</li> <li>• resident newsletter</li> <li>• mapping capabilities</li> <li>• media library</li> <li>• accessibility</li> <li>• pdf pages into publications</li> <li>• microsite scoping</li> </ul> <p>Development of marketing and advertising policy</p> <p>Hart News review and re-launch</p> <p>Social media policy development</p> <p>Achieve accessibility standards across internal and external channels</p>	March 2024
7	Committee services	People  Place	<p>Ongoing rollout of ModGov Report Manager for Portfolio Holders and Shared services</p> <p>Review effectiveness of ModGov at Hart</p>	<p>July 2023</p> <p>March 2024</p>

	<b>Service Priority</b>	<b>Link to Corporate Plan</b>	<b>Expected Outcomes</b>	<b>Target Completion Date</b>
8	Refresh Hart's Digital Strategy and customer offer	People Resilient and financially sound council	2019 Digital Strategy review measuring the outcomes delivered as part of the original programme of activity.  Draft, consult and deliver new Digital Strategy across service areas setting out new focus for the next three years	March 2024
9	Improve customer offer and access to services and council information	People Resilient and financially sound council	Review of current customer offer across all channels in preparation for contract review for outsourced services with BDBC  Review of current telephone choices for customers accessing 01252 622122 with proposal for new IVR	March 2024
10	IT - On-premises server upgrade/ move to cloud - Windows 2012 support ends in Oct 2023	Resilient and financially sound council	Full supported IT infrastructure	September 2023
11	Implement Cloud based telephony system	People Resilient and financially sound council	Migrate away from on-premises based telephony system	December 2023

	Service Priority	Link to Corporate Plan	Expected Outcomes	Target Completion Date
12	Rationalise/ decommission on-premises IT equipment	Resilient and financially sound council	<p>Complete final stage of the server room refresh</p> <p>The Council controls its overhead costs for direct dial telephony whilst expanding the flexibility for staff via a non desk-based solution</p>	July 2023
13	Review and develop a strategy for key outsourced and shared services	Resilient and financially sound council	<p>Cabinet approval for options appraisal and direction to ensure lead-in times are adequately prepared for and a pathway to secure value for money and robust services is agreed – to include:</p> <ul style="list-style-type: none"> <li>• Capita services contract</li> <li>• Council provided outsourced contracts including legal, licensing and building control</li> </ul> <p>Forward plan for new financial systems currently part of Capita contract</p>	<p>Sept 2024</p> <p>March 2024</p>
14	Waste and recycling - develop options for new legislation and contract renewal, and ensure robust contract monitoring through the client management arrangement	<p>Resilient and financially sound council</p> <p>Planet</p> <p>Place</p>	<p>Cabinet approval for options appraisal and direction to ensure lead-in times are adequately prepared for and a pathway to secure value for money and robust services is agreed</p> <p>Implement new legislation in the most cost-effective way possible</p> <p>Reduce carbon impact of service</p> <p>Review performance monitoring of the contract and the client team</p>	Ongoing

	<b>Service Priority</b>	<b>Link to Corporate Plan</b>	<b>Expected Outcomes</b>	<b>Target Completion Date</b>
15	Robust and effective procurement process and practice across the council that secures value for money and is legally compliant	Resilient and financially sound council	Prepare for Procurement Bill and update guidance and rules as required Guidance and the Contract Procurement Rules are up to date and in line with the updated legislation expected to be passed in 23/24	Feb 2024
16	Achieve the Council's Climate change aspirations and targets through a strengthened staff resource and robust action plan	Planet	New appointments made to complete the revised sustainability team  Present a revised climate change action plan, including financial implications, to Cabinet via O&S	May 2023  April 2023
17	Ensure effective Internal audit provision that adds value to services, gives assurance about controls and governance and confidence to the Audit Committee	Resilient and financially sound council	Implement the new service provided by Southern Internal Audit Service and quickly embed the new arrangements  Service managers and Audit Committee receive clear reports with high level of buy-in to recommendations	Sept 2023
18	Highly effective, skilled and well-motivated staff at the Council supported by an excellent HR service	People  Resilient and financially sound council	Review HR policies and procedures to ensure all are current and effective and support staff recruitment and retention  Undertake audit of JDs to ensure a full set of up-to-date documents is held with good controls on access and revisions  Improve staffing management information including FTEs, turnover and pay and conditions	Dec 2023  Aug 2023  March 2024



	<b>Service Priority</b>	<b>Link to Corporate Plan</b>	<b>Expected Outcomes</b>	<b>Target Completion Date</b>
19	To have strong, effective and transparent governance for corporate and service projects, with adequate skills and capacity in project resources	Resilient and financially sound council	<p>Consolidating project resource and strengthen reporting lines</p> <p>Implement actions arising from audit reports and lessons learned analysis from closed projects</p> <p>Implement new Terms of Reference for corporate Project Board and improve report back to Cabinet and O&amp;S</p>	<p>June 2023</p> <p>Ongoing</p> <p>April 2023</p>

Performance Indicator	Target
<p>CP1 - Percentage of the Internal Audit Plan completed during the year</p> <p><i>Year to date figures, values are cumulative (higher is better)</i></p>	100% by year end
<p>CP2 - Percentage customer satisfaction with Internal Audit.</p>	90%
<p>CP3 - Quality of customer service call handling</p> <p><i>This indicator is measured from the scoring of a recorded call against quality standards from a monitoring sample (higher is better)</i></p>	90%
<p>CP4 - Implementation of savings schemes targets to meet MTFS requirements.</p>	100%
<p>CP5 - Percentage of telephone calls answered by the Contact Centre in 30 seconds.</p> <p><i>Percentage value given is as at end of the quarter (higher is better)</i></p>	70%
<p>CP6 - Percentage of Non-domestic Rates collected.</p> <p><i>Year to date figures, values are cumulative (higher is better)</i></p>	98%
<p>CP7 - Percentage of Council Tax collected.</p> <p><i>Year to date figures, values are cumulative (higher is better)</i></p>	98%

