



NOTICE OF MEETING

Meeting:	Overview and Scrutiny Committee
Date and Time:	Tuesday, 19 September 2017 at 7.00 pm
Place:	Committee Room 1, Civic Offices, Fleet
Telephone Enquiries to:	01252 774141 (Mrs G Chapman) gill.chapman@hart.gov.uk
Members:	Axam, Burchfield, Clarke, Crisp, Crookes (Chairman), Gray, Harward, Leeson, Makepeace-Browne, Morris, Wheale

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

The minutes of the meeting of 15 August 2017 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, and any other, interests.

5 PUBLIC PARTICIPATION (ITEMS PERTAINING TO THE AGENDA)

Anyone wishing to put a question or statement to the Committee should contact the Committee Services Officer by phone or email (see front page of this Agenda) at least two clear working days prior to the meeting. Further information can be found at

https://www.hart.gov.uk/sites/default/files/4_The_Council/Council_meetings/Public%20Participation%20leaflet%202017%20A4.pdf

6 FEEDBACK FROM SERVICE BOARDS

7 PORTFOLIO HOLDERS

Councillors Kinnell and Neighbour to attend.

8 SANGS (SUITABLE ACCESSIBLE NATURAL GREEN SPACE)

Ecology and Countryside Manager to present on how we manage our SANGs.

9 JOINT WASTE AND RECYCLING TENDER

To obtain this Committee's views on the service options, which are being recommended to Cabinet for inclusion in the specification of the Joint Waste Contract, and the Committee's comments on the recommendation that Cabinet delegate authority for the final contract award. **Paper B**

RECOMMENDATION

That this committee considers and comments on the following Cabinet recommendations:

1. That Cabinet approve the service options recommended in confidential Appendix I of this report for inclusion in the specification of the Joint Waste Contract for negotiation with the preferred bidders provided that this can be contained within Hart's approved budget provision for the waste and recycling service.
2. That Cabinet approve that the Cabinet Member for Contracts and the Joint Chief Executive are jointly delegated authority to approve the final award of the Joint Waste Contract, subject to;
 - a. The decision being made within the decision making framework set out for evaluation previously approved by Cabinet.
 - b. The costs for the contract being in accordance with current budget provision.
 - c. The specification being aligned to the service delivery options approved by Cabinet in October 2017.

NB Appendix I of this report is Confidential and therefore not included in the public documents

10 ECONOMIC DEVELOPMENT STRATEGY

To note the results of the Economic Development Action Plan consultation which ran from the 10 July to 9 August 2017, and the final Economic Development Strategy Action Plan attached as Appendix I. **Paper C**

RECOMMENDATION

- 1 To note the outcome of consultation on the Economic Development Strategy Action Plan; and
- 2 To note the revised Economic Development Strategy Action Plan attached as Appendix I.

11 TASK AND FINISH GROUP - MARKETS ACROSS HART

Members discussion.

12 CABINET WORK PROGRAMME

The Cabinet Work Programme is attached for information. **Paper D**

13 OVERVIEW AND SCRUTINY WORK PROGRAMME

The Overview and Scrutiny Work Programme is attached for consideration and amendment. **Paper E**

Date of Despatch: 12 September 2017

OVERVIEW AND SCRUTINY COMMITTEE

Date and Time: 15 August 2017 at 7pm

Place: Committee Room 1, Civic Offices, Fleet

Present:

COUNCILLORS

Axam, Burchfield, Clarke, Crisp, Crookes (Chairman), Forster (for Gray), Harward, Leeson, Makepeace-Browne, Morris

In attendance: Councillors Kinnell (from 7.15pm), Oliver, James Radley

Officers:

Patricia Hughes Joint Chief Executive
Andrew Vallance Head of Corporate Services

24 MINUTES

The minutes of the meeting of 18 July 2017 were confirmed and signed as a correct record.

25 APOLOGIES FOR ABSENCE

Apologies had been received from Councillors Gray, substituted by Councillor Forster, and Wheale.

26 CHAIRMAN'S ANNOUNCEMENTS

None.

27 DECLARATIONS OF INTEREST

None declared.

28 PUBLIC PARTICIPATION (ITEMS PERTAINING TO THE AGENDA)

None.

29 CORPORATE SERVICES AND 5 COUNCILS

Councillor James Radley updated Members on the progress of services in his portfolio.

Open Spaces

- Delivery of Bramshot Farm SANG was progressing well – Members agreed to review implementation of the project at an appropriate date in the future after implementation so that the actual annual running costs could be

compared with the original business case, to monitor whether sufficient funds have been provided for the next 80 years.

Car Parking

- Councillor Radley was supporting the parking team through the process of transition to Indigo
- Roll out of new ticket machines was progressing well – Councillor Forster offered a contrary view and would forward social media comments he had seen to Councillor Radley. His main concern was confusing signage.
- Tendering for the re-surfacing of Church Road car park had been deferred to early in the New Year as most suitable contractors were now fully booked until the autumn and better competition would be achieved by delaying the process. The current surface would last the winter.
- Local residents would be notified well in advance of the planned demolition of the toilet block at Church Road car park.

