



NOTICE OF MEETING

| | |
|--------------------------------|---|
| Meeting: | Cabinet |
| Date and Time: | Thursday, 7 April 2016 at 7pm |
| Place: | Council Chamber, Civic Offices, Fleet |
| Telephone Enquiries to: | 01252 774141 (Mrs G Chapman) gill.chapman@hart.gov.uk |
| Members: | Burchfield, Crampton, Crookes, Forster, Gorys, Kennett, Morris, Parker (Chairman) |

Joint Chief Executive

CIVIC OFFICES, HARLINGTON WAY
FLEET, HAMPSHIRE GU51 4AE

AGENDA

**COPIES OF THIS AGENDA ARE AVAILABLE IN LARGE PRINT
AND BRAILLE ON REQUEST**

1 MINUTES OF PREVIOUS MEETING

The Minutes of the meeting of 3 March 2016 are attached to be confirmed and signed as a correct record. **Paper A**

2 APOLOGIES FOR ABSENCE

3 CHAIRMAN'S ANNOUNCEMENTS

4 DECLARATIONS OF INTEREST

To declare disclosable pecuniary or any other interests.

5 PUBLIC PARTICIPATION (ITEMS PERTAINING TO THE AGENDA)

6 LEISURE CENTRE WORKING GROUP

To note the minutes of the meeting held on 24 February 2016. **Paper B**

7 DRAFT SERVICE PLANS 2016/2017

To consider the draft Service Plans for 2015/2016. **Paper C**

RECOMMENDATION

For the draft Service Plans for 2015/2016 to be approved.

8 REVIEW OF THE WITHDRAWN HOUSING OPTIONS CONSULTATION

At its meeting on 15 March 2016 the Overview and Scrutiny Committee considered a report from its working party on the the Review of the Withdrawn Housing Options Consultation. Members agreed to forward a recommendation to Cabinet. **Paper D**

RECOMMENDATION from Overview and Scrutiny Committee

That Cabinet should consider whether the Council should adopt a code of practice to guide how future consultation exercises are undertaken. As an interim, the Joint Chief Executives should draw up and communicate to all officers' clear guidance about how to conduct a consultation.

9 SENIOR MANAGEMENT RESTRUCTURE

To consider the high level restructure proposal by the Joint Chief Executives which aims to build on and strengthen management capacity, accountability and to help support the new approaches to contract management. **Paper E**

RECOMMENDATION

- 1 The report be noted and any comments made to the Joint Chief Executives for their consideration.
- 2 That to enable the implementation of the senior management restructure
 - £20K budget provision be agreed for the creation of the Head of Corporate Services post (Section 151 Officer)
 - And a further one off £40K for the temporary arrangements for the management of Business Support, as part of a succession planning approach.

10 CABINET WORK PROGRAMME

The Cabinet Work Programme is attached for consideration and amendment.
Paper F

Date of Despatch: 29 March 2016

CABINET

Date and Time: Thursday, 3 March 2016 at 7pm

Place: Council Chamber, Civic Offices

Present:

COUNCILLORS

Burchfield, Crampton, Forster, Gorys, Kennett, Morris, Parker (Chairman)

Officers:

| | |
|-----------------|--|
| Patricia Hughes | Joint Chief Executive |
| John Elson | Head of Environmental and Technical Services |
| Phil Turner | Head of Housing |
| Nick Steevens | Head of Regulatory Services |

I 14 MINUTES OF PREVIOUS MEETING

The Minutes of the meeting of 4 February 2016 were confirmed and signed as a correct record.

Minute I 10 Councillor Forster updated the JGG yesterday on the work towards issuing a tender, on the basis of a single tender working with Basingstoke and Deane and consider inviting other authorities as their contracts expire.

I 15 APOLOGIES FOR ABSENCE

Apologies for absence had been received from Councillor Crookes.

I 16 CHAIRMAN'S ANNOUNCEMENTS

Devolution is a fast moving initiative, and there will be a briefing of Cabinet Members and Group Leaders after this meeting.

I 17 DECLARATIONS OF INTEREST

Councillor Forster indicated that in relation to Item 10, electric vehicle charging points, he has two electric vehicles which was not considered a prejudicial interest.

I 18 PUBLIC PARTICIPATION (ITEMS PERTAINING TO THE AGENDA)

None.

I 19 LOCAL PLAN STEERING GROUP

The minutes of the meeting of 26 January 2016 were noted.

Councillor Radley raised a query as to how land could be removed from the SHLAA if the land owners felt it no longer appropriate for it to be on the record. The Chairman advised that if the landowner concerned were to write to the Joint Chief Executives, they would ensure this was progressed appropriately.

120 HART HEALTH AND WELLBEING PARTNERSHIP BOARD

The minutes of the meeting held on 18 February 2016 were noted.

121 2015/16 BUDGET MONITORING - TO END DECEMBER

Members were advised of the position on revenue and capital as at the end of December.

Members asked us to be clearer that the change was instead of £125K going into reserves, £96K would now be taken from reserves.

Councillor Neighbour asked that as part of our apprenticeship approach, we ensure our partners liaise with not only Farnborough Job Centre, but also Camberley Job Centre, as this serves the northern part of the district.

RESOLVED

The information was noted.

122 EVENTS POLICY FOR WASTE AND RECYCLING COLLECTIONS

Approval was sought to implement the policy in relation to providing waste and recycling collections for events within the district.

Members raised questions about the impact on the smaller charities, the number of organisations which may be effected, how we have communicated with them, and the implication if public events failed to clear up.

Further clarification was requested to ensure that it was clear the circumstances under which this policy would apply. An example of this could be simplification of paragraph 3.4

RESOLVED

That the Events Policy be approved subject to amendment of the wording in the guidance to be issued.

123 INSTALLATION OF ELECTRIC VEHICLE (EV) CHARGING POINTS IN CHURCH ROAD CAR PARK, FLEET

Members were asked to approve the installation of electric vehicle (EV) charging points in Church Road Car Park, Fleet.

Members were provided with an updated proposed car park layout, and identified that the number of spaces required were five and that this reduced the opportunity cost to £4.8K (assuming 100% usage of the car park).

Clarification was provided that the income would continue beyond four years, that overstay would be monitored electronically when plugged in (or via our own staff if not plugged in).

RESOLVED

That Hart District Council enter into a lease with Engenie for the installation and maintenance of two double electric vehicle charging points in Church Road Car Park, in accordance with the detailed draft terms.

124 HOME ENERGY CONSERVATION ACT - ACTION PLAN

Cabinet was asked to approve an updated HECA Action Plan.

Members sought clarification on the opportunities available for Mobile Home Schemes moving forward, looking for alternative sources of funding, and working in partnership to identify any further schemes. Clarification was also sought on the definition of fuel poverty and areas the Council could target.

RESOLVED

- 1 That the HECA Action Plan be approved.
- 2 That authority be delegated for the Head of Housing Services, in consultation with the Cabinet Member for Housing, to make minor amendments to the Action Plan.

125 TEMPORARY ACCOMMODATION POLICY

Cabinet was asked to approve a local Temporary Accommodation Policy.

Members asked questions around the other agencies we engage with when investigating temporary accommodation (e.g. Hart Homelessness Forum), the level of usage/voids at Heathlands Court and those who are nominated into that space.

RESOLVED

- 1 That the Temporary Accommodation Policy as set out in Appendix 1 be approved.
- 2 That authority be delegated for the Head of Housing Services, in consultation with the Cabinet Member for Housing, to make minor amendments to the policy.

126 THE MICROCHIPPING OF DOGS (ENGLAND) REGULATIONS 2015

Members were informed of the powers available to the local authority under the Microchipping of Dogs (England) Regulations 2015, and asked to endorse amendments to the Scheme of Delegation, and an amendment to the fees and charges relating to stray dogs.

RESOLVED

- 1 That the scheme of delegation be amended to authorise the Head of Regulatory Services under the Microchipping of Dogs (England) Regulations 2015.
- 2 That the wording of the Scheme of Delegation be amended to make specific mention to dangerous dogs and animal welfare and authorise the Joint Chief Executives and Head of Regulatory Services to appoint and authorise officers to carry out the Councils statutory duties under the Dangerous Dogs Act 1991, the Animal Welfare Act 2006 and any subsequent enabling legislation.
- 3 That additional charges to cover the cost of providing and affixing a tag and collar be approved:
 - A charge of £15 to cover the insertion and registration of a microchip at the Council Offices.
 - Where it is necessary for the dog to be microchipped at an alternative location, the keeper would be charged a further £25 to cover the additional officer time up to a period of 1 hour and then £25 for each hour (or part of) thereafter. to the keeper of stray dogs who are not tagged in accordance with The Control of Dogs Order 1992.

127 PROPOSED ADOPTION OF NEW CORPORATE PLAN

Members were asked to recommend to Council that the Draft Corporate Plan, as amended, be adopted.

Members asked for a more detailed costing of items identified as category 4 to provide a better steer on how to take these forward.

RESOLVED

Cabinet resolved that a pause would be taken to enable further analysis of the budget requirements before it be reconsidered

128 CABINET WORK PROGRAMME

The Cabinet Work Programme was considered and amended.