CP8 - Percentage uptime of key systems	99%
<i>Percentage value given is for the quarter and rounded to one decimal place (higher is better)</i>	
CP9 - Percentage of uptime of Hart's website	99.5%
<i>Percentage value given is for the quarter and rounded to one decimal place (higher is better)</i>	
CP10 - Number of missed collections excluding garden waste (per 100,000)	Target, as set in the Serco contract, aims to miss no more than 40 bins per 100,000 collected for all bin collections except garden
<i>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)</i>	
CP11 - Number of missed garden waste collections (per 100,000)	Target, as set in the Serco contract, aims to miss no more than 250 bins per 100,000 collected for garden waste services.
<i>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)</i>	
CP12 - Overall cost of waste per household	£25
<i>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 <a href="#">VOA</a> (lower is better)</i>	

CP13 - Total recycling rate

46%

*Percentage value given is for the quarter (higher is better)*



## Service Plan: Place Service 2023/24

Version 1	Version to be considered by Overview & Scrutiny Committee on 14 March 2023	
<a href="#">Version 2</a>	<a href="#">Updated post consideration by Overview &amp; Scrutiny Committee</a> <ul style="list-style-type: none"><li>• <a href="#">Organogram removed</a></li><li>• <a href="#">KPI's updated</a></li></ul>	

## Service Overview

The Place Service consists of four teams covers a range of services focussed on delivering excellent services to our resident, businesses, and other stakeholders. The organogram below sets out the teams that deliver these services:

- Development Management & Building Control,
- Planning Policy & Economic Development, Flood Risk Management and Emergency Planning,
- Environmental Health & Licensing, and
- Data, Business Support & Facilities Management.

The Place service helps communities to be stronger and more resilient. We take an integrated place-based approach, working together as 'One Council' to develop the economy, ensure we protect and enhance the environment and meet our carbon-neutral commitments by 2035 and 2040.

Every day, we deliver critical services such as Environmental Health and Licensing. We plan for the future in terms of homes, employment space and associated infrastructure and ensure that development is high quality, meeting the needs of our communities now and in the future.

We have the responsibility for effective and creative place-shaping through the Local Plan and other planning documents. We help to support communities undertaking their own neighbourhood plans or conservation appraisals. We carry the statutory responsibility for determining planning applications. We also utilise our discretionary planning enforcement powers where it is expedient in the public interest to take enforcement action. The Place Service includes the statutory function of Local Planning Authority (LPA) for Hart district.

By delivering sustainable growth and developing vibrant and diverse economies this provides opportunities for communities to access affordable homes that is supported by essential infrastructure; whilst protecting and enhancing the natural and built environment.

**Resourcing**

The staffing structure for Place Service is below:

## Service Priorities

The table below sets out the service priorities for 2023/24, over and above day to day service delivery. Delivery against these is monitored via the quarterly O&S Service Panel.

	Service Priority	Link to Corporate Plan	Expected Outcomes	Target Completion Date
1	Local Cycling & Walking Infrastructure Plan (LCWIP) part of the Green Grid	Planet People Place	A network plan for walking and cycling - preferred routes and core zones for further development, and a prioritised programme of infrastructure improvements for future investment.	Adopt December 2023
2	Local Plan Review (Assessment)	Planet People Place	Undertake a Local Plan Review involving an assessment of whether the adopted local plan needs updating	Will take place once the Levelling Up & Regeneration Bill becomes an Act, plus the associated policy and guidance are updated
3	Settlement Capacity Study	Planet People Place	Understanding of the scope to accommodate future homes within settlements (Cabinet decision Nov 21).	December 2023
4	Cycle and car parking in new development Supplementary Planning Document (SPD)	Planet People Place	Guidance on well designed and appropriate quantum of cycle and car parking provision on new	Adopt by December 2023



			developments to encourage use of cycles.	
5	Viability assessments in new development Supplementary Planning Document (SPD)	Planet People Place	Viability assessments submitted which follow Council's preferred approach and contains the necessary information.	Adopt by December 2023
6	Delivery of affordable homes through planning Supplementary Planning Document (SPD)	Planet People Place	Guidance for provision of affordable homes on sites and off-site contributions.	Adopt by March 2024
7	Review and project plan the flood Schemes at: <ul style="list-style-type: none"> <li>• Kingsway, Blackwater</li> <li>• Mill Corner, North Warnborough</li> <li>• Phoenix Green, Hartley Wintney</li> </ul>	Planet People Place	Full review of the current schemes, new project plans, project management, resources, timeframes	Report to Cabinet Summer 2023
8	Water environment asset management plan (Phase 1)	Planet People Place	Identification of the Council's existing drainage assets and existing information on condition and maintenance.	March 2024
9	Planning Local Enforcement Plan	Planet People Place	To update the Planning Local Enforcement Plan which was adopted in January 2016	March 2024

10	Review the Planning Pre-Application Advice Service	Planet People Place	To ensure great customer service which also covers costs of providing the service. Will feed into the 2024/25 Fees and Charges	December 2023
11	Review of Council-wide fly tipping activity and to establish best practice	Planet People Place Resilient & financially sound Council	<p>The Council is involved with fly tipping across all Service areas:</p> <ul style="list-style-type: none"> <li>• deterrents</li> <li>• reporting</li> <li>• detection</li> <li>• collection</li> <li>• investigation</li> <li>• prosecution / warnings</li> </ul> <p>The review is to ensure a fully coordinated approach, and assessment against best practice elsewhere</p>	March 2024

## Performance indicators and targets

KPI	Description	Annual Target
Development Management		
	<u>Context: Number of Major development applications determined</u>	<i>Data only</i>
DM1	Percentage of Major development application decisions made within the statutory determination period (including Extensions of Time)	60%
	<u>Context: Number of Minor development applications determined</u>	<i>Data only</i>
DM2	Percentage of Minor development application decisions made within the statutory determination period (including Extensions of Time)	70%
	<u>Context: Number of Other applications determined</u>	<i>Data only</i>
DM3	Percentage of Other application decisions made within the statutory determination period (including Extensions of Time)	80%
	<u>Context: Number of Tree preservation works applications determined</u>	<i>Data only</i>
DM4	Percentage of Tree Preservation works applications decisions within the statutory determination period (including Extensions of Time)	75%
<del>DM5</del>	<del>Planning application fee income</del>	<del>Data only</del>
<del>DM6</del>	<del>Income from Pre-Application Advice and PPAs (including LBCs)</del>	<del>Data only</del>
Building Control		
<del>BC1</del>	<del>Number of Building Control Applications Received</del>	<del>Data only</del>