Flooding

- Councillor Radley would defend the Flooding Forum resource in the forthcoming budget process. He wished to maintain the existing good relationships with the water companies.

Grounds Maintenance

- The agreement with Basingstoke and Deane BC had been extended to March 2019.
- Councillor Radley would investigate the apparent lack of maintenance of Speed Indicator Devices by BDBC

Councillor Oliver updated the Committee on the 5 Councils Project.

Mendip Lot 1 transition had gone well on 31 July. Hart and other councils were still on course for transition on 1 October.

The Joint Chief Executive presented a diagram of the governance structure of the project.

One outstanding issue had been identified by Councillor Leeson. Members should have the ability to call in decisions of the Joint Committee to their own council's Overview and Scrutiny Committee, before such decisions were implemented. This issue had been raised with the Monitoring Officers for resolution.

EXCLUSION OF THE PUBLIC

Subsequent discussions considered exempt information. In order to discuss any exempt information members considered whether the public interest in maintaining an exemption outweighed the public interest in disclosing the information.

RESOLVED

That in accordance with Section 100A of the Local Government Act 1972, the public be excluded during the discussion of these matters, on the grounds that it involved

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 outweighed the public interest in disclosing the information.

30 CRIME AND DISORDER JOINT SCRUTINY COMMITTEE

Members expressed strong concerns that the Joint Committee was not scrutinising the Community Safety Partnership's delivery against its objectives for the year. There was little challenge and no actions arising from the meeting.

It was also felt that there was little focus on the issues affecting local residents in Hart. The report was also misleading in that it did not reflect increased crime and anti-social behaviour in Fleet. These should be looked at by the relevant Service Board.

The minutes of the meeting of 20 July 2017 were noted, but under objection:

- a) The Committee wished to see improved reporting in advance of the next annual meeting of the Crime and Disorder Joint Scrutiny Committee.
- b) The Committee may wish to scrutinise delivery of the Community Safety Partnership's objectives at the local level.

31 LOCAL GOVERNMENT OMBUDSMAN - ANNUAL REVIEW LETTER 2017

Members sought clarification on the two decisions referred back for local resolution. The Head of Corporate Services would confirm by email whether it was the case that the complainants had been advised to complain to the Council first before contacting the Ombudsman.

The Ombudsman's 2017 Annual Review letter was noted.

32 2017-18 BUDGET MONITORING – TO END OF JUNE

Members were advised of the position on revenue and capital expenditure at the end of June, before Cabinet considered the information at its September meeting.

Members noted that at the time of the Budget it had been hoped to bring forward commencement of some of the 5 Councils transitions to increase savings by £103k but this had not proved possible.

Members sought more information on:

- 1 Members' expenses, the costs of planning appeals and on car parking income.
- 2 Members requested clarification of the Bramshot Farm capital budget.

DECISION

The information was noted and clarification on the above items requested.

33 QUARTER I CORPORATE PERFORMANCE INFORMATION – 2017/18

Members were updated on the Council's key performance indicator results in the first quarter of 2017/18 (1 April 2017 - 30 June 2017) and end of year outturn.

Members suggested that Indicator R07 might be better presented as an annual rolling average. They also sought details of the applications not decided in time.

Members expressed concerns at Indicators RB08/RB09. The Head of Corporate Services would report these concerns to Capita at the next Revenues and Benefits Service Improvement Group.

DECISION

The information was noted and actions on the above items requested.

34 CABINET WORK PROGRAMME

The Cabinet Work Programme was considered and noted. Members asked that a proposed date for the Local Plan Reg 19 submission be included.

35 OVERVIEW AND SCRUTINY WORK PROGRAMME

The Overview and Scrutiny Work Programme was considered.

Amendments requested were as follows:

- Fly tipping CCTV - tbc (this had not yet commenced)
- Bramshot Farm – review of actual costs v business case – tbc
- Markets – date needed
- Car Park ticket machines – 6 month review after implementation – have objectives been met, lessons to be learned (2 monthly updates to Service Board)
- Cabinet Members to attend to update on progress of their Portfolios

The meeting closed at 9.38 pm.

OVERVIEW AND SCRUTINY

DATE OF MEETING: 19 SEPTEMBER 2017

TITLE OF REPORT: JOINT WASTE AND RECYCLING TENDER

Report of: Head of Environment and Technical Services

Cabinet member: Councillor Alan Oliver, Contracts

I PURPOSE OF REPORT

1.1 To obtain this Committee's views on the service options, which are being recommended to Cabinet for inclusion in the specification of the Joint Waste Contract, and the Committees comments on the recommendation that Cabinet delegate authority for the final contract award.

2 OFFICER RECOMMENDATION

2.1 That this committee considers and comments on the following Cabinet recommendations.

1. That Cabinet approve the service options recommended in confidential Appendix I of this report for inclusion in the specification of the Joint Waste Contract for negotiation with the preferred bidders provided that this can be contained within Hart's approved budget provision for the waste and recycling service.
2. That Cabinet approve that the Cabinet Member for Contracts and the Joint Chief Executive are jointly delegated authority to approve the final award of the Joint Waste Contract, subject to;
 - a. The decision being made within the decision making framework set out for evaluation previously approved by Cabinet.
 - b. The costs for the contract being in accordance with current budget provision.
 - c. The specification being aligned to the service delivery options approved by Cabinet in October 2017.