The meeting closed at 8.40pm



Leisure Centre Working Group (LCWG)

Minutes

24th Feb 2016 @ 7.00pm – CR 1

Councillors: Crookes (KC) - Chairman, Oliver, Parker

Apologies: Cllrs A Crampton, D Neighbour,

Officers: Patricia Hughes (PH), Carl A Westby (CAW), Paul Weavers

| No | Item | Note/Action |
|----|---|--|
| 1 | Introductions and apologies | All |
| 2 | Minutes of previous meeting accepted | ALL |
| 3. | <p>The ELC Construction Project Highlight Report Feb 2016.</p> <p>3.1 Major payments in addition to the contract sum are based on gains and reductions in service packages and identified in the highlight report. To date the net additional spend is estimated to be £61K out of a contingency sum of £222K. Cllr Parker requested that a financial summary be submitted as part of the future Highlight Reports</p> <p>3.2 Confirmation has been received that the name of the new leisure centre access road is “Emerald Avenue” and not Hitches Lane. It is important to use this address in order to reduce the opportunity for misunderstandings in relation to the present leisure centre</p> <p>3.3 Artelia has reported a delay in the project and this has been confirmed by WDC. The contract completion date is 10th Feb 2016 and the anticipated revised project completion date is now 3rd March 2017. The delay is due to (a) a change to the chosen drowning detection system and the effect on the construction of the swimming pools (b) the need to dig deeper foundations than originally anticipated. The completion date will be the subject of a project risk reduction meeting on 16th March 2016. The outcome will be reflected in the March 2016 Highlight Report.</p> | <p align="center">CAW</p> <p align="center">ALL</p> <p align="center">ALL</p> |

| | | |
|------------------|--|-------------------|
| <p>4.</p> | <p>Transfer of services to Everyone Active. 4.1 This has now been completed. Signing of the Joint Use Management Contract with Frogmore Community College, Potley Hill School and Hants CC will be completed shortly.</p> | <p>ALL</p> |
| <p>5</p> | <p>Redevelopment of Frogmore LC. All parties have agreed the project plan. It is anticipated that work will commence on 21st March 2017. The completion date has been revised due to a request from the Community College Head Teacher to delay some internal works during the school exams period. The revised completion date is early September and prior to the return of pupils from the summer break.</p> | <p>ALL</p> |
| <p>6</p> | <p>AOB 6.1 Cllr Parker raised an issue relating to the control of admissions to the teaching pool at Hart LC on a Sunday morning. Paul Weavers agreed to review the process with the leisure centre manager. 6.2 PH explained the present position in relation to the existing Hart LC. i.e. Hants CC has a different position to HDC so HDC officers will begin to plan for formal enclosure of the existing Hart LC and associated landscaping in February 2017. 6.3 Members were informed that CAW and PW had arranged a second visit to their counterparts at St Albans where Everyone Active presently operates a large leisure centre within a similar demographic setting to HDC. Both organisations have agreed to assist one another with monitoring of the operator.</p> | <p>All</p> |
| <p>7</p> | <p>Date of next meeting to be agreed</p> | <p>ALL</p> |

CABINET

DATE OF MEETING **7 APRIL 2016**

TITLE OF REPORT **DRAFT SERVICE PLANS 2016/2017**

Report of **Joint Chief Executive**

Cabinet Member: **Councillor Stephen Parker, Leader**

1. PURPOSE OF REPORT

1.1 To consider the draft Service Plans for 2016/2017, as set out in Appendix I.

2. OFFICER RECOMMENDATION

2.1 The draft Service Plans for 2016/2017 be approved.

3. BACKGROUND

3.1 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.

3.2 Identified Risks and KPIs have been kept updated throughout the year at Service Boards and no significant changes have been made to these in the development of this year's Service Plans. They have therefore not been included in Appendix I for the purpose of this report, but will continue to be reported to Overview and Scrutiny Committee and Service Boards.

3.3 The service plans proposed have been developed in conjunction with staff and members, through consultation at the relevant Service Boards.

4. POLICY IMPLICATIONS

4.1 Service Plans and the Service Planning process form a key part of the Council's existing performance management framework.

5. FINANCIAL IMPLICATIONS

5.1 There are no specific financial implications in this report. However, the Draft Service Plans are linked to the agreed budget for 2016/2017.

6. MANAGEMENT OF RISK

6.1 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.

7. CONCLUSIONS

- 7.1 The Overview and Scrutiny Committee considered the draft Service Plans in conjunction with the agreed Budget for 2016/17.

Contact Details: Daryl Phillips, Ext 4492, daryl.phillips@hart.gov.uk

APPENDICES

Appendix I - Draft Service Plans for 2016/17

Appendix I - Draft Service Plans for 2016/17

| Corporate Services | | | |
|---|-------------|--|---------------|
| <p>Three Year Plan To continue to improve the Councils use of technology, to improve resilience of services and offer improvements to our customers in the availability and functionality of our services. To ensure that the Council corporately makes best use of its assets: Financially (<i>using procurement opportunities that drives down costs, taking positive action to reduce the level of debt owed to the Council and investigating shared services which may provide more resilient functions, whilst providing some cost savings</i>) Staff (<i>Providing a range of training opportunities to further develop and skill our staff</i>)</p> | | | |
| <p>Services Provided</p> <ul style="list-style-type: none"> •Corporate Performance •Client Management Team for HR, IT, Revs/Bens and Finance •LLPG custodian •Project implementation | | <ul style="list-style-type: none"> •Procurement •Business Continuity •Service Improvement •Corporate Training •IT Security and DR | |
| Action | Due | Milestone description | Milestone due |
| CS1601 Keep any necessary increases in council tax levels to the minimum | 31-Mar-2017 | | |
| CS1602 Continue to provide good quality services whilst making savings through the procurement of 'back office' services with other local authorities | 31-Mar-2017 | | |
| CS1603 Explore the opportunities for a Combined Authority, with all the other Councils across Hampshire and the Local Enterprise Partnerships with the aim of providing more locally focused and driven services | 31-Mar-2017 | | |
| CS1604 As a Council, work towards becoming as self-funded as possible, and therefore reducing the impact of changes in Government funding policies | 31-Mar-2017 | | |
| CS1605 Implement the Economic Strategy, engaging with the major employers in the district and supporting and encouraging small businesses to grow | 31-Mar-2017 | | |
| CS1606 Maintain levels of funding to our voluntary sector partners | 31-Mar-2017 | | |

| Business Support Three Year Plan | | | |
|--|-------------|---|---------------|
| The Business Support Unit will take an active approach to business process reengineering will enable us to find the most efficient and cost effective ways to provide services to the council, providing the opportunity to take on a broader range of work in support to front line officers. | | | |
| Services Provided Administrative and Technical Support to Environmental Health, Housing and Planning Services. | | | |
| Action | Due | Milestone description | Milestone due |
| 1601 Housing | 31-Mar-2017 | 20% Reduction of Paperwork | 31-Mar-2017 |
| | | Complete Review of all 30 housing tasks | 31-Mar-2017 |
| | | Identifying and re-aligning 10% of Abritas housing tasks | 31-Mar-2017 |
| | | Improve & Sustain inbox turnaround to less than 48 hrs | 31-Mar-2017 |
| | | Increase availability of on line tasks | 31-Mar-2017 |
| | | Reduce Data collection to Improve the application process | 31-Mar-2017 |
| | | Reduction In Process steps | 31-Mar-2017 |
| 1602 Planning | 31-Mar-2017 | 20% reduction in process steps | 31-Mar-2017 |
| | | 20% Reduction of paperwork | 31-Mar-2017 |
| | | Identifying and re-aligning 20% of Uniform planning tasks | 31-Mar-2017 |
| | | Improve and sustain inbox turnaround to below 48 hrs | 31-Mar-2017 |
| | | Increase availability of on-line tasks | 31-Mar-2017 |
| | | Working in conjunction with the Planners to Reduce overall planning time from 8 weeks to 5 weeks for (small) householder applications | 31-Mar-2017 |
| | | Working in conjunction with the Planners to Reduce overall planning time from 8 weeks to 6 weeks | 31-Mar-2017 |
| Assist planning team to reduce current backlog | | | |

| Action | Due | Milestone description | Milestone due |
|---------------------------|-------------|---|---------------|
| I603 Environmental health | 31-Mar-2017 | 25% reduction in process steps | 31-Mar-2017 |
| | | efficient management of admin tray | 31-Mar-2017 |
| | | Identifying and re-aligning 25% of Uniform EH tasks | 31-Mar-2017 |
| | | Improve and Sustain inbox turnaround to under 48 hrs | 31-Mar-2017 |
| | | Increase availability of on-line tasks | 31-Mar-2017 |
| | | Reduction of paperwork by 30% | 31-Mar-2017 |
| I604 BSU Generic | 31-Mar-2017 | 20% - 40% Increase of on-line support | 31-Mar-2017 |
| | | 20% reduction in process steps | 31-Mar-2017 |
| | | 50% of staff capable of offering support in all areas | 31-Mar-2017 |
| | | Benchmarking of base level skill set for all staff 10% - 30% increase | 31-Mar-2017 |
| | | Improve and sustain inbox turnaround to less than 48 Hrs | 31-Mar-2017 |
| | | Maximise use of current software 20% increase | 31-Mar-2017 |
| | | Restructure staffing and skill sets to offer support in additional council areas for 1 day per week | 31-Mar-2017 |

Electoral Services

Three Year Plan

- To ensure the changes introduced by the introduction of Individual electoral registration are embedded as business as usual
- To maximise the benefits of the new elections management system and to integrate with data available from revenues system.
- To recruit a permanent registration officer to fully deliver the ongoing registration requirements arising from Individual registration.
- To migrate more of our services on-line to complement those services offered already, such as registration.