KPI	Description	Annual Target
<del>BC2</del>	<del>Building Control income</del>	<del>Data only</del>
Environmental Health		
EH1	Percentage of scheduled/proactive Food Safety inspections undertaken within timeframe <a href="#">[Based upon routine programme of interventions in accordance with the frequencies set out in the Food Law Code of Practice]</a>	<u>80%</u>
<del>EH2</del>	<del>Food Recovery Plan (prioritised)</del>	<del>Data only</del>
EH3	Percentage of Environmental Protections service requests (including noise, statutory nuisance and public health) responded within time	80%
EH4	Percentage of Food and Health & Safety service requests (including RIDDORs, HSADV, food poisoning investigations) responded to within time	80%
EH5	Percentage of formal consultation responses made within time (including Planning and Licensing)	80%
EH6	Number of fly-tipping service requests received by service	Data only
EH7	Number of fly-tipping enforcement actions	Data only
<a href="#">Licensing</a>		
<a href="#">L1</a>	<a href="#">Percentage of driver and vehicle applications and renewals issued within response time (including Hackney Carriage, Private Hire, Vehicle Operators) (Target 10 working days)</a>	<u>80%</u>
<a href="#">L2</a>	<a href="#">Percentage of LA2003 premises and personal licences issued within response time. (Target 2-5 working days)</a>	<u>80%</u>
<a href="#">L3</a>	<a href="#">Percentage of TENs responded within time</a>	<u>80%</u>

KPI	Description	Annual Target
	<a href="#">(Target 1 working day)</a>	
Planning Policy		
PP1	Housing Land Supply Position Statement [Identifies whether the Council has at least a 5-year supply of land for housing, which is a requirement of national planning policy]	Publish by end September
PP2	Brownfield Register [Statutory Duty to publish annually an update to the register of previously developed land that has been deemed as suitable for residential development]	Publish by 31 <sup>st</sup> December
PP3	Authority Monitoring Report (AMR) [Statutory duty to publish annually, reporting on matters including local plan policy formulation and implementation, duty to cooperate activity, and Neighbourhood Plans]	Publish by 31 <sup>st</sup> December
PP4	Infrastructure Funding Statement (IFS) [Statutory duty to publish annually, reporting on s106 (and where relevant CIL) monies secured, received, allocated and spent]	Publish by 31 <sup>st</sup> December
PP5	Statutory returns to Government [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]	Various deadlines throughout the year

## **CABINET**

**DATE OF MEETING: 6 APRIL 2023**

**TITLE OF REPORT: RISK MANAGEMENT POLICY**

**Report of: Executive Director of Corporate Services**

**Cabinet Portfolio: Leader and Strategic Direction and Partnerships**

**Key Decision: No**

**Confidentiality: Non-exempt**

## **PURPOSE OF REPORT**

1. This report details the outcome of the February 2023 review of the risk management policy (Appendix 1).

## **RECOMMENDATION**

2. It is recommended that the Cabinet approve the risk management policy.

## **BACKGROUND**

3. The risk management policy was last updated in 2018. From that time, the Council has become more risk aware and understanding as to the advantages that good risk management can bring to decision making.
4. The policy has been substantially rewritten to take account of the Council's greater understanding of risk management. It includes a definition of risk and risk management for the first time, expands upon the risk management process that should be followed including the link between the Corporate and Service Plans, the risk register and the development of the internal audit plan.
5. The risk assessment approach (including the impact and consequence levels and definitions) are unchanged. To allow managers to form a view as to whether or not the residual risk levels are acceptable, risk appetite statements have been included in the policy for the first time. These deal with risks that fall under the broad headings of finance, legal/regulatory, service delivery, reputation and safety.
6. The policy also proposes that risks that exceed their risk appetite levels should be formally reviewed to identify other measures that can be introduced to mitigate the risk. Those that require additional funding to introduce shall be escalated through Leadership Team to the Cabinet.

## **AUDIT COMMITTEE CONSIDERATIONS**

7. The Audit Committee reviewed the risk management policy at their 28 March 2023 meeting. Due to report publication timescales, their recommendations and/or comments are unable to be included in this report. Officers will update the Cabinet of all comments etc, at the meeting.

## **CORPORATE GOVERNANCE CONSIDERATIONS**

### **Relevance to the Corporate Plan**

8. Adopting a risk management policy contributes to the Corporate Plan priority of delivering an efficient and effective Council.

## **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?  
Yes

## **Legal and Constitutional Issues**

9. There are no legal or constitutional issues arising from this report.

## **Financial and Resource Implications**

10. There are no immediate financial or resource implications arising from the adoption of the risk management strategy.
11. Adopting risk appetite statements may give rise to future requests to Cabinet for funding to mitigate risks that exceed the agreed appetite levels. These will be considered on a case-by-case basis.

## **Risk Management**

12. Without a risk management policy and oversight of its implementation, it is likely that risk management processes across the Council would be piecemeal and ad-hoc. Risks or other weaknesses may not be identified or steps taken to address them. The policy provides a framework for managers to identify and consider risks in a uniform manner.

## **EQUALITIES**

13. There are no quality issues arising from this report.

## **CLIMATE CHANGE IMPLICATIONS**

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

## **ACTION**

15. The risk management policy is approved. Managers will be informed of its approval and risk registers will be updated in line with the policy.

**Contact Details:** Graeme Clark - Director of Corporate Services

**Email:** Graeme.Clark@hart.gov.uk

**Appendices:** Risk Management Policy

**Background Papers:** None



# Hart

**DISTRICT COUNCIL**

**HART DISTRICT COUNCIL**

**RISK MANAGEMENT POLICY**

**Previous version** April 2018  
**Date of review** February 2023  
**Next review** February 2025



## Policy Statement

Hart District Council has a responsibility to manage risks effectively. The Council's ability to deliver services and achieve its business objectives are constantly affected by risk, which the Council recognises can be both positive and negative.

The Council accepts that some risks can never be eliminated fully and shall acknowledge this through its risk appetite statement. The Council shall take informed decisions about how best to control and minimise both the downside of risk whilst also recognising that in order to maximise opportunities, higher degrees of risk may need to be accepted.