3 BACKGROUND

3.1 The current Joint Waste Contract was let in 2011 and will expire in October 2018. The new contract will run for eight years with the option, subject to performance, of an eight year extension.

3.2 Development of the specification for the future waste and recycling contract was carried out in consultation with Hart's Overview and Scrutiny Committee (O&S). During the period September to October 2016 a panel of members from the committee met on four occasions to consider and make recommendations on the proposed specification for the contract and the service options outlined in confidential Appendix I.

- 3.3** Having completed the above, the outline specification for the joint waste contract, proposed tender evaluation and award criteria, and proposed waste contract performance indicators, were drafted and considered by the Joint Governance Group for the Joint Waste Contract (JGG) and O&S before being recommended to Cabinet for approval.
- 3.4** In March 2017 Hart Cabinet agreed:
- i. That tenders would be invited for a new Joint Hart/ Basingstoke and Deane Waste and Recycling Contract to commence on 3rd October 2018.
 - ii. The outline specification for the joint waste and recycling service 2018 onwards.
 - iii. The tender evaluation and award criteria.
 - iv. The outline waste and recycling contract performance indicators.
 - v. The allocation of £10,000 of match funding for the procurement process.
- 3.5** Since March 2017 the following work has been undertaken:
- i. Expressions of interest were obtained from experienced waste and recycling collection contractors.
 - ii. Interested contractors attended a bidder's day, where they were provided with information on the joint service specification.
 - iii. Tender documents were sent out to a short list of six contractors in May 2017.
 - iv. Tenders were returned at the beginning of July 2017.
 - v. An initial evaluation of the tender submissions has been completed and three preferred bidders have been identified.
- 3.6** Further work is required before a preferred bidder is selected and the contract award is confirmed: - the timeline for the remaining procurement process is provided in Appendix 2.
- 3.7** To enable Basingstoke and Deane Borough Council (BDBC) to fully evaluate the implications of alternate weekly collection (AWC), bidders were invited to submit tenders on the basis of two service delivery models (lots). Before negotiations with the short listed bidders can commence, BDBC's Cabinet will need to determine which lot they wish to proceed with.
- 3.8** Hart do not have a decision to make with regard to the lots as the specification for the Hart element of the service is identical in both lots.
- 3.9** Tenders submitted for lots 1 and 2 have been evaluated by officers in accordance with the previously approved evaluation criteria, and three short-listed bidders for each lot have been determined. After BDBC's Cabinet, have agreed which Lot to progress, officers will enter into the negotiations with the short-listed bidders.
- 3.10** To ensure compliance with procurement regulations, no bidder specific information from the evaluation is contained within the body of this report. However, to facilitate informed decision making, an evaluation summary of the optional service provision is attached at confidential Appendix 1.
- 3.11** On 20th September 2017, BDBC's Cabinet will decide whether the procurement should proceed on the basis of lot 1 or lot 2.

4 CONSIDERATIONS

- 4.1** Whilst a decision on the lots will not change the Hart specification, the introduction of AWC in Basingstoke will provide the contractor with greater opportunities to align the service delivery across both districts.
- 4.2** In addition to pricing two lots, bidders were asked to price the service delivery options previously considered by O&S and agreed by Cabinet. These options have now been evaluated and Cabinet will be asked to approve incorporation of the options recommended in confidential Appendix 1 within the specification for the Hart element of the contract.
- 4.3** This report seeks delegated authority to award the contract, in order to ensure that the proposed procurement timescale shown in Appendix 2 is achieved, and to ensure that the mobilisation period between contract award and contract commencement is sufficient. Failure for Cabinet to agree delegated authority could delay the contract start and necessitate negotiations with the existing incumbent for a contract extension.
- 4.4** BDBC have already approved the delegation required to enable a decision on the contract award to be made in accordance with the procurement timescale outlined in Appendix 2.

5 LEGAL IMPLICATIONS

- 5.1** Hart and BDBC are jointly procuring a waste and recycling service. Due to the potential spend over the lifetime of the contract, the procurement activity has had to be undertaken under the EU procurement rules. The EU rules are very detailed on the process, communications and how to challenge any decision.
- 5.2** The tender process is being conducted in accordance with the Public Contracts Regulations 2015 ('the Regulations'), using the competitive procedure with negotiation. This procedure affords the council the ability to negotiate with bidders on the initial and all subsequent tenders submitted by them, except for the final tender, with the aim of improving their content. As a consequence, this helps to ensure that the council is fulfilling its duty to secure best value.
- 5.3** The contract that the councils may enter into, is proposed to be for 8 years with a potential extension of up to a further 8 years, thus in total, up to 16 years. In addition to numerous other factors, the potential term of the contract will mean that any non-successful bidder will not be able to compete for this contract again for a significant length of time in a market place, which has seen the number of providers decline over recent years. Thus the market is very competitive and as a result, this area of procurement activity is subject to significant levels of legal challenge by the providers in this sector. The potential for a legal challenge of our decision making is higher than in other procurement exercises.
- 5.4** Section 21 of the Regulations requires a contracting authority not to disclose information, which has been received from bidders, which they (the bidder) have designated as confidential, including, but not limited to, technical or trade secrets and the confidential aspects of tenders.