Services Provided

- Registration of all Electors in Hart District as per the statutory requirements of the Representation of the People Act 1983.
- Provision of managerial and operational resources to the Returning Officer so that he/she can run all national & local elections within the Hart District.
- To take whatever steps as recommended by the Electoral Commission to maximise registration and encourage turnout at elections.
- To act as the managers of all electoral boundaries, constituencies, divisions, wards and parishes, in conjunction with the relevant statutory authorities and to review and implement changes to parish boundaries where needed.
- To support elected members by managing the member expense schemes.

| Action | Due | Milestone description | Milestone due |
|--------------------------------|-------------|--|---------------|
| ESI601 Deliver Local Elections | 31-Mar-2017 | Poll card mail out | 01-Apr-2016 |
| | | Postal Vote mail out | 18-Apr-2016 |
| | | Polling Day | 05-May-2016 |
| | | Deliver Parish by-elections through the year | 31-Mar-2017 |
| ESI602 Deliver PCC Elections | 05-Nov-2016 | Poll card mail out | 01-Apr-2016 |
| | | postal vote mail out | 15-Apr-2016 |
| | | Polling Day | 05-May-2016 |
| | | Submit valid accounts to ECU | 04-Nov-2016 |
| ESI603 Deliver EU Referendum | 31-Mar-2017 | Polling Card Mail out | 17-May-2016 |
| | | Absent vote mail out | 03-Jun-2016 |
| | | Polling Day | |

| Action | Due | Milestone description | Milestone due |
|--|-------------|------------------------------|---------------|
| | | Submission of accounts to EU | 23-Jun-2016 |
| ESI604 Deliver Canvass for 2017 electoral register | 01-Dec-2016 | | 23-Dec-2016 |

| Environmental Services | | | |
|---|-------------|---|---------------|
| <p>Three Year Plan To maintain existing performance across all service areas whilst working with partners, or independently to identify opportunities for delivering improved outcomes for the community.</p> | | | |
| <p>Services Provided</p> <ul style="list-style-type: none"> •Emergency Planning •Management of Joint Waste Service for Hart and Basingstoke and Deane •Street Cleaning and Grounds Maintenance •Off Street Parking •On Street Car Parking •Removal of abandoned & untaxed vehicles | | | |
| <ul style="list-style-type: none"> •Traffic Management, Highways Development Control & Maintenance of Highway Verges •Street Name Plates •Land Drainage and Flood Management advice. •Estates and Asset Management •CCTV | | | |
| Action | Due | Milestone description | Milestone due |
| <i>ETS1601 Maintain and increase recycling across the district</i> | | | |
| ETS1601a Retendering of the Joint Waste Contract | 31-Mar-2017 | Deadline for discussions on possible tender extension. | 01-Jul-2016 |
| | | Specification for contract to have been confirmed. | 01-Oct-2016 |
| | | Tender documents to have been finalised and prequalification questionnaire to be sent out. | 31-Mar-2017 |
| ETS1601b Delivery of the Joint Waste Client Team Project Plan | 31-Mar-2017 | Delivery of the Project Integra action plan notably work on the waste prevention plan and HIOWLA project. | 31-Mar-2017 |
| | | Increase number and availability of textiles banks - work with schools and charities to identify sites. | 31-Mar-2017 |
| | | Introduction of Direct Debit Payment for Garden Waste | 31-Mar-2017 |
| <i>ETS1602 Development of the shared Streets and Grounds Maintenance Service</i> | | | |
| ETS1602a Agree extension of existing shared service with Basingstoke | 30-Sep-2016 | | |

| Action | Due | Milestone description | Milestone due |
|---|-------------|--|---------------|
| ETSI 602b Review HCC grass cutting agency. | 30-Sep-2016 | | |
| ETSI 602c In consultation with parish councils identify initiatives that would improve the cleanliness of Hart's streets and agree a programme for their implementation | 31-Mar-2017 | Review the success of the pilot deep clean in Blackwater and consider whether this should be repeated elsewhere. | 31-May-2016 |
| | | Map litter bin locations on GIS | 31-Jul-2016 |
| | | Consider need for street care client function. | 28-Sep-2016 |
| | | Review current provision of litter bins and consider installation of more or different types. | 30-Sep-2016 |
| | | In consultation with parish councils identify initiatives that would improve the cleanliness of Hart's streets and agree a programme for their implementation. | 28-Oct-2016 |
| | | Develop proposal for promoting greater community responsibility for preventing and removing litter. | 31-Jan-2017 |
| | | Monitor success of on street recycling trial in Hartley Wintney and agree whether this should be extended. | 31-Mar-2017 |
| <i>ETSI 603 Development of the Parking Service</i> | | | |
| ETSI 603a Outsourcing of the service. | 31-Mar-2017 | Agree contract start date. | 30-Apr-2016 |
| | | Subject to start date agree mobilisation plan. | 31-May-2016 |
| | | Mobilisation | 31-Mar-2017 |
| ETSI 603b Review parking concessions and whether disabled drivers should pay for parking. | 31-Aug-2016 | | |
| ETSI 603c Consider whether Hart wishes to adopt powers to enforce pavement parking. | 31-Mar-2017 | | |
| ETSI 603d Implement virtual permits for staff, and resolve problems with residents permits. | 30-Jun-2016 | | |

| Action | Due | Milestone description | Milestone due |
|--|-------------|---|---------------|
| ETSI 603e | 31-Mar-2017 | Review provision of Harts bus shelters | |
| <i>ETSI 604 Development of the Infrastructure Service</i> | | | |
| ETSI 604a | 31-Oct-2016 | Review continued provision of Traffic management and Development control agencies. | |
| ETSI 604b | 31-Mar-2017 | Implement programme of Hart funded drainage works. | |
| ETSI 604c | 31-Mar-2017 | Delivery of EA funded flood alleviation schemes | |
| ETSI 604d | 31-Mar-2017 | Work with residents to develop community flood plans | |
| ETSI 604e | 30-Jun-2016 | Raise public awareness of ways to mitigate flood risk. | |
| <i>ETSI 605 Development of the Estates and Asset Management Service</i> | | | |
| ETSI 605a | 30-Apr-2016 | Agree date for migration of existing property & facilities management contracts to Vinci | |
| ETSI 605b | 31-Jul-2016 | Agree policy for dealing with land where ownership is unknown. | |
| <i>ETSI 606 Development of a Carbon Reduction / Climate Change Programme</i> | | | |
| ETSI 606a | 31-Jul-2016 | Find new ways to reduce energy consumption or alternative power sources at the Civic Offices and beyond | |
| ETSI 606b | 31-Mar-2017 | Produce a climate change adaption plan for Hart | |

Housing Services

Three Year Plan

The Housing Service Plan 2015/16 represents a range of actions that will support the service to improve and deliver against priorities identified in the Housing Strategy 2015-20 and Preventing Homelessness Strategy 2014-17.

The Service Plan targets actions that will support the Council to meet organisational priorities and meet the needs of residents through delivering actions that contribute to a responsive and modern housing service.

Services Provided

- Housing Strategy and Development
- Housing Needs
- Private Sector Housing

| Action | Due | Milestone description | Milestone due |
|---|-------------|--|---------------|
| <i>HS1601 Review Progress Towards Strategy Objectives And Develop Partnership Working</i> | | | |
| HS1601a Produce Draft Annual Update Of The Homelessness Strategy | 31-Mar-2017 | | |
| HS1601b Produce Draft Annual Update Of The Housing Strategy | 31-Mar-2017 | | |
| HS1601c Produce Draft Tenancy Strategy Update | 31-Oct-2016 | | |
| HS1601d Develop Partnership Working To Monitor Progress Towards Strategy Delivery Plans And Develop Joint Approaches To Support Residents | 31-Mar-2017 | Hold quarterly partnership liaison meetings between HB, CAB, & Housing | 30-Jun-2016 |
| | | Hold Homelessness Forum I | 31-Jul-2016 |
| | | Hold PRS Landlord Steering Group | 30-Sep-2016 |
| | | Hold quarterly partnership liaison meetings between HB, CAB, & Housing | 30-Sep-2016 |
| | | Hold a PRS Landlords Forum | 31-Oct-2016 |
| | | Hold Housing Management Forum I | 31-Oct-2016 |
| | | Hold a Housing Forum | 31-Dec-2016 |

| Action | Due | Milestone description | Milestone due |
|---|-------------|--|---------------|
| | | Hold quarterly partnership liaison meetings between HB, CAB, & Housing | 31-Dec-2016 |
| | | Hold Homelessness Forum 2 | 31-Jan-2017 |
| | | Hold PRS Landlord Steering Group | 28-Feb-2017 |
| | | Hold Housing Management Forum 2 | 31-Mar-2017 |
| | | Hold quarterly partnership liaison meetings between HB, CAB, & Housing | 31-Mar-2017 |
| HS1601e Work with Rushmoor Borough Council, Hampshire County Council, and the new provider to ensure social inclusion services are delivered as effectively as possible in the local areas. | 31-Mar-2017 | Quarter 1 review | 30-Jun-2016 |
| | | Quarter 2 review | 30-Sep-2016 |
| | | Quarter 3 review | 31-Dec-2016 |
| | | Quarter 4 review | 31-Mar-2017 |
| <i>HS1602 Deliver a minimum of 100 units of affordable housing annually</i> | | | |
| HS1602a Contribute to the Local Plan process | 31-Mar-2017 | Quarter 1 Review | 30-Jun-2016 |
| | | Quarter 2 Review | 30-Sep-2016 |
| | | Quarter 3 Review | 31-Dec-2016 |
| | | Quarter 4 Review | 31-Mar-2017 |
| HS1602b Work with Planning Policy and local Parish Councils to support development and delivery of Neighbourhood Plans (in the context of affordable housing delivery) | 31-Mar-2017 | Quarter 1 Review | 30-Jun-2016 |
| | | Quarter 2 Review | 30-Sep-2016 |
| | | Quarter 3 Review | 31-Dec-2016 |
| | | Quarter 4 Review | 31-Mar-2017 |
| HS1602c Ensure affordable housing is maximised on development sites | 31-Mar-2017 | Hatchwood, Odiham | 31-Mar-2017 |
| | | Knights Close | 31-Mar-2017 |
| | | Landata House | 31-Mar-2017 |