Risk management is an integral part of the Council's corporate governance arrangements and shall be built into daily management processes. The Council will ensure that Members and staff understand their responsibility to identify and mitigate risks as well as understand their possible consequences.

## Introduction

The Council's Corporate Plan sets out our vision and priorities for the District. The Plan '...provides a focus for our activities and services and will inform decision making and allocation of resources across the Council'.

In delivering the Corporate Plan we are required to provide services that are economical, efficient and effective. To help us achieve this we need to ensure that we take advantage of the opportunities that are presented to us, whilst minimising those threats that may hinder service delivery. This requires the Council to introduce and embed effective risk management across all service areas, such that it becomes an integral element of the Council's corporate governance arrangements.

## Definitions

**Risk** is the effect of uncertainty on objectives<sup>1</sup>.

An *effect* is a variation from what was expected. It can be positive, negative or both and can address, create or result in opportunities and threats. Risk is usually expressed in terms of risk sources, potential events, their consequences and likelihood.

**Risk management** is the identification, evaluation, control, monitoring and reporting of existing and emerging risks. It applies equally to the opportunities for taking risks as it does to avoiding risks or reducing losses. It is a key part of good management and not simply a compliance exercise.

---

<sup>1</sup> Risk Management – International Standard ISO 31000: 2018

## Why is risk management important?

It is not acceptable for the Council to find itself in a position whereby unexpected events cause financial loss, disruption to normal operations, damage to reputation, or the loss of key suppliers/partners. Our partners, communities and contractors expect that we will take into account those risks that may cause non-compliance with statutory obligations; disruption and inefficiency within operations; late delivery of projects; or health & safety issues.

Effective risk management will enable the Council to:

- Utilise risk as an integral part of corporate and business planning, policymaking, performance management and ensuring effective service delivery.
- Increase the effectiveness of business change programmes and projects.
- Ensure that strategic partnerships, outsourced or externally provided arrangements are adequately risk assessed and managed.
- Minimise financial losses and reduce costs.
- Demonstrate good governance and support the internal control framework.
- Establish clear oversight and scrutiny roles for Members and Officers.
- Ensure the Council's reputation is preserved and enhanced.

The aim is to manage risk, rather than eliminate it. Risk management activities must be proportionate to the level of risk that is being faced. Too little attention to the control of risk will lead to unnecessary losses and poor performance, while an over-zealous approach may stifle creativity and increase the cost of and/or impede service delivery. Successful risk management means getting the balance right.

## The risk management process

Risk management is a continuous process that has six key elements:

1. The systematic **identification** of those risks that might help or prevent the Council achieve its objectives.
2. An **analysis** of the level of risk faced, its potential disruption and/or impact upon objectives.
3. The **evaluation** of those risks in terms of likelihood and severity of the consequences should they occur.
4. The current **control** or **mitigation** of the risks, and whether they reduce the likelihood or severity of the risk to an acceptable level.
5. Risk **treatment plans**. The arrangements put in place to deal with those risks that exceed acceptable levels e.g. introducing additional controls, avoiding the risk by not delivering the service as intended, sharing the risk (e.g. insurance), or consciously deciding to retain the risk.
6. The on-going **monitoring** and **reporting** of risk, to allow for intended actions to be achieved and losses minimised.

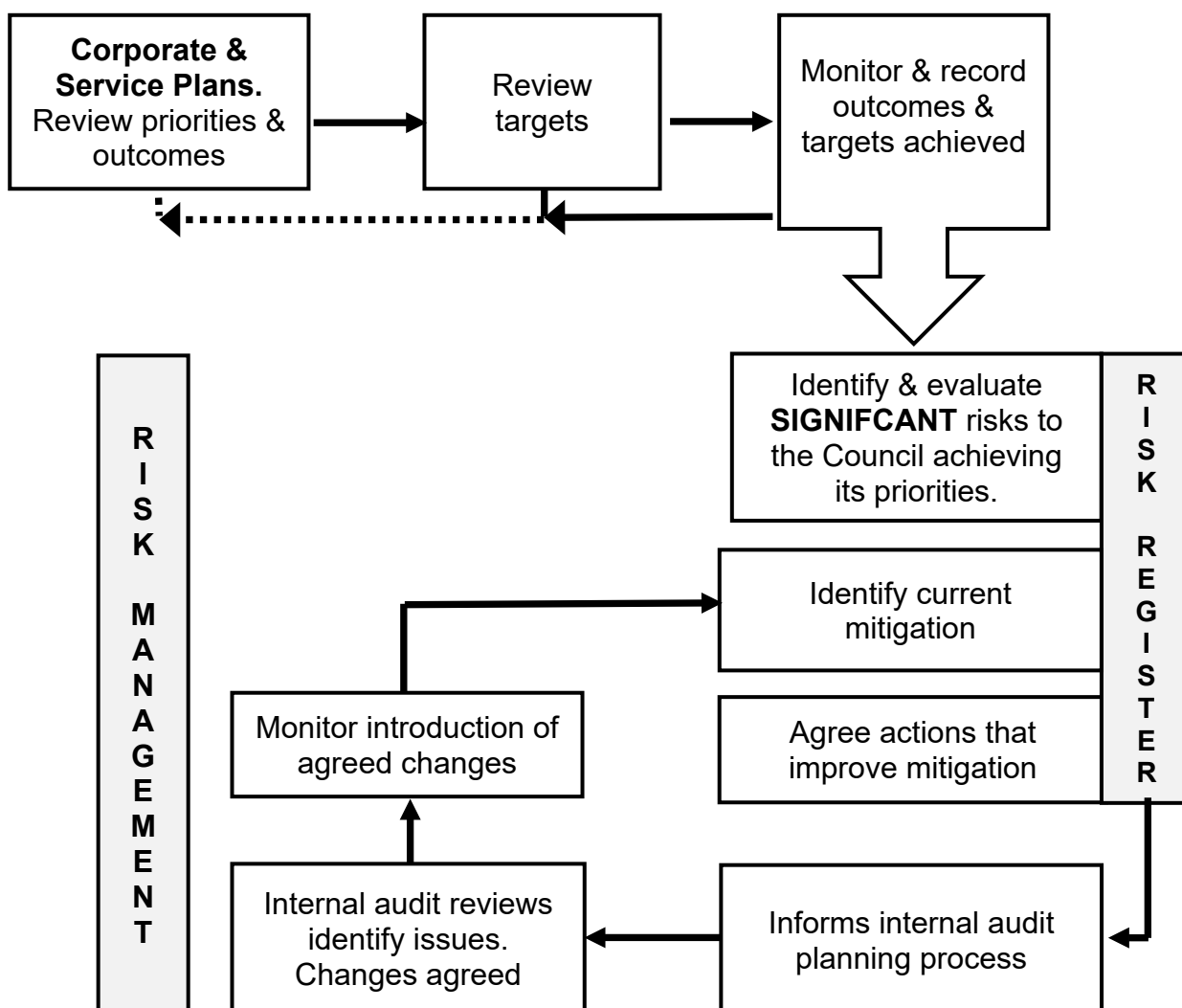
A standard risk management process will be used throughout the Council. This will ensure that risks are considered in the same fashion whether they are at a corporate, operational, partnership, or project level.