- 5.5** Independent legal advice has been obtained on how both authorities should treat and manage bidders' confidential information for the purpose of this report to ensure that the council can make properly informed decisions, without unduly exposing the council to a risk of challenge. This report has been prepared on the basis of such advice. However, the risk cannot be completely managed away.
- 5.6** Members will consider recommendations for any 'optional service' items and determine, which to explore during negotiations. The more information that is provided to members, the less scope for challenge on the basis that the decision is taken without a proper or sufficient knowledge of the tenders and their evaluation.
- 5.7** However, the more detailed and bidder specific information that is provided to decision-makers, the greater the risk of inadvertent disclosure, which could give rise to a claim for breach of confidentiality under the procurement process. This risk can be mitigated to some extent by anonymising bidders, and by providing information in relative rather than absolute terms.
- 5.8** Some decision makers (or those scrutinising the process) may seek greater detail. A careful balancing exercise has had to be undertaken between informed decision making and maintaining confidentiality through anonymising information, although in some cases bidders may still be able to work out the detail behind the anonymised data.
- 5.9** It will also be important to maintain the confidentiality of tender submissions in order that the integrity of negotiations with the remaining bidders is safeguarded.
- 5.10** It is possible to protect fairly easily against inadvertent disclosure e.g. by way of having limited hard copy circulation of sensitive information. Furthermore, bidders have been informed in broad terms of how a decision will be made and what material will be available to decision makers so they should not be surprised with the nature and detail of information shared with members.
- 5.11** If however, an intentional data breach occurs then the councils will be placed in a very difficult position regarding progressing with the current procurement process, but also in relation to continued service provision.

6 FINANCIAL IMPLICATIONS

- 6.1** The re-tendering of the Joint Waste Contract is an ongoing procurement process and the final contract price will not be established until February 2018. To protect the confidentiality of submitted bids, the indicative financial impact at this stage in the procurement process is outlined in the table provided in confidential Appendix I.
- 6.2** Overall budget provision for Harts waste and recycling contract for 2017/18 is approximately £1.7m.

7 RISK MANAGEMENT

- 7.1** A risk assessment has been completed in accordance with the council's risk management process and has identified the following significant (Red or Amber) residual risks that cannot be fully minimised by existing or planned controls or

additional procedures. A copy of the Risk Management Matrix for this procurement is attached at Appendix 3. The main risks at this stage are as follows:

1. Delay to the procurement process.
2. An unsuccessful bidder challenges the procurement process.
3. BDBC do not reach a decision on whether to proceed with either Lot 1 or Lot 2.
4. Information relating to the initial tender responses reaches the public domain.

8 EQUALITIES IMPLICATIONS

- 8.1** An Equality Impact Assessment has previously been undertaken to consider the impact of the changes proposed in this report for Lot 1 and 2 on the protected characteristics and other potentially vulnerable groups, and the implications for the Public Sector Equality Duty, under the Equality Act 2010. The outcome of this assessment was reported to Cabinet in March 2017.

9 HUMAN RESOURCE IMPLICATIONS

- 9.1** This report has no HR implications on staff employed by Hart District Council or the Joint Waste Client Team. The Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) will apply to any staff employed by the current waste collection contractor.

10 ACTION

- 10.1** Subject to the recommendations of this report being approved, negotiations with the preferred bidders will commence in October 2017 and procurement process will proceed in accordance with the procurement programme attached at Appendix 2.

Contact Details: John Elson – Head of Environment and Technical Services /
Extension: 4491 / **e-mail:** john.elson@hart.gov.uk

APPENDICES / CONFIDENTIAL APPENDICES

Confidential Appendix 1 – Summary of the Financial Implications and Optional Service Provision.

Appendix 2 – Procurement Programme

Appendix 3 – Risk Management Matrix

BACKGROUND PAPERS:

- TENDERING OF THE JOINT WASTE AND RECYCLING CONTRACT, Cabinet, March 2017
- TENDERING OF THE JOINT WASTE AND RECYCLING CONTRACT – Overview and Scrutiny Report – February 2017
- MANAGEMENT OF THE JOINT WASTE CONTRACT 2018 ONWARDS – Cabinet Report - February 2016
- Notes of the waste and recycling Joint Governance Group meetings between October 2011 and present.
- OPPORTUNITIES FOR INCREASING HART'S RECYCLING RATE – Cabinet Report – December 2014

- JOINT WORKING ON WASTE WITH BASINGSTOKE AND DEANE BOROUGH COUNCIL – CONTRACT AWARD REPORT – Cabinet Report - April 2011.