| Action | Due | Milestone description | Milestone due |
|--|-------------|--|---------------|
| | | QEB affordable housing | 31-Mar-2017 |
| | | Rifle Range Farm | 31-Mar-2017 |
| | | Sandhurst Road (Anchor Care Village) | 31-Mar-2017 |
| | | Sun Park | 31-Mar-2017 |
| | | The Gables | 31-Mar-2017 |
| HSI602d Review affordable housing delivered on sites following the introduction of CIL | 31-Mar-2017 | 6 month review | 31-Dec-2016 |
| | | 12 month review | 31-Mar-2017 |
| HSI602e Support Parish Councils to deliver rural exception schemes to ensure the sustainability of our local communities. | 31-Mar-2017 | Quarter 1 review | 30-Jun-2016 |
| | | Quarter 2 review | 30-Sep-2016 |
| | | Quarter 3 review | 31-Dec-2016 |
| | | Quarter 4 review | 31-Mar-2017 |
| HSI603 Explore the opportunity for the creation of a trading company which can (working in partnership) provide housing that meets local needs | 31-Mar-2017 | Quarter 1 review | 30-Jun-2016 |
| | | Quarter 2 review | 30-Sep-2016 |
| | | Quarter 3 review | 31-Dec-2016 |
| | | Quarter 4 review | 31-Mar-2017 |
| <i>HSI604 Make best use of existing housing stock and influencing housing costs</i> | | | |
| HSI604a Continue to work with housing associations to reduce under-occupation | 31-Mar-2017 | Re-launch the Downsizing Scheme | 30-Jun-2016 |
| | | Promote the scheme at Older Persons Events | 30-Sep-2016 |
| HSI604b Monitor the affordability of affordable housing products | 31-Mar-2017 | Bi-annual light touch review of rental affordability | 31-Oct-2016 |
| | | Bi-annual light touch review of rental affordability | 31-Mar-2017 |
| <i>HSI605 Develop customer service</i> | | | |
| HSI605a Housing to be engaged with the | 31-Mar-2017 | Housing representative attended customer champions group | 30-Sep-2016 |

| Action | Due | Milestone description | Milestone due |
|--|-------------|---|---------------|
| Customer Champions Group | | Further Housing Services Mini Workshop held | 31-Oct-2016 |
| | | Housing representative attended customer champions group | 31-Mar-2017 |
| HSI 605b Monitor customer satisfaction | 31-Mar-2017 | Consult with and survey landlords and tenants engaged with rent bond scheme to gauge levels of satisfaction with service delivery | 31-Dec-2016 |
| | | Evaluate customer satisfaction with housing options, including the use of surveys and effectively gathering and analysing feedback received | 31-Dec-2016 |
| | | Undertake customer satisfaction surveys across service areas | 31-Dec-2016 |
| | | Survey residents in temporary accommodation | 28-Feb-2017 |
| | | Consult with and survey landlords and tenants engaged with rent bond scheme to gauge levels of satisfaction with service delivery | 31-Mar-2017 |
| | | Evaluate resident satisfaction with new build affordable housing | 31-Mar-2017 |
| | | Review results and set out recommendations | 31-Mar-2017 |
| HSI 605c Deliver at least 2 events promoting new build affordable housing | 31-Mar-2017 | Event 1 delivered | 30-Sep-2016 |
| | | Event 2 delivered | 31-Mar-2017 |
| <i>HSI 606 Prevent homelessness for local residents by providing proactive housing advice and assistance</i> | | | |
| HSI 606a Deliver partnership working internally and externally to ensure the prevention of rough sleeping | 31-Mar-2017 | Review NSNO protocol | 31-Dec-2016 |
| | | Deliver NSNO protocol | 31-Mar-2017 |
| HSI 606b Complete 3 further challenges in the Gold Standard Challenge process (subject to NPSS timescales) | 31-Mar-2017 | Identify the next 3 challenges we will progress and what we need to do to achieve them | 30-Jun-2016 |
| | | Complete challenge 1 | 30-Sep-2016 |
| | | Complete challenge 2 | 31-Dec-2016 |
| | | Complete challenge 3 | 31-Mar-2017 |

| Action | Due | Milestone description | Milestone due |
|--|-------------|--|---------------|
| HSI606c Undertake quarterly case audits and address findings with Housing Options team | 31-Mar-2017 | Quarter 1 audit | 30-Jun-2016 |
| | | Quarter 2 audit | 30-Sep-2016 |
| | | Quarter 3 audit | 31-Dec-2016 |
| | | Quarter 4 audit | 31-Mar-2017 |
| HSI606d Deliver 2 training sessions with partner agencies on local Housing Options Services offered by the Council | 31-Mar-2017 | Deliver Training Session 1 | 30-Jun-2016 |
| | | Deliver Training Session 2 | 31-Mar-2017 |
| HSI606e Continue to work closely with the PRS to deliver an effective PRS access scheme while monitoring cost | 31-Mar-2017 | Quarter 1 Review | 30-Jun-2016 |
| | | Quarter 2 Review | 30-Sep-2016 |
| | | Quarter 3 Review | 31-Dec-2016 |
| | | Quarter 4 Review | 31-Mar-2017 |
| HSI607 Improve energy efficiency in residential homes | 31-Mar-2017 | Quarter 1 review | 30-Jun-2016 |
| | | Quarter 2 review | 30-Sep-2016 |
| | | Quarter 3 review | 31-Dec-2016 |
| | | Quarter 4 review | 31-Mar-2017 |
| HSI608 Deliver at least 60 Disabled facilities grants during the year | 31-Mar-2017 | Provide Statistical Information to HCC as required | 30-Nov-2016 |
| | | Review delivery of DFGs against budget. | 31-Dec-2016 |
| | | Review delivery of DFGs against budget. | 31-Mar-2017 |
| HSI609 Work with the PRS to ensure high standard of accommodation in the sector | 31-Mar-2017 | Quarter 1 review | 30-Jun-2016 |
| | | Quarter 2 review | 30-Sep-2016 |
| | | Quarter 3 review | 31-Dec-2016 |
| | | Quarter 4 review | 31-Mar-2017 |

| | | | |
|---|--|---|--|
| Leisure Services | | | |
| <p>Three Year Plan</p> <ul style="list-style-type: none"> •To adopt Edenbrook Country Park and develop it as a visitor destination •To complete the restoration of the Fleet Pond water body and implement the Visitor Strategy •To complete a grazing study for Hazeley Heath •To achieve Green Flag status for Fleet Pond Nature Reserve •To develop the Queen Elizabeth II Fields as a local maze and wildlife site •To develop and procure a new leisure centre in Fleet to replace the existing Hart Leisure Centre •To enhance the health related sports and leisure programme available to the ageing members of the local community •To enhance the sports and leisure offer available to the disadvantaged members of our community | | | |
| <p>Services Provided</p> <table border="0"> <tr> <td> <ul style="list-style-type: none"> •Management of nature reserves, SSSIs and commons •Joint Management of Edenbrook Country Park •Biodiversity advice to volunteers and the HDC planning department •Delivery of an educational programme relating to wildlife and habitats •Delivery of environmental improvements at ad hoc sites Management of the traffic island sponsorship programme </td> <td> <ul style="list-style-type: none"> •Hart Leisure Centre, Fleet •Frogmore Leisure Centre, Yateley •Advice to voluntary sports clubs and associations •The leasing of Southwood Playing Fields and pavilion •The strategic planning of sports and leisure facilities delivered by HDC </td> </tr> </table> | | <ul style="list-style-type: none"> •Management of nature reserves, SSSIs and commons •Joint Management of Edenbrook Country Park •Biodiversity advice to volunteers and the HDC planning department •Delivery of an educational programme relating to wildlife and habitats •Delivery of environmental improvements at ad hoc sites Management of the traffic island sponsorship programme | <ul style="list-style-type: none"> •Hart Leisure Centre, Fleet •Frogmore Leisure Centre, Yateley •Advice to voluntary sports clubs and associations •The leasing of Southwood Playing Fields and pavilion •The strategic planning of sports and leisure facilities delivered by HDC |
| <ul style="list-style-type: none"> •Management of nature reserves, SSSIs and commons •Joint Management of Edenbrook Country Park •Biodiversity advice to volunteers and the HDC planning department •Delivery of an educational programme relating to wildlife and habitats •Delivery of environmental improvements at ad hoc sites Management of the traffic island sponsorship programme | <ul style="list-style-type: none"> •Hart Leisure Centre, Fleet •Frogmore Leisure Centre, Yateley •Advice to voluntary sports clubs and associations •The leasing of Southwood Playing Fields and pavilion •The strategic planning of sports and leisure facilities delivered by HDC | | |

| Action | Due | Milestone description | Milestone due |
|---|-------------|--|---------------|
| LSI601 Build a replacement for the Hart Leisure Centre | 31-Mar-2017 | | |
| LSI602 Adopt Edenbrook Country Park (ECP) | 31-Mar-2017 | (note this action is dependent on the Council being satisfied that the land is ready for public ownership) | |
| LSI603 Re-Development of Frogmore Leisure Centre | 31-Jul-2016 | | |
| LSI604 Customer Satisfaction with new operator | 31-Mar-2017 | | |
| LSI605 Achievement of criteria in method statements by new operator | 31-Mar-2017 | | |
| LSI606 Retain all green flag/green heritage awards | 30-Aug-2016 | | |
| LSI607 Provide advice and the delivery of a SANGS solution for the immediate and emerging housing needs | 30-Aug-2016 | | |
| LSI608 Customer service improvement | 31-Dec-2016 | | |

Regulatory Services

Three Year Plan

To continue to deliver cost-effective, targeted and proportionate regulation in all areas of Environmental Health & Licensing

To support and encourage economic prosperity.