## Developing and integrating risk management

The identification and management of risks needs to be undertaken at all stages of the corporate and service planning process so as to ensure that the risk register contains the significant risks that will affect the Council achieving its objectives or priorities.

All reports or proposals at officer or member level that deal with changes to services must, where material, refer to the impact of what is being considered on the Council's priorities and targets and be supported by an explicit consideration of the risks, both inherent and mitigated, to that impact being achieved.

The diagram below explains how risk management links both the service planning process and the development of the Internal Audit annual plan.



There are many ways of identifying risk, including:

- Staff experience and knowledge.
- Necessity for achieving Corporate and Service Plans.
- Performance indicators, financial/budgetary and management information.
- Service reviews by internal/external audit and other inspection bodies.
- Risk assessments.
- Directorate / Service meetings / workshops.
- Amendments to legislation.
- Insurance claims / loss information.
- Horizon scanning - spotting potential causes of uncertainty.

Risk registers shall be maintained at both the Corporate and Operational level.

Corporate risks are likely to affect the medium to longer term priorities and objectives of the Council and require longer term planning to be addressed.

Operational risks tend to be related to ongoing service activities and have a more immediate impact and require to be treated in a shorter time frame.

Risks are unlikely to remain static and they are required to be reviewed regularly to reflect changing internal and external circumstances. Such reviews may lead to risks moving between registers, new risks being identified, risk being closed when appropriate and control measures being updated leading to changing risk scores.

### **Risk assessment**

As the diagram above explains, risk registers shall be developed that identify and evaluate the significant risks to the Council achieving its priorities.

All potential risks identified shall be evaluated and scored against a set of pre-determined criteria for both consequence (under the headings of finance, legal/regulation, reputation, and service delivery) and likelihood (see Appendix A).

The first evaluation shall be undertaken as though no controls are in place to mitigate the risk. The results of this evaluation are known as the 'Prior Assessment' (or Inherent) score.

A second evaluation shall be undertaken that considers the effectiveness of the current controls that are in place to mitigate the risk. The results of this evaluation are known as the 'Current Assessment (or residual) score.

Once the current assessment has been completed, it should be considered against the Council's risk appetite.

### **Risk appetite**

The Cabinet shall determine the Council's risk appetite; that is the amount of risk that it is prepared to accept, tolerate, or be exposed to at any point in time. In making this

decision the Cabinet shall consider the risk assessment model, the Council's current circumstances and their responsibilities towards the Council's employees and the wider community and the recommendations of the Leadership Team.

The Cabinet accepts that some risks can never be eliminated fully or reduced to a level that it considers to be reasonable. For these risks, a risk treatment form shall be completed and considered by the Leadership Team and if necessary, Cabinet.

The appetite for risk varies according to the activity undertaken. The risk appetite shall be determined by Cabinet at least once a year and communicated to all managers. All risk owners will re-evaluate their risks when the Cabinet's risk appetite changes.

As of the 1 April 2023 Cabinet, after considering the risk assessment model has determined the following risk appetite. These statements are intended to guide the Council's activity and decision making.

### **Risk Appetite statement**

**Financial.** In looking after its finances the Council will plan carefully and invest wisely to deliver good value for money and, in doing so, is willing to accept, in some circumstances, risks that may result in a minor financial loss.

**Legal/Regulatory.** The Council places great importance on compliance, regulation and public protection and has no appetite for any breaches in statute, regulation, professional standards, ethics or any act that facilitates bribery or fraud.

**Service Delivery.** In accepting that minimum service levels shall be determined by the Cabinet and are constrained by budget pressures, the Council requires operational risk to be reduced to a level at which the controls and procedures that are in place allow for services to be delivered 'right first time' and with minimum error or the requirement to re-perform. This will result in the provision of appropriate levels of service that provide value for money whilst also maintaining customer focus.

**Reputation.** It is regarded as essential that the Council acquires and maintains a high public reputation. It has a low appetite to risk in the conduct of any of its activities that puts its reputation in jeopardy. However, it is prepared to take a stance which may be opposed by some stakeholders where it is considered necessary for delivering statutory requirements.

In addition to the above, the Council has no appetite for **safety** risk exposure that could result in anything other than an insignificant injury requiring first aid. If safety risks conflict with the delivery of services or the introduction of new initiatives, then the safety of employees and members of the public shall take precedence.

### **Risk treatment**

For all risks that have a 'Current Assessment' score that exceeds the risk appetite as determined by Cabinet, consideration shall be given as to what further cost-effective

mitigation could be introduced to reduce the risk score so that it falls within the risk appetite.

Before a decision is made on the way the risk is to be treated, the Risk Owner shall carry out an option appraisal. The appraisal shall consider how to deal with the risk on the following basis:

1. **Reduce or treat** the risk by controlling the likelihood of the risk occurring or controlling the impact of its consequences.
2. **Transfer** the risk either totally or in part to others e.g. through insurance.
3. **Accept** or tolerate the risk. This option will only be accepted when the ability to take effective action against a risk is limited or the cost of taking action is disproportionate to the potential benefits gained.
4. **Avoid** or eliminate the risk by not undertaking the activity that may trigger the risk. This option will very rarely be selected.