Procurement Programme

	Task	Date
1	Basingstoke and Deane Borough Councils (BDBC), Community Environment and Partnerships Committee will consider the Lot 1 / Lot2 decision and service options	13 th September 2017
2	Hart Overview and Scrutiny Committee will consider the service options and the proposal to delegate the contract award	19 th September 2017
3	BDBC Cabinet to decide on Lot 1 or Lot 2 and service options	20 th September 2017
4	Hart Cabinet to decide on service options and delegation of the contract award	5 th October 2017
5	Bidders to be notified of AWC decision and intention to begin negotiations	6 th October 2017
6	Negotiation commences	16 th October 2017
7	Negotiation closes	24 th November 2017
8	Bidders prepare best and final tenders	27 th November 2017 to 5 th January 2017
9	Evaluation of Best and Final Tenders	8 th January to 2 nd February 2018
10	Joint Chief Executive and Cabinet Member for Contracts in consultation with the Joint Governance Group to approve award of the contract to the successful bidder.	12 th February 2018.
11	Notification of Intention to award contract	16 th February 2018
12	Contract issued	27 th February 2018
13	Contract signing, finalisation of specification and preparation for contract mobilisation	27 th February – 2 nd April 2018
14	Mobilisation commences	2 nd April 2018
15	Mobilisation period	2 nd April – 6 th October 2018
16	Contract commencement	6 th October 2018

APPENDIX 3 - V1 - DRAFT

Project:

JOINT WASTE & RECYCLING CONTRACT - HART DISTRICT COUNCIL AND BASINGSTOKE AND DEANE BOROUGH	Prepared by: Helen Taylor-Cobb/Sarah Robinson
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Date: 23rd August 2017

Risk Register

Risk No.	Date Raised	Raised By	Details	Values: 1 - 6	Values: 1 - 4	Calculated	Risk Type	Mitigation/Update/Comments
				Likelihood	Impact	Overall Score		
1	04/05/2016	JE	Loss of key personnel during the project	3	4	12	Financial; Service; Corporate Objectives; Reputation	Loss of knowledge to inform creation of specifications and evaluation. Comprehensive project documentation and timetable in accordance with corporate project framework. Contingency planning and nominated 'seconds' to provide support and cover where necessary
2	04/05/2016	JE	Delay to procurement process	4	4	16	Financial; Service; Corporate Objectives; Reputation	Would need to extend existing contract which will include a substantive increase in contract cost. Close monitoring of progress against project plan. Seek a further extension to existing contract if necessary. Communicate roles, responsibilities and deliverables to ensure all participants are aware of deadlines.
3	04/05/2016	Highlighted during previous procurement (HDPP)	Two authorities unable to agree on cost apportionment.	1	4	4	Financial; Service; Corporate Objectives; Reputation	Inter-authority agreement provides details of how this is undertaken but would need to be reconsidered in the event agreement could not be reached. Tender documents to segregate authority costs
4	04/05/2016	HDPP	The OJEU notice does not generate any interest from potential bidders	2	2	4	Financial; Service; Corporate Objectives; Reputation	Lack of potential bidders may result in either a need to extend existing arrangement (including substantive increase in contract cost) or in limited evidence of best value in the retendered service. Soft market testing used to inform service specification and procurement process.
5	13/01/2017	SR/HTC	Two (2) lots for the tender causes contractors not to bid for the contract or reduces the number we have to choose from	3	4	12	Financial; Service; Corporate Objectives; Reputation	Final decision required on the lots before the full tender is sent out.

PAPER B
Appendix 3

6	04/05/2016	HDPP	An unsuccessful bidder challenges the evaluation process	4	4	16	Financial; Service; Corporate Objectives; Reputation	Would need to halt procurement process whilst investigated or continue at risk until issue is resolved. Use of internal and external procurement expertise to build tender documents. Comprehensive evaluation documentation and robust evaluation criteria published as part of the tender to ensure transparency. Bidders provided with appropriate debriefing so they understand award decision. Clear transparent evaluation criteria included within the tender documents and all evaluators trained on how to conduct an evaluation to ensure uniform approach. Clear, objective comments to support all evaluation activities. We have secured external legal advice with specific reference to the evaluation and its application through the process. Legal advice is sought on any contentious areas.
7	04/05/2016	HDPP	Members challenge the decision making process	4	4	16	Financial; Service; Corporate Objectives; Reputation	May need to halt process whilst investigated or continue at risk until issue is resolved. Consultation with members via scrutiny and CEP. As per item 6 specialist counsel advisor has attended BDBC Cabinet and SMB to provide advice and guidance to Members and Officers.
8	04/05/2016	HDPP	A bid is received which scores highly on price but is unsustainable.	1	3	3	Financial; Service; Corporate Objectives; Reputation	Ensure enough detail is required from potential bidders to enable interrogation of prices that appear unsustainable. Utilising a negotiated process whereby 3 top scoring bidders invited to negotiate reduces impact of single low price bid destabilising the process.
9	04/05/2016	HDPP	Prices come in over budget	3	3	9	Financial	Have built a contingency figure into the budget. Utilising a negotiated process whereby 3 top scoring bidders invited to negotiate maximises competition in the market and mitigates against the most expensive solutions impacting the outcome.
10	04/05/2016	HDPP	Several invitations to tender are sent into the market at the same time making contractors 'selective'.	4	3	12	Financial; Service; Corporate Objectives; Reputation	Ensure specification is 'fit for purpose'. Keep up to date on progress of other tenders. Adhere to procurement timeline to give confidence in our opportunity to the market. This was a high risk but our tender has been released into the market and we see no adverse impact on engagement.
11	04/05/2016	HDPP	Either of the depots sites do not have sufficient capacity for both contracts.	1	3	3	Financial; Service; Corporate Objectives; Reputation	Confirmed viability within soft market testing and have included option for bidders to make recommendations on depot solutions within their tender return. No concerns expressed.
12	04/05/2016	HDPP	Poor performance of incumbent contractor during remaining period of current contract if not successful.	2	4	8	Service; Reputation	Could result in the loss of good staff from the contract, reduced service quality or delays in the creation of tender documents because of lack of evidence for existing service volumes. Maintain good communication and working relationships with local management. Invoke performance defaults if necessary.