To improve the health, safety and welfare of people within the District.

To raise awareness of public health issues and encourage healthier lifestyles.

To encourage responsible dog ownership and deal efficiently with stray dogs

Services Provided

- | | |
|--|--|
| <ul style="list-style-type: none"> •Development control •Food hygiene inspections, complaints and food poisoning investigations •Health and safety inspections, complaints and accident investigations •Public health complaints •Nuisance complaints •Corporate Health & Safety •Animal Welfare licensing •Licensing of invasive therapies •Dog Warden Service | <ul style="list-style-type: none"> •Authorised processes •Contaminated Land •Local Air Quality Management (LAQM) •Private Water Supplies •Licensing of Taxi's and the retail sale of alcohol •Smoke-free enforcement •Maintenance of closed Churchyards •Pest Control •Engagement in the Public Health Agenda and health education campaigns •Out of Hours Emergency Noise Service |
|--|--|

| Action | Due | Milestone description | Milestone due |
|--|-------------|--|---------------|
| RSI601 Food Safety Enforcement Service Plan | 01-May-2016 | A draft to be produced by April 2016 | 30-Apr-2016 |
| RSI602 Health and Safety Enforcement Service Plan | 01-May-2016 | A draft to be produced by April 2016 | 30-Apr-2016 |
| RSI603 Promotion of Hampshire-wide Eat Out Eat Well Scheme | 31-Mar-2017 | Promotion of scheme throughout Hart | 30-Apr-2016 |
| | | Award to eligible all businesses | 31-Jul-2016 |
| | | Initial evaluation | 30-Apr-2016 |
| RSI604 Area action initiative | 31-Mar-2017 | Selection & engagement with partner organisations | 30-Apr-2016 |
| | | Agreement of specific are to be focussed on and topics to be tackled | 31-Jul-2016 |
| | | Implementation | 31-Dec-2106 |
| | | Evaluation | 31-Mar-2016 |

| | | | |
|--|-------------|--|-------------|
| RSI 605 Deliver Health and Wellbeing action plan targets within agreed timescales | 31-Mar-2017 | Q1 Review | 30-Jun-2016 |
| | | Q2 Review | 30-Sep-2016 |
| | | Q3 Review | 31-Dec-2016 |
| | | Q4 Review | 31-Mar-2017 |
| RSI 606 Deliver Older Persons action plan targets within agreed timescales | 31-Mar-2017 | Q1 Review | 30-Jun-2016 |
| | | Q2 review | 30-Sep-2016 |
| | | Q3 Review | 31-Dec-2016 |
| | | Q4 Review | 31-Mar-2017 |
| RSI 607 Uniform database reconfiguration & training | 31-Jul-2016 | 1.Reconfiguration of system in Test environment | 30-Jun-2016 |
| | | 2.User acceptance testing | 30-Sep-2016 |
| | | 3.Role out of amended system and staff training | 31-Dec-2016 |
| RSI 608 To undertake free workshops on food hygiene topics to local businesses | 31-Mar-2017 | To offer a free food safety workshops on key topics to all food businesses in Hart | 31-Mar-2017 |
| RSI 609 Over 55's men's cookery classes | 31-Mar-2017 | To deliver two programmes of cookery classes to the over 55's within the District | 31-Mar-2017 |
| RSI 610 Reduce dog fouling in monitored areas by 40% a year | 31-Jul-2016 | 1. Encourage patrolling in Parish Council owned land | 30-Jun-2016 |
| | | 2. Work in conjunction with the Police on dog attacks | 30-Sep-2016 |
| | | 3. Deliver a campaign to encourage responsible dog ownership | 31-Dec-2016 |
| RSI 611 To deliver the award for excellence for food businesses | 31-Mar-2017 | Ongoing management of the scheme. | 31-Mar-2017 |
| RSI 612 Produce seasonal food safety and health & safety newsletters for food business operators within Hart | 31-Mar-2017 | Ongoing. One food safety and health & safety newsletter per annum to be produced | 31-Mar-2017 |
| RSI 613 Collaborative working – Building Control | 31-Mar-2017 | 1. Evaluation of the benefit of introducing a single database for the Hart & Rushmoor Building Control Partnership | 31-Mar-2017 |
| | | 2. Continue to deliver service improvements to customers | 31-Mar-2017 |

| | | | |
|--|-------------|--|-------------|
| RSI614 Collaborative working - Licensing | 31-Mar-2017 | 1. Completion of matters highlighted in the shared service implementation plan | 31-Mar-2017 |
| | | 2. Evaluation of shared service to Steering Group | 31-Dec-2016 |
| RSI615 Community organisation training programme | 31-Mar-2017 | To continue to provide affordable training programmes in food hygiene to non-profit making charitable organisations. | 31-Mar-2017 |
| RSI616 Institute a system of design awards for all new development | 31-Mar-2017 | | 31-Mar-2017 |
| RSI617 Development Control Review | 31-Mar-2017 | | 31-Mar-2017 |
| RSI618 Development Control Forum | 31-Mar-2017 | Six-monthly agents forums to be provided | 31-Mar-2017 |
| RSI620 Planning Enforcement Plan | 31-Mar-2017 | Implementation and monitoring of performance against the enforcement plan | 31-Mar-2017 |
| RSI621 Customer Feedback | 31-Mar-2017 | Review of current mechanisms and how the process of providing feedback and collation by the service can be achieved. | 31-Mar-2017 |

CABINET

DATE OF MEETING: 7 APRIL 2016

TITLE OF REPORT: **RECOMMENDATION FROM OVERVIEW AND SCRUTINY COMMITTEE - REVIEW OF THE WITHDRAWN HOUSING OPTIONS CONSULTATION**

Report of: **Councill Stuart Bailey, Chairman of Overview and Scrutiny Committee**

I PURPOSE OF REPORT

- I.1** At its meeting on 15 March 2016 the Overview and Scrutiny Committee considered a report from its working party on the the Review of the Withdrawn Housing Options Consultation. Members agreed to forward a recommendation to Cabinet.
- I.2** The report to Overview and Scrutiny Committee is attached as Appendix I. The Committee approved the recommendations. Cabinet are asked to approve recommendation I.

2 RECOMMENDATION from Overview and Scrutiny Committee

That Cabinet should consider whether the Council should adopt a code of practice to guide how future consultation exercises are undertaken. As an interim, the Joint Chief Executives should draw up and communicate to all officers' clear guidance about how to conduct a consultation.

Contact: Daryl Phillips, x 4492, daryl.phillips@hart.gov.uk

APPENDICES

Appendix I - Report to Overview and Scrutiny 15 March 2016

OVERVIEW AND SCRUTINY COMMITTEE

DATE OF MEETING: 15 MARCH 2016

**TITLE OF REPORT: REVIEW OF THE WITHDRAWN HOUSING
OPTIONS CONSULTATION**

Report of: Chairman of Overview and Scrutiny Committee

I PURPOSE OF REPORT

- 1.1** This report provides an overview of the findings of the working group set up by Overview & Scrutiny with the remit to review:
- a. How decisions were made to approve and authorise the Refined Housing Options Consultation going 'live' in November 2015.
 - b. How decisions were made to alter consultation documents part way through the consultation process.
 - c. On what basis and rationale were decisions taken to withdraw the consultation.
 - d. Identify actions that the Council should take with regards to future consultation exercises and suggest improvements to the process.

2 RECOMMENDATION

- 2.1** Cabinet should consider whether the Council should adopt a code of practice to guide how future consultation exercises are undertaken. As an interim, the Joint Chief Executives should draw up and communicate to all officers' clear guidance about how to conduct a consultation.
- 2.2** Staffing Committee should review the current Council structure to ensure that we have sufficient senior management support particularly at a time when the Council is undertaking significant projects and other areas of work.
- 2.3** The Joint Chief Executives should take a view on whether any training, capability or disciplinary action should be taken in respect of the findings of this report.
- 2.4** A document naming convention should be established for all documents saved by officers. The Council should expedite the introduction of SharePoint for document version management.
- 2.5** The processes for publishing on the Council website should be reviewed with the introduction of a two person check for any changes prior to publication
- 2.6** When developing the timeline for future consultation exercises part of the process should include the user testing of documents and ensure wording has been reviewed as plain English.