The appraisal will consider cost, resources, time and the potential financial and non-financial benefits of each treatment option. Advice from specialist staff shall be taken where appropriate.

For some risks an inexpensive or simple treatment or control may be sufficient to reduce the risk score to, or below, the agreed appetite level. If the mitigation is considered too expensive or not reliable enough to reduce the risk, then the Risk Owner shall discuss this with the Leadership Team, who will decide if the risk requires further mitigation or will be accepted or avoided. If the risk is to be accepted or tolerated the decision of the Leadership Team shall be recorded on the risk register.

Risk treatments that are required to be introduced to reflect the risk appetite and those which cannot be funded from within existing budgets shall be reported to Cabinet. Cabinet will then decide on the level of risk it wishes to be exposed to.

## **Communication**

The Risk Management Policy will be published on the Council's website so that all members of staff, partners, stakeholders and interested members of the public can have access and easily refer to it.

The policy will be reviewed every two years and following any key changes e.g. central Government policy, inspection regimes and following any internal reorganisation.

## **Training**

All managers will receive training in risk management so that they are confident in undertaking the process of risk identification and mitigation within their service areas.

## **Roles and responsibilities**

### **Elected Members**

- To be aware of the arrangements in place for risk management.
- To fully take into account consideration of risk as part of the decision-making process.
- To gain an understanding of risk management principles and the benefits that it brings to the achievement of corporate objectives.

### **Cabinet**

- To be responsible for ensuring effective risk management procedures are in place across the Council and approving the risk management policy.
- To determine the Council's risk appetite annually.
- To decide upon the action to be taken for all mitigated risks that exceed the Council's risk appetite or have the potential to harm its reputation or the continuity of services and require additional budget expenditure that cannot be funded from existing Service budgets.

### **Audit Committee**

- To review the effectiveness of the risk management framework and consider any governance issues.
- To seek assurances from management that action is being taken to manage identified risk.

### **Overview and Scrutiny Committee**

- To receive and review regular reports on the content of the corporate risk register.

### **Leadership Team**

- To ensure effective risk management throughout the Council in accordance with the risk management policy.
- To maintain a culture where risk management is embedded in the decision-making process.
- Regular discussion on emerging and existing risks within management team and Elected Members.
- To review and challenge risk treatments proposed if additional control measures cannot be funded from Service budgets.
- To gain an understanding of risk management and its benefits.
- To develop and review the corporate risk management framework.
- To review the content of the Corporate risk register at least one every six months.
- To promote a culture that will help embed risk management across the Council.
- To provide to Overview and Scrutiny Committee every six months, details of all changes made to the Corporate Risk Register.

### **Heads of Service**

- To ensure that risk is managed effectively within their own service.
- To contribute towards the development of the corporate risk register.

- Balance an acceptable level of risk (as described by the risk appetite) against the achievement of corporate and/or service plans, project objectives and business opportunities.
- Ensure that risks relating to significant partnerships are identified and effectively managed, within the partnership and at service level.
- Maintain a service specific operational risk register and ensure it is reviewed at least on a quarterly basis.
- That risk is considered as part of the decision-making process.
- To integrate risk into service planning.
- To update Service Boards on the content of operational risk registers.

### **Internal Audit**

- To challenge existing risk management arrangements.
- To report risk issues to management as part of internal audit reviews.
- To make recommendations, advice and guidance on how to improve the control environment and mitigate risks.
- To identify best practice and consider its introduction within the Council.
- To provide the Audit Committee with a summary on the effectiveness of the risk management framework.

### **Employees**

- To co-operate with management and colleagues in matters relating to the mitigation of risk.
- To promptly inform the appropriate manager of any risks they become aware of.



## RISK ASSESSMENT MODEL

### Likelihood / Frequency

- 5 = Almost Certain** Will almost certainly happen and will happen frequently.
- 4 = Likely** Will probably happen and may persist.
- 3 = Possible** Might happen.
- 2 = Unlikely** Do not expect it to happen but it is possible.
- 1 = Rare** This will probably never happen, but it may occur in exceptional circumstances.

### Consequence

	Financial	Legal / Regulatory	Reputation		Service Delivery/ Business Continuity
<b>5 = Catastrophic</b>	> £1m	Major legal action or regulatory sanction. Prosecution.	Total loss of public confidence.		Major, serious sustained disruption.  Over 3 months
<b>4 = Critical</b>	≥ £500k ≤ £1m	Enforcement action or function put into special measures.	National negative media coverage	Greater than 3 days	Significant short-term disruption.  1 to 3 months
<b>3 = Major</b>	≥ £50k ≤ £500k	Multiple breaches of statutory legislation.		Less than 3 days	Loss or interruption.  1 to 4 weeks
<b>2 = Moderate</b>	≥ £5k ≤ £50k	Single/isolated breach.	Local negative media coverage.  1 month or more		Small disruption and/or inconvenience.  2 to 5 days
<b>1 = Minor</b>	≤ £5k	Trivial breach or non-compliance	Less than 1 month		Negligible disruption/unnoticed by service users

## **CABINET**

**DATE OF MEETING: 6 APRIL 2023**

## **TITLE OF REPORT: Hartley Wintney Cricket Club Lease**

**Report of the Chief Executive**

**Cabinet Portfolio: Corporate Services**

**Key Decision: Yes**

**Confidentiality: Non Exempt**

## **PURPOSE**

1. The purpose of this report is to seek Cabinet's approval for a new lease for Hartley Wintney Cricket Club.

## **RECOMMENDATION**

2. The Chief Executive be authorised to agree a surrender and a simultaneous re-grant of a new lease to Hartley Wintney Crick Club for a term of 25 years with the initial rent set at £1,000 per annum subject to RPI annual increase with a cap and collar of 1% and 3%.

## **BACKGROUND**

3. Hartley Wintney Cricket Club (HWCC) occupies land leased from the Council on Central Common just behind the High Street.
4. The current lease was granted on 6th July 2009 for 25 years at an initial rent of £1,000 per annum. Rent is subject to RPI increases. The current rent is circa £1,900 per annum. The term of the lease expires on 1st July 2034 (11 years unexpired term) and it is a Full repairing and insuring lease.