PAPER B
Appendix 3

13	04/05/2016	SR	TEEP (technically, environmentally and economically practicable) Assessment does not meet the requirements of the legislation.	2	5	10	Financial; Service; Corporate Objectives; Reputation	Tender documents would need to be drafted resulting in possible delay to the procurement timeline and possible increase in support costs as a result of requiring an extension to the existing service. Ensure that this assessment is completed asap - will be undertaken by "Critical Friend" in February 2017. WAs included within the tender specification.
14	13/01/2017	SR/HTC	Alternate Weekly Bins – Proposed criteria for AWC is not followed as part of the AWC go/no go decision.	4	4	16	Financial; Service; Corporate Objectives; Reputation	The selection of either Lot 1 or lot 2 is decided using other undisclosed factors not previously made known to potential providers. Increases the risk of challenge from unsuccessful bidders who may perceive their exclusion to be subjective and not transparent. Mitigated by sharing the process by which the AWC decision is being made with Members, residents and potential providers as part of the Prior Information Notice and published documents. Bidders were provided with a communication document outlining the mechanism for the AWC decision.
15	13/01/2017	SR/HTC	No decision is reached on whether to proceed with AWC or to remain as is.	6	4	24	Financial; Service; Corporate Objectives; Reputation	A default position of remain 'as is' will be implemented to prevent procurement timeline slipping - removing the opportunity to maximise service, recycling and cost improvements if available through the alternative options.
16	08/02/2017	HTC	Information relating to the initial tender response reaches the public domain	5	4	20	Financial; Service; Corporate Objectives; Reputation	Information provided to the authorities as part of the tender process is commercially sensitive and both the councils' and the potential suppliers agree to this as part of the process in accordance with The Public Contracts Regulations 2015. Any derivation (or perceived derivation) from this stance may result in a challenge from suppliers. We would need to halt procurement process whilst investigated or continue at risk until issue is resolved. Mitigation is to only share this information with those evaluating the tender. Information based on the submitted data from the top 3 scoring responses will be anonymised and provided to Cabinet solely for the purposes of reaching a decision on whether to remain with the existing service or not and must be maintained in confidence.
17	23/08/2017	JE	Non delivery of IT solution	1	2	2	Financial; Service; Corporate Objectives; Reputation	Failure to successfully deploy the IT system would result in manual processes to record and create resident collection information and would result in significant service disruption and increase to overhead costs. This has been mitigated by the inclusion of KPI's specific to the delivery of the IT solution which are financially incentivised.

18	23/08/2017	JE	Cost could increase through negotiation process	3	2	6	Financial; Service; Corporate Objectives; Reputation	The purpose of the negotiation process is to confirm and clarify tenderers understanding on the solutions they have submitted this may result in an increase or decrease to initial submitted prices which is expected as part of the process. Where this is possible this has been mitigated utilising a comprehensive clarification process during the initial tender time frame and a comprehensive suite of supporting materials provided as part of the tender documents.
19	23/08/2017	HDPP	A bidder challenges the AWC process	4	4	16	Financial; Service; Corporate Objectives; Reputation	Would need to halt procurement process whilst investigated or continue at risk until issue is resolved. We have secured external legal advice with specific reference to the mechanism by which the AWC decision is communicated and taken during the procurement timeline. Information relating to how the AWC decision will be reached was provided to Bidders as part of the ITT process following advice and guidance received from external counsel.
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Likelihood	Probability
Almost Impossible (1)	Less than 5% chance
Low (2)	More than 5% chance but less than a 15% chance
Possible (3)	More than 15% chance but less than a 50% chance
Significant (4)	More than a 50% chance but less than 85% chance
High (5)	More than 85% chance but less than 95% chance
Very High (6)	More than 95% chance