3 BACKGROUND

- 3.1** As part of developing a Local Plan, in August 2014 the Council published a Housing Development Options Report and a public consultation exercise took place. In November 2014 full Council meeting agreed a preferred “Housing Distribution Strategy Subject to Testing”.
- 3.2** By the autumn of 2015, based on legal advice and discussions with planning specialists a decision was made that a further consultation exercise should take place. This would clarify and include details of the areas where the Council proposed to put housing development during the plan period. The wording and content of the documents used for the consultation were developed by Officers with input from members via Cabinet and the Local Plan Steering Group. The final version of the wording was circulated to members on the 21st November and the consultation commenced on 27th November 2015 with the consultation period scheduled to finish on 15th January 2016.
- 3.3** During the first two days after the consultation was launched there was a minor change made to the format only of the online and downloadable form to include a comment box under Q4 and Q5 respectively. No change was made to the actual consultation document or questions. This format adjustment was agreed with the Leader of the Council.
- 3.4** On 6th January a telephone call was received by the Council’s planning policy team from a resident from Dogmersfield asking for clarification as to what the impact of the various options had on Dogmersfield and Crookham Village. The question had been raised as neither settlement was mentioned in the questionnaire provided.
- 3.5** During an informal conversation a senior planning policy officer mentioned the call to the Joint Chief Executive, Daryl Phillips [DP]. DP stated that he did not see it as a major issue, that there was no need to do anything at the time but that it could be reported as a factor to take into consideration when interpreting the findings from the consultation.
- 3.6** A senior planning policy officer subsequently decided that the response form provided online should be amended to include Dogmersfield and Crookham Village. Other officers, in accordance with the senior planning officer’s instructions, updated a word version of the document and this was published on 6th January. The form that was updated and published was an earlier draft version of the document and apart from that new wording including Dogmersfield and Crookham Village, contained a number of other differences to the previous published form.
- 3.7** By Monday 11th January it became clear that there was an error contained in the form available on the website. An email was received from a resident to DP and made a Freedom of Information request about changes to the consultation document, and a local community group, “WeHeartHart”, sent an email to all Councillors and DP raising the issue of a discrepancy on the Council website.

- 3.8 As DP was now on annual leave and out of the country, Patricia Hughes [PH] Joint Chief Executive instructed that the previous wording should be reinstated. This course of action was supported by an email from DP.
- 3.9 On Tuesday 12th January advice was requested from the Head of Planning of a neighbouring local authority. A meeting of officers and the Leader of the Council concluded that the wording on the form should stick with the amended “corrected” version subject to legal advice. Information was also gathered as to how many of the response forms had been received in response to the consultation. This revealed that approximately one third of the total received by the Council had arrived after January 6.
- 3.10 On Wednesday 13th January legal advice was received confirming that the consultation should be withdrawn as its findings could be subject to challenge. Senior officers supported the advice and asked Cllr Stephen Parker as Leader of Council to sanction the decision, which he did.
- 3.11 On Thursday 14th January a press release was issued notifying that the consultation exercise had been withdrawn and the online form was removed from the website.

4 CONSIDERATIONS

4.1 Management Stretch

The interviews that the working group conducted revealed that during the first half of January there was significant demand on management time. In addition to the consultation exercise the Council was involved in the final stages of agreeing a major outsourcing agreement of services. The Joint Chief Executives split areas of responsibility so that in addition to their usual duties, PH focussed on the outsourcing agreement, and DP the Local Plan. The senior management capacity means that the planning policy team reports to DP.

4.2 Basis on which the decision to change the wording on the form provided on the council website was made

The decision to change the wording was made by an officer within the planning policy team who took a view that it was sensible to make the amendments. There was no instruction or encouragement to change the wording from either Chief Executive or the Leader of Council.

4.3 Lack of a Consultation Policy or Code of Practice

The Council does not have a published policy on how to manage public consultations. This is not particularly unusual and other neighbouring local authorities do not have published policies. However, an online review indicates that it is considered good practice by some other local authorities. The guidance provided in HM Government Code of Practice on Consultation would be a good place for the Council to start to develop a policy.

Having a policy in place based on the Code of Practice may have reduced the potential for changes to be made to the consultation material. In itself however, it would not necessarily have affected the decision in this instance by the senior planning policy officer to decide unilaterally to amend the online consultation question and downloadable form part way through the consultation exercise.

The most regular feedback that the working group received when asking for learning points was that the Council should ensure that all officers are clear that wording in documents provided as part of a consultation should not be changed once the consultation has started.

4.4 Publication of documents on the council website

The Council does have a documented process as to how documents and other content are published on the website. Each department has a webmaster responsible for looking after their part of the site. There is a smaller Admin Team that is able to make wider changes and Super Users who are responsible for the overall site. The current policy does not include a process where content that is to be published is checked and signed off by a second person. The officers within the Planning Policy team followed the current policy in terms of making the changes to the website relating to the consultation exercise

4.5 Document Management

The Council does not have a consistent document naming convention or a written process/policy as to how documents should be saved and maintained. As such employees do not have certainty that they are working on the most current version of a document. Whilst the Council does have shared folders there are often multiple versions of a document saved, albeit that in this instance this issue related only to the questionnaire and not the Options Consultation Document itself. It is understood that the Council is moving onto SharePoint and that this will enable earlier versions of a document to be reviewed via the most current version held.

4.6 The basis on which the decision to withdraw the Consultation exercise was made

The decision to withdraw the consultation was made by the Leader of Council based on the recommendation of the Joint Chief Executive [PH] and other senior officers. The decision was based on legal advice. None of the parties involved in the decision had knowledge of comments, options and feedback that had been received from the responses received from the consultation exercise.

4.7 The process used to develop documents used in public consultation exercises

The documents and questionnaire used in the consultation were drawn up by planning policy officers and DP with input and sign off from Members on the Local Plan Steering Group and Cabinet. The Corporate Communications team only had limited involvement in drawing up the documents. There was no time scheduled for the documents to undergo a plain English check or to be tested with members of the public to check the clarity of what was being communicated.

4.8 Planning policy resource levels

The work involved in developing a Local Plan has placed a significant increased workload on to the Planning Policy team. The Working Group has concerns whether the human resource level is sufficient and the effect on effective working of not having senior management capacity. The decision in January 2016 for East Hampshire District Council to host and manage the plan making process with Hart's planning policy staff co-locating with them was specifically intended to strengthen

the Councils approach and processes, and bring a plan in on time. This indicates that this concern has probably already been addressed.

5 FINANCIAL & RISK IMPLICATIONS

- 5.1** The implications of the withdrawal of the consultation exercise are:
- Additional printing and postage costs of £14,050.08.
 - Opportunity costs of officer time.
 - Reputational impact on Hart District Council.
 - The impact of any consequential delay in the Local Plan process.

6 ACTION

- 6.1** Overview & Scrutiny are asked to endorse the recommendations listed in Section 2 of this report
- 6.2** An update report confirming actions undertaken should be provided for the July Overview & Scrutiny Meeting

Contact Details: Cllr Stuart Bailey / stuart.bailey@hart.gov.uk

BACKGROUND PAPERS:

1. HM Government Code of Practice on Consultation
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/100807/file47158.pdf
2. Email sent to Cllr Stuart Bailey from Fleet and Church Crookham Society on 17/1/16
3. TC WAG letter to Hart re Consultation Jan 16
4. We Heart Hart Response to the Overview & Scrutiny Committee into withdrawal of the Local Plan consultation

CABINET

DATE OF MEETING: 7 APRIL 2016

TITLE OF REPORT: SENIOR MANAGEMENT RESTRUCTURE

Report of: Joint Chief Executive

Portfolio Holder: Councillor Brian Burchfield, Corporate

1. PURPOSE OF REPORT

1.1 This report details the high level restructure proposal by the Joint Chief Executives which aims to build on and strengthen management capacity, accountability and to help support the new approaches to contract management.

2. OFFICER RECOMMENDATION

2.1 The contents of this report be noted and any comments made to the Joint Chief Executives for their consideration.

2.2 That to enable the implementation of the senior management restructure

- £20K budget provision be agreed for the creation of the Head of Corporate Services post (Section 151 Officer)
- And a further one off £40K for the temporary arrangements for the management of Business Support, as part of a succession planning approach.

3. BACKGROUND

3.1 With the confirmation of the permanent positions of the Joint Chief Executives (J CX) in September 2015, this has provided the opportunity for the post holders to reflect on

- the aspirations of the Council, articulated through the evolving Corporate Plan.
- the existing structure and how well it was performing in meeting the requirements of the Council.
- considering new opportunities and challenges facing the Council and the skill sets required to take us forward.

3.2 A key part of the deliberation was the awareness that the size of the Council has changed over the past 12 months. With the outsourcing of the Leisure Services, alongside the continued drive to create efficient shared services, the number of directly employed staff has reduced from over 400 to around 110.