## **THE ISSUES**

5. HWCC would like to update the lease looking at the current rent payable and updating on modern terms. The current rent is RPI's every year and is now becoming un-affordable given the other cost of living increases such as heat, light, materials etc. RPI indexation is also very volatile under the current economic conditions and therefore make it difficult for the Club to budget and project cashflow into the future.
6. HWCC would also like to carry out works of modernisation to the premises including updating the "away" changing room, which is currently just a curtained off area from the main clubhouse.
7. Finally, HWCC would separately like to re-seed the pitch between September and October each year, but need to find a way of keeping members of the public off this area for 6 weeks whilst the grass grows, fully aware that the land is part of the

Common. As it stands currently the Club cannot fulfil fully its repairing obligations to keep the premises in “substantial repair and condition” as re-seeding the pitch is proving problematic.

8. Funding opportunities are limited given that HWCC have only 11 years remaining on their lease.

## **THE PROPOSAL**

9. The Proposal is that the Council agrees to a surrender and a simultaneous re-grant of a new lease on modern terms for a term of 25 years.
10. The initial rent would be set at £1,000 per annum subject to RPI annual increase with a cap and collar of 1% and 3%. This will protect the minimum increase to the Council and assist in HWCC being able to budget and forecast their cashflow more accurately.
11. The 25 year term will allow HWCC access to more funding opportunities.
12. In terms of re-seeding the pitch is HWCC is seeking Council support in its PINS application in order to “close” access to the portion of the pitch which is being re-seeded for 6 weeks per year. HWCC hope that the Council can work with them to ascertain the most appropriate means of securing this area.
13. Finally, the Council would work with HWCC in terms of bi-annual tree surveys and remedial works to roots etc to protect the pitch from future damage.

## **CONSIDERATION**

14. There is no operation disadvantages in the proposals presented and it does mean that HWCC can maintain a beneficial and affordable use of the land and buildings.
15. The issue of the reseeded and HWCC’s need to “close” a section of the field which is common land will separately need the Secretary of State’s approval, but it is not dependant on or required as part of the new lease proposal.

## **ALTERNATIVE OPTIONS CONSIDERED AND REJECTED WHEN THIS DECISION WAS MADE**

16. Not to grant a new lease would not be an appropriate alternative option. It would ultimately leave the land and buildings without a beneficial use.

## **EQUALITIES**

17. The proposal raises no equality issues.

## **ACTION**

18. Subject to Cabinet’s approval a new lease will be finalised with Hartley Wintney Cricket Club.

Contact: Daryl Phillips, Chief Executive

## **CABINET**

**DATE OF MEETING: 6 APRIL 2023**

### **TITLE OF REPORT: FARNBOROUGH COLLEGE OF TECHNOLOGY (FCT): 5 YEAR LEASE (WITH ONE YEAR BREAK CLAUSES) FOR THE PROVISION OF HIGHER AND FURTHER EDUCATION SERVICES ON THE FIRST FLOOR OF THE CIVIC OFFICES.**

**Report of the Chief Executive**

**Cabinet Portfolio: Corporate Services**

**Key Decision: Yes**

**Confidentiality: Non Exempt**

## **PURPOSE**

1. The purpose of this report is to seek Cabinet's approval for an adjustment to the agreement reached in July 2022 to grant a lease for Farnborough College of Technology to occupy floorspace in the Civic Offices.

## **RECOMMENDATION**

2. That the Chief Executive be authorised to grant Farnborough College of Technology (FCT) a 5-year lease/license to occupy the 1<sup>st</sup> floor of the Civic Offices for the purposes of providing a higher/further education facility subject to the terms already agreed by Cabinet in July 2018 and the following:
  - a) A £50k as an upfront "deposit" to be payable on completion of the Agreement for Lease document.
  - b) A 3-year indexed rent review linked to the Consumer Price Index (CPI), with a cap and collar of 1% and 3%.

## **BACKGROUND**

3. In July 2022 Cabinet endorsed the decision to agree to lease the vacant floor space on the 3<sup>rd</sup> floor of the Civic Offices to Farnborough College of Technology (FCoT) (Urgent decision report attached as Appendix 1).
4. Following further discussions, it has now been agreed that it would be more practical if FCoT took a lease on the 1<sup>st</sup> floor rather than the 3<sup>rd</sup> floor. It would essentially be on the same terms as previously agreed but with the inclusion of the following additional clauses:
  - a) A £50k as an upfront "deposit" to be payable on completion of the Agreement for Lease document. The funds to be used to cover the additional cost incurred to move the Council's current 1st floor operations to the 3rd floor.
  - b) A 3-year indexed rent review linked to the Consumer Price Index (CPI), with a cap and collar of 1% and 3% - a new clause which replaces the previously rather vague rent review obligation.

## **CONSIDERATION**

5. There is no operation disadvantages to the proposed change as set out in this report. Staff have been briefed and are eager to welcome FCoT and also to move to the 3<sup>rd</sup> floor.

## **ALTERNATIVE OPTIONS CONSIDERED AND REJECTED WHEN THIS DECISION WAS MADE**

6. The Council has over the years sought to find a suitable commercial partner to occupy the vacant and underutilised floor space. The Council has also experimented with a bespoke business centre on the ground floor. None of the accommodation that the Council can offer is attractive to businesses on a commercial footing. Therefore, other than facilitating the FCT offer there is little alternative other than to leave the vacant floor space unused and still incurring a cost to the Council.

## **EQUALITIES**

7. The proposal raises no equality issues, and the 1<sup>st</sup> floor is fully accessible by anyone with disabilities.

Contact: Daryl Phillips, Chief Executive

Appendix 1 Urgent Executive Decision Delegated Authority July 2022 Cabinet: Report Title: Farnborough College ff Technology: 5 Year Lease (With One Year Break Clauses) for the Provision of Higher and Further Education Services on the Third Floor of the Civic Offices.