Impacts				
Category	Negligible (I)	Marginal (II)	Critical (III)	Catastrophic (IV)
Financial Impact	£0k - £50k	£50k - £3m	£3m - £10m	£10m plus
Service Provision	Minor deterioration in service	Service suspended for 1-2 days	Service suspended for 2-7 days	Service suspended for more than 7 days
Health & Safety	Bruising	Broken Bones	Permanent Disability	Death
Corporate Objectives	Staff objective not met	Team objective not met	Business Unit objective not met	Council Plan objectives not met
Reputation	Short term local media attention	Sustained local media attention	Short term national media attention	Sustained national media attention

Project Impacts				
Category (See notes below)	Negligible (I)	Marginal (II)	Critical (III)	Catastrophic (IV)
Costs (variance)	+ 10%	+ 20%	+ 30%	+ 50%
Timescales as defined by project	Impact scale defined in PID			
Quality (Where specified)	Minor impact	Medium impact	Major impact	Unacceptable
Scope (Detailed requirements)	Minor requirement not met	Multiple Minor requirements not met	Major requirement not met	Multiple Major requirements not met
Benefits (where measurable)	- 10%	- 20%	- 30%	- 50%

OVERVIEW AND SCRUTINY COMMITTEE

DATE OF MEETING: 19 SEPTEMBER 2017

TITLE OF REPORT: ECONOMIC DEVELOPMENT ACTION PLAN
CONSULTATION SUMMARY

Report of: Communications and Economic Development Manager

Cabinet member: David Neighbour, Leader

1 PURPOSE OF REPORT

- 1.1 To note the results on the Economic Development Action Plan consultation which ran from the 10 July to the 9 August 2017, and the final Economic Development Strategy Action Plan attached as Appendix I.

2. OFFICER RECOMMENDATION

- 2.1 To note the outcome of consultation on the Economic Development Strategy Action Plan; and
- 2.2 To note the revised Economic Development Strategy Action Plan attached as Appendix I.

3 BACKGROUND

- 3.1 In August 2015 Hart District Council adopted the Hart Economic Development Strategy. The Action Plan adopted alongside the Strategy covered the period to 2017.
- 3.2 Over the past 8 months Hart Officers have been engaging with local businesses and have reviewed that Action Plan, updating the aims reflecting current business needs. This Action Plan will be implemented from September 2017 until 2020. The Economic Development strategy will then be reviewed in 2020 alongside a new Action Plan.
- 3.3 This consultation ran from the 10 July until 4pm on Wednesday 9 August 2017. It was publicised on the Council's website, at networking meetings, on the Hart for Business Twitter page and emailed to over 1,500 local businesses in July and again in August.

4 ANALYSIS OF CONSULTATION RESULTS

- 4.1 During the consultation period there were 12 submissions, one of which was a duplication and has been removed from the data, resulting in 11 submissions. Out of the 11 responses 5 were business representations and 6 were resident representations.
- 4.2 The first question set out to see if respondents agreed, or disagreed with the proposed Action Plan:

Do you agree or disagree with our action plan, in principle?	
Agree	63.7%
Disagree	27.3%
Don't know	9%

4.3 No businesses disagreed with the proposed Action Plan however some of the residents couldn't see the value of the Council supporting economic development.

4.4 The next section of the analysis breaks down the 4 strategic objectives and the aims that sit within them. Respondents were asked to respond 'agreed', 'disagree' or 'don't know' to each of the proposed objectives and aims.

Aims within Strategic Objective One:			
	Agree	Disagree	Don't know
Strategic Objective One: Increase in communication with local businesses	9	2	0
Aim 1: Engage with 10 largest businesses, SMEs and Networking groups through face-to-face meetings	8	3	0
Aim 2: Increase communication on Hart District Council's digital media channels	8	3	0
Aim 3: Support and facilitate business events	7	4	0

Objective Two:			
	Agree	Disagree	Don't know
Objective Two: Increase skills and qualified workforce	8	3	0
Aim 1: Improve links with Colleges, Schools and businesses to promote courses and training.	9	2	0
Aim 2: Facilitate a highly skilled and well qualified workforce	7	4	0

Objective three:			
	Agree	Disagree	Don't know
Objective Three: Provide business support	8	3	0
Aim 1: Improving relationship with external partnerships	9	2	0
Aim 2: Business Mentoring	4	7	0
Aim 3: Be a support and signposting service for local businesses	7	4	0

Objective four:			
	Agree	Disagree	Don't know
Objective Four: Desirable business location	9	2	0
Aim 1: Space for growth	9	2	0
Aim 2: A connected place	7	3	1
Aim 3: Promote Hart as a desirable filming location	6	3	2