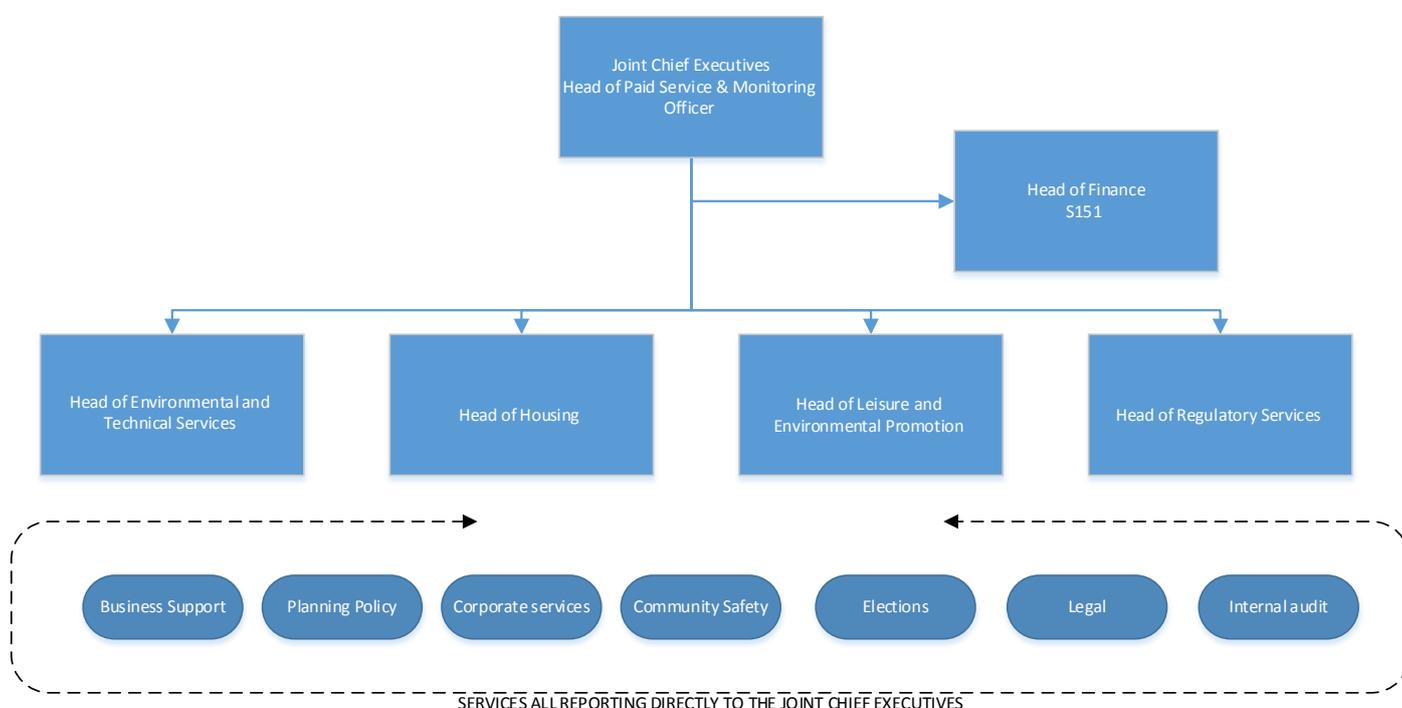
3.3 The services that the Council continue to provide either directly or through a matrix management process, through other providers, remains extensive and complex and with the continued pressures on funding, this is set to continue into the future.

3.4 Senior Management capacity has been highlighted as an area for review, through the recent appraisal process, which was reported to Staffing Committee and is also

reflected in the report from Overview & Scrutiny Work Group review of the Local Plan Refined Housing Consultation. Recognising the increasing importance of contract management (for procurement, outsourcing and shared services) Council also requested that the approach capacity and resources available to the Council be reconsidered.

4. CONSIDERATION

4.1 The Chart below shows the current high level structure that has been in place since July 2014 with only minor adjustments since this time. In total, there are 6.1 full time equivalents (FTE) posts in the high level structure (Heads of Service and above), which includes the Head of Technical Services and Environment Services, a post that is shared with Basingstoke and Deane Borough Council and the Head of Leisure and Environmental Promotion, where the major elements of the service have now been outsourced.

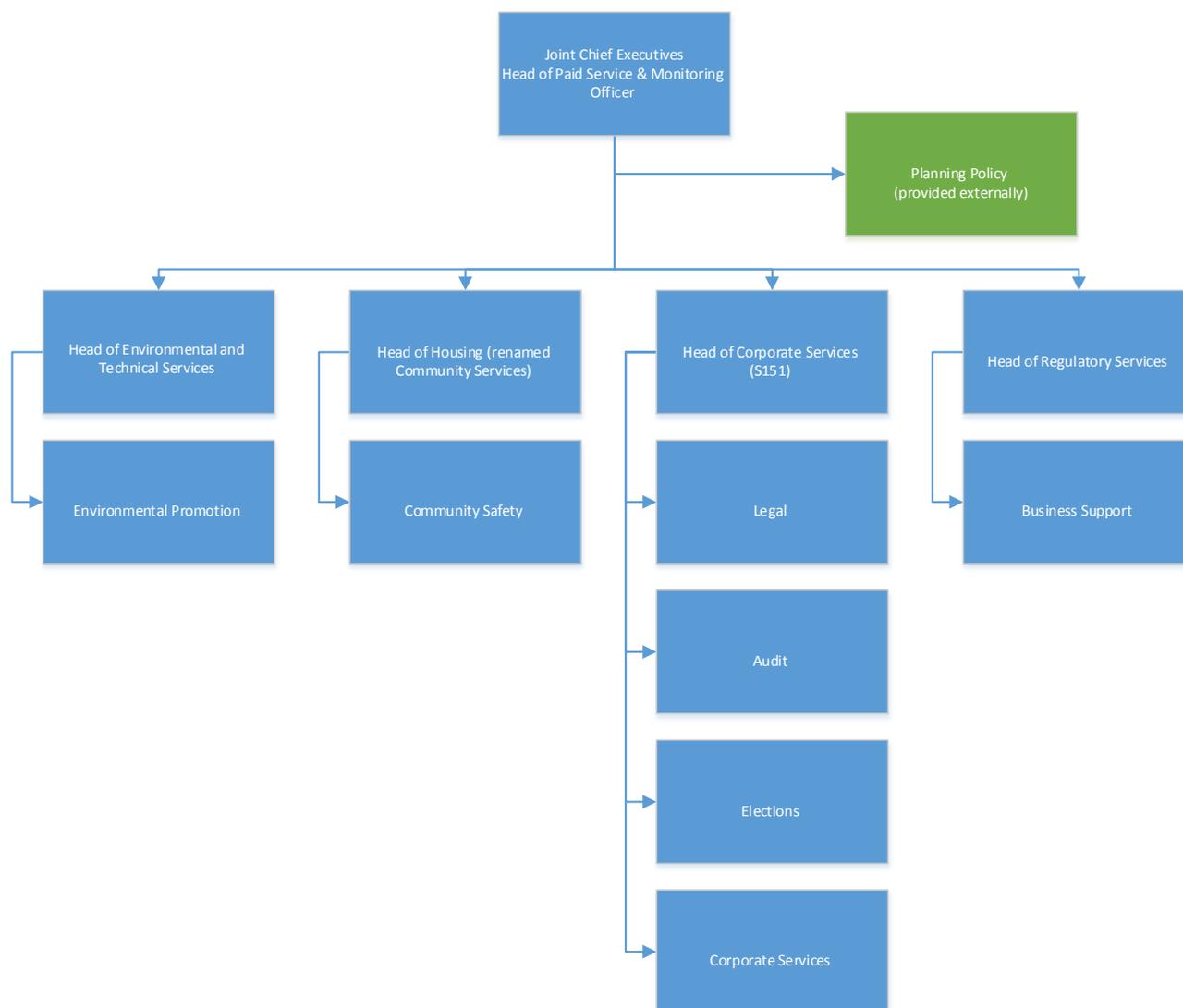


4.2 The current structure sees the JCXs each with a minimum of seven direct reports (including a number in Corporate Services). This is a highly unusual arrangement and results in an inordinate number of direct day-to-day line management reports. It reflects the inherited situation where in 2014 the Corporate Directors absorbed the CX duties in addition to their respective Corporate Director roles.

4.3 The evidence is that with so many direct reports this dilutes the ability of the JCXs to provide visible corporate leadership to the organisation as a whole and greatly limits their respective capacity to provide effective support, direction and performance management rigour to some areas. It also results in excessive workloads for the JCXs.

4.4 The issue needs to be addressed and in this regard a new structure is proposed to support the delivery of the Councils agenda and to provide greater capacity and enhanced accountability through line management to the J CXs. The proposed structure can be seen below.

4.5 Informal engagement on the high level restructuring proposal took place with all members of the Senior Management Team during February 2016 and the proposals presented include the feedback provided.



4.6 Moving away from a structure which had Heads of Service and Service managers with complex and different reporting structures, this new structure ensures that each service is represented at the corporate level by a Head of Service. This also applies to Planning Policy, where the Head of Planning at East Hampshire District Council will report to the J CXs.

4.7 The directly employed capacity at the senior management level will reduce from 6.1 FTE to 5.7 FTE however, additional resource will be built into the system from the partnership approach with East Hants on Planning Policy. This approach would provide a greater level of consistency and transparency, across the organisation,

whilst enhancing the capacity of the JCXs, with a reduced number of direct reports, to lead the organisation forwards.

- 4.8 The proposed Head of Corporate Services role, subject to job evaluation, is likely to result in a similar grading to existing Heads of Service. For the purposes of clarity, it is anticipated that no other Heads of Service roles will be regraded as a result of the internal managerial structural change.
- 4.9 In addition to the high level restructure, there will be some more detailed internal management adjustments, but these will not incur any financial cost.