**Chief Executive  
Civic Offices  
Harlington Way  
Fleet  
Hampshire  
GU51 4AE**

## **PROPOSED URGENT EXECUTIVE DECISION BY DELEGATED AUTHORITY**

**REPORT TITLE: FARNBOROUGH COLLEGE OF TECHNOLOGY (FCT): 5 YEAR LEASE (WITH ONE YEAR BREAK CLAUSES) FOR THE PROVISION OF HIGHER AND FURTHER EDUCATION SERVICES ON THE THIRD FLOOR OF THE CIVIC OFFICES.**

### **PORTFOLIO: COPORATE SERVICE/COMMERCIALISATION**

**DELEGATED POWER:** All Cabinet members for matters within their terms of reference: To take action to deal with urgent business that arises between meetings of the Cabinet when it is not appropriate to call a special meeting of the Cabinet. Decisions taken under this power will be reported to the next Cabinet meeting.

**KEY DECISION: No** (it does not result in the Council spending or saving either £30,000 or 25% (whichever is higher) of the budget for the service or function the decision relates to).

**PROPOSED DECISION:** That the Chief Executive be authorised to grant Farnborough College of Technology (FCT) a 5-year lease/license to occupy the third floor of the Civic Offices for the purposes of providing a higher/further education facility and, authorise the Chief Executive, to implement any necessary security enhancement works to facilitate use of the third floor by FCT to be funded from the August 2018 Cabinet approved £500k 'invest to grow' budget reserve that is allocated to the Chief Executives.

**PAPER ATTACHED: No** (Heads of Terms only)

### **REASON FOR DECISION**

The Council's Commercialisation Strategy has three stands one of which is to reduce costs through better utilisation of the civic offices.

The Council has rationalised its floorspace needs and this proposal seeks to use the vacant and unused floorspace on the third floor to provide a much needed further and higher education faculty within Hart District. The current annual cost of maintaining the vacant third floor is approximately £175k.

FCT propose at its own cost to fully refurbish the third floor in its entirety including painting and decorating and enhancing the WC facilities. The intention is to create a self-contained functional unit that would have minimal impact upon the operation of the Council's core business.

The rent proposed is £230k/annum (inclusive of services charges) but this will be reviewed at the end of the first year to reflect actual cost recovery. For the District Council there will need to be some minor (one-off) works on the second floor to provide a degree of door entry security to control access around the central core. This can be funded from the £500k 'invest to grow' budget reserve that is allocated to the Chief Executive.

It is also anticipated that there will be a form of limited concierge facility provided at ground floor albeit it will be low key as FCT do not envisage the need for a bespoke service. The annual cost to the Council for providing these services is estimated to be around £20k/annum.

The proposed lease is for an initial 5 years although it could be extended. This is because FCT still have ambitions to find a more permanent location within Hart District. FCT are also mindful of the potential of the Civic Quarter regeneration and therefore has agreed for one year break clauses (running from September to September) to coincide with the annual year term.

There would also be no obligation on the Council to reprovide the facility in the event of a successful regeneration project coming forward. This arrangement will ensure the FCT facility would not conflict with the Council's wider regeneration ambitions.

The draft Heads of Terms is attached.

## **ALTERNATIVE OPTIONS CONSIDERED AND REJECTED WHEN THIS DECISION WAS MADE**

The Council has over the years sought to find a suitable commercial partner to occupy the vacant and underutilised third floor space. The Council has also experimented with a bespoke business centre on the ground floor. None of the accommodation that the Council can offer is attractive to businesses on a commercial footing. Therefore, other than facilitating the FCT offer there is little alternative other than to leave the vacant floor space unused and still incurring a cost to the Council.

**WHO HAS BEEN CONSULTED?** The ultimate decision lies with the Portfolio Holder, but this paper is being shared with:

- The Chairman of Overview & Scrutiny Committee
- The Portfolio Holder for Finance.

**RESOURCE/ RISK/ CRIME AND DISORDER IMPLICATIONS:** None Identified

**EQUALITIES:** The proposal raises no equality issues, and the third floor is fully accessible by anyone with disabilities.

**BACKGROUND PAPERS: Heads of Terms Attached**

	<b>Date:</b>	<b>Signed:</b>
<b>CABINET MEMBER:</b>		
<b>CHIEF EXECUTIVE</b>		
<b>S 151 OFFICER (Head of Finance)</b>		



## CABINET

### KEY DECISIONS / WORK PROGRAMME AND EXECUTIVE DECISIONS MADE

April 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
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	
Hartley Wintney Cricket Club Lease	To consider revised lease terms	6 Apr 2023		No		CX	
Farnborough College of Technology 1st Floor Lease	To consider the latest proposal for the lease to FCoT of office space at the council offices	6 Apr 2023		No		CX	
Review of Outsourced and Shared Services		6 April		No		CS	EXEMPT
Corporate Risk Register	To ask Cabinet to review and approve the Corporate Risk Register	1 June 2023		No		CS	
Appointment of Representatives on Outside Bodies	To confirm Representatives of the Council on Outside Bodies	1 Jun 2023		No		CS	

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
Q4 Performance Plan Review	Q4 performance plan review report, following information reviewed at O&S	1 Jun 2023		No			
Climate Change Action Plan	Cabinet to receive the proposed Action Plan to facilitate Hart's Carbon Pathway for endorsement	6 Jul 2023		No		CS	
Review of CCTV Service	To review the CCTV service following the move to Runnymede, including any requirement for additional funding for replacement cameras/additional maintenance as required			No		H	
Revenue and Capital Outturn 2023/24		3 Aug 2023		No		F	
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	

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
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	

Page 29

**Note 1**  
A “key decision” means an executive decision which, is likely to –  
a) result in Council incurring expenditure or the making of savings which amount to £30,000 or 25% (whichever is the larger) of the budget for the service or function to which the decision relates; or  
b) be significant in terms of its effects on communities living or working in an area comprising two or more wards within the area of the district of Hart.

**Note 2**  
**Cabinet Members**

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

**Note 3**

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
--------------	------------------------------------	----------	-------------------	--------------------------	-------------------------	------------------	---

**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

**DELEGATED EXECUTIVE DECISION**

2022/23	Cllr Radley	To report to Cabinet as per Financial Regulation 10.34, debts >£5k written off as irrecoverable for the year 2022/23- totalling £99,459k for council tax and £92,115k for business rates. This will be met from the collection fund bad debt provision, not directly from the Council's budget.	

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Exempt from Publication