5. FINANCIAL IMPLICATIONS

- 5.1 In budgeting for 2016/17, the Council had already identified that the level of senior management support required to Leisure Services would be reduced. As a result, the total budget for both the Head of Leisure Services and Head of Finance roles as identified was £58K. With the deletion of these two existing posts and the creation of a single full time Head of Corporate Services, the additional costs, with a short handover period from the existing, to new S151 Officers, equates in 16/17 as a further £20K budgetary requirement.
- 5.2 In addition, some further management support will be required to Business Support whilst internal staff are trained and a succession plan put into place. This resource will cost approximately £40K however, this would be a one off cost and would not be required beyond the 17/18 budget. The costs associated with Planning Policy is separately considered within the budget and these proposals do not impact on this approach.
- 5.3 It should be noted that had the existing level of resources been budgeted for, for the whole of 16/17, the savings from this proposal would have been £4K, rising to £44K from 2017 onwards.

6. LEGAL IMPLICATIONS

- 6.1 The roles of Section 151 Officer, Monitoring Officer and Head of Paid Service are statutory appointments and the designation of officers to these posts must be made by Full Council. These proposals do change the approach to the resourcing of the S151 designated officer and therefore endorsement by Full Council is required.

7. CONSIDERATION BY STAFFING COMMITTEE

- 7.1 Staffing Committee considered this report at their meeting on 17 March 2016 and resolved that the recommendations be approved.

8 ACTION

- 8.1 Subject to budgetary approval by Cabinet we will seek to immediately implement the new structure. A priority will be to advertise the new Head of Corporate Services role, recognising that many officers have a three month notice term and there may be some delay in getting the right candidate into post.

CONTACT: Patricia Hughes, Joint Chief Executive & Head of Paid Service, x4450
EMAIL: patricia.hughes@hart.gov.uk

CABINET

KEY DECISIONS/ WORK PROGRAMME AND EXECUTIVE DECISIONS MADE

April 2016

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 | Ref (Note 1) | Outline/Reason for Report/Comments | Original Due Date | Revised Due Date | Key Decision Y? | Cabinet Member (Note 2) | Service (Note 3) |
|---|--------------|--|-------------------|------------------|-----------------|-------------------------|------------------|
| Service Plans | Annual | Service Plans 2016/17 | April 16 | | | BB | All |
| Senior Management Structure Report | Mar 16 | Senior Management Restructure | April 16 | | | BB | JCX |
| Review of Withdrawn Housing Options Consultation | Mar 16 | Report from Chairman of Overview and Scrutiny on the working party review of the withdrawn Housing Options Consultation - findings and recommendations | April 16 | | | SP | JCX |
| Budget Monitoring | Quarterly | Quarterly Budget Monitoring | June 16 | | | KC | F |
| Food Safety Service Plan | Annual | For approval | June 16 | | | ACO | RS |
| Shared Building Control | Feb 16 | Approval for proposed updated fees and charges | Mar 16 | June 16 | | JK | RS |
| Outside Bodies | Annual | To confirm representatives on Outside Bodies | June 16 | | | L | CX |
| Medium Term Financial Forecast | Feb 16 | Updated for consideration. To include scenario testing. | July 16 | | | KC | F |
| Revenue and Capital Outturn 2014/15 | Annual | Report on outturn. | July 16 | | | KC | F |
| Treasury Management Outturn | Annual | Report on outturn. | July 16 | | | KC | F |
| Ecology and Countryside Capital Works Programme 2016-2019 | Oct 16 | For approval | Jan 16 | July 16 | Y | AC | L&EP |

| Report Title | Ref (Note 1) | Outline/Reason for Report/Comments | Original Due Date | Revised Due Date | Key Decision Y? | Cabinet Member (Note 2) | Service (Note 3) |
|---|---------------------|--|--------------------------|-------------------------|------------------------|--------------------------------|-------------------------|
| Establishment of a Local Housing Company | Oct 15 | Update on the formation of a local housing company. | Feb 16 | July 16 | | SG | H |
| Concessions and Grants | Mar 16 | Review of policies on support provided by the Council for voluntary/charitable groups | July 16 | | | L | CX |
| Council Tax Reduction Scheme | Feb 16 | To consider the continuation of the scheme and options for the scheme to inform 2017/18 budget setting | July 16 | | | | |
| SANG: Identifying Provision and Priorities | Dec 15 | Report for consideration | Feb 16 | Aug 16 | | SP | PP |
| Car Parking Maintenance Review | Dec 15 | Overview of how we are maintaining our car parks and how we effectively make use of our resources | Mar 16 | Sept 16 | | MM | TS&EM |
| Pay on Exit parking | May 15 | Report from Task and Finish Group with recommendations. | July 15 | Sept 16 | Y | MM | TS&EM |
| Disabled Blue Badges | Feb 16 | Report on issues of blue badge charging | July 16 | Sept 16 | | MM | TS&EM |
| On Street Parking | Mar 16 | Review of residents parking and on street parking. | Sept 16 | | | MM | TS&EM |
| Treasury Management Strategy | Annual | Update | Feb 17 | | | KC | F |
| 2016/17 Revenue Budget, Capital Programme and Council Tax Proposals | Annual | Approval. Recommendation to Council. | Feb 17 | | | KC | F |
| Odiham Neighbourhood Plan | Nov 15 | Response to submission documents | TBC | | | SP | PP |
| Local Plan | Mar 16 | Approval of Draft Local Plan for consultation | TBC | | | SP | PP |
| Public Transport | Mar 16 | Opportunities for increasing public transport | TBC (End 17) | | | SF | TS&EM |
| Devolution | Mar 16 | Hampshire Devolution - progress/ approval | TBC | | | L | CX |

Notes:

1 Date added to Programme

2 Cabinet Members

L – Leader & Planning Policy (SP)

KC Economic Development

3 Service:

JCX Joint Chief Executive

CS Community Safety

F Finance

SLS Shared Legal Services

BB Corporate Services

SG Housing

HS Housing Services

CCS Corporate & Customer Services

PP Planning Policy

MO Monitoring Officer

AC Community Wellbeing

JK Regulatory Services

RS Regulatory Services

L&EP Leisure and Environmental Promotion

TS &EM Technical Services and Environmental Maintenance

SF Environment

MM Town Regeneration

EXECUTIVE DECISIONS

None

CABINET

Date and Time: 7 April 2016 at 7pm

Place: Council Chamber, Civic Offices, Fleet

Present:

Crampton, Crookes, Gorys, Kennett, Morris, Parker (Chairman)

In attendance: Councillors Neighbour and Axaam (from Item 136 onwards)

Officers:

Patricia Hughes Joint Chief Executive

129 MINUTES OF PREVIOUS MEETING

The Minutes of the meeting of 3 March 2016 were confirmed and signed as a correct record.

130 APOLOGIES FOR ABSENCE

Apologies had been received from Councillors Burchfield and Forster.

131 CHAIRMAN'S ANNOUNCEMENTS

None.

132 DECLARATIONS OF INTEREST

None declared.

133 PUBLIC PARTICIPATION (ITEMS PERTAINING TO THE AGENDA)

None.

134 LEISURE CENTRE WORKING GROUP

The minutes of the meeting held on 24 February 2016 were noted.

135 DRAFT SERVICE PLANS 2016/2017

The draft Service Plans for 2016/2017 were considered.

Members noted that there no significant resource available for economic development and the full action plan may not be able to achieved. Typographic errors were to be reported separately to the Joint Chief Executive.

RESOLVED

That the draft Service Plans for 2016/2017 be approved.

136 REVIEW OF THE WITHDRAWN HOUSING OPTIONS CONSULTATION

At its meeting on 15 March 2016 the Overview and Scrutiny Committee considered a report from its working party on the the Review of the Withdrawn Housing Options Consultation. Members agreed to forward a recommendation to Cabinet.

Members agreed that a code of practice on consultation exercises be drawn up. As an interim, the Joint Chief Executives should communicate to all officers' clear guidance about how to conduct a consultation.

In addition, Members asked the Council to explore the use of systems such as ISO9001 to provide greater assurance around document control. It was identified that most of the recommendations to Overview and Scrutiny were likely to be completed ahead of the further report to the Committee in July.

RESOLVED

That a code of practice to guide how future consultation exercises are undertaken be adopted and that, as an interim, the Joint Chief Executive should draw up and communicate to all officers clear guidance about how to conduct a consultation.

137 SENIOR MANAGEMENT RESTRUCTURE

Cabinet considered the high level restructure proposal by the Joint Chief Executives which aimed to build on and strengthen management capacity, accountability and to help support the new approaches to contract management.

Members discussed the proposals and asked that it be made clear on the structure chart where Finance sits (the Joint Chief Executive clarified that it is under Corporate Services).

RESOLVED

- 1 The report be noted
- 2 That to enable the implementation of the senior management restructure
 - £20K budget provision be agreed for the creation of the Head of Corporate Services post (Section 151 Officer)
 - And a further one off £40K for the temporary arrangements for the management of Business Support, as part of a succession planning approach.

138 CABINET WORK PROGRAMME

A Member of the public asked about the timing of the pay on exit report. Councillor Morris confirmed that further to the outsourcing of a range of services, including car parking, we were now seeking to bring this forward without further undue delay.

The Cabinet Work Programme was considered and amended to include the addition of Rotherwick and Winchfield neighbourhood plans.

The meeting closed at 7.33 pm