- 4.5 Overall the objectives, and aims, were broadly supported by respondents, with the exception of Objective 3, Aim 2 – Business Mentoring. This was surprising to see as many one-to-one meetings held with local businesses over the past 7 months have all strongly supported this aim, resulting in the inclusion within the Action Plan. Exploring this further showed that all 6 resident representations, but only one business representation, disagreed with this aim, meaning it was largely supported by businesses.
- 4.6 Further analysis of the results showed that out of the business submissions all businesses agreed with all the 4 Objectives. One business disagreed with the Strategic Objective 1, Aim 1, of engaging the top 10 businesses, and Objective 3, Aim 2 – Business Mentoring.
- 4.7 Additional comments from local businesses at the end of the consultation have been summarised below:
- Encourage faster and greater/wider roll-out of digital broadband to the rural areas of Hart.
 - Explain why Hart's approach to economic development, as evidenced by its current policies, has changed so radically - years ago Hart was not interested; now it really is - which is much to be applauded.
 - Facilitate local employment areas and prevent office permitted conversions to housing. Encourage business through 20 minute free parking and other initiatives.
 - A great idea, a lot of small business runs in Fleet and it would be nice to feel connected to Fleet and know that the County Council would like to support us for the future.
 - I disagree with Hart focusing on building relationships with the 10 largest businesses. I feel the focus should be on understanding the pressures and needs of the smaller business owners. Fleet has a high number of small independent businesses whose needs should be understood and responded to and there should be space for incubator businesses in Hart so that local entrepreneurs have the ability to make the next steps. The high street will move to leisure as retail outlets diminish and support will be essential in helping the town make that transition.
 - All aims appear to be sound and would result in a much stronger local economy and much better supported business community. We would be happy to help in any way that we can.
 - The Hampshire Chamber of Commerce welcomes the continued engagement with the Economic Development Team and looks forward to building on this over the coming years. We would also welcome the opportunity to work with you on future events, as we have done so previously with the Meet the MP event. From our Members, we have received the following comments.
 - In general, the plan to reach out to businesses in the area seems sensible.
 - What was the output from these in previous years?
 - Sub plans all look sensible.
 - The original plan was 2015 so have you changed anything since?
 - Are you making progress?
 - I would be more interested in the outputs as we move forward, what are the plans for sharing these?

- Where is the Strategic Vision from Hart for business in the Council area? Do we want to be a leader in Aviation manufacturing, Insurance, Computer Technology or some other industries? I do not get the impression from the Action Plan that it sits underneath a true Vision that all parties education, Council, existing businesses etc can work towards. Should we be looking at encouraging supporting supply chains for the key industries in the area to help growth and to encourage exporting as part of an industry focus?

5 ACTION

- 5.1 Even through the response to the consultation was low, it has provided a small snapshot of views, which has been used to update the proposed Action Plan. See Appendix I. Broadly the results indicate that the objectives and aims within are suitable to meet the needs of local businesses and that the Council should continue to base its Economic Development activities around this Action Plan.
- 5.2 It is clear from the general comments of the consultation that there seems to be lack of reporting on the Economic Development activities. This could be enhanced in the Service Planning of the Council and an annual report of Hart District Council Economic Development service could be produced, reporting progress of the service, outputs achieved and being more accountable to local businesses.

Contact Details: Amy Summers – Amy.summers@hart.gov.uk - 01252 774460

APPENDICES

Appendix I - Hart Economic Development Action Plan 2017-2020

Hart Economic Development Action Plan 2017 - 2020

Introduction

The following actions have been designed to be achievable and practicable and link into existing activity and infrastructure. The strategy actions cover the period up to 2020. Progress against the action plan will be monitored annually and the action plan and strategy will be updated and reviewed in 2020.

Strategic Objective One: INCREASE IN COMMUNICATION WITH LOCAL BUSINESSES

Strategic Objective One: Increase in Communication with local businesses	
Aim:	Aim 1: Engage with 10 largest businesses (based on business rates), SMEs and Networking groups through face-to-face meetings
Description/aim(s):	<ul style="list-style-type: none"> • Strategic business engagement with Hart’s 10 largest business based on business rates to understand issues facing these businesses and how the council can support them to continue to invest in Hart • Meet with at least 10 SME businesses a month through one-to-one or networking to understand the issues and challenges faced by Micro and SME businesses. To listen and signpost businesses to council services and other third party support.
Partners & council role and next steps:	<ul style="list-style-type: none"> • Economic Development team to identify the largest businesses based on business rates – Joint CEX/Leader/Cabinet Member to meet • Economic Development team to directly meet with businesses and attend local networking groups • Partners: To work with the business services team at Hampshire County Council and neighbouring authorities in the Invest in Hampshire programme • To agree a client management approach and service offer (property, skills, networks, trade, innovation, finance, statutory services, aftercare) • To support all business growth aspirations, brokering a range of solutions that will either remove barriers to growth or increase growth generating activities, e.g. through Enterprise M3, Hampshire County Council, the Growth Hub, Business South and other appropriate organisations • Engage with small businesses by email, meetings and through attendance at networking groups. This will help to reach those businesses in the District which are hard to identify.

Potential economic impact/outputs	<ul style="list-style-type: none"> • Identify largest business rate payers and visited 10 organisations • 120 micro and SME businesses met and engaged with per year by the Economic Development team
Costs	Staff time and cost of attending networking events up to £500

Strategic Objective One: Increase in Communication with local businesses	
Aim	Aim 2: Increase communication on Hart District Council’s digital media channels
Description/aim(s)	<ul style="list-style-type: none"> • Improve the information and support provided on Hart District Council website for local businesses based on local business requirements • Maintain an up to date business database • Engage with local businesses on the business social media pages (Twitter & LinkedIn) on a regular basis promoting activities of the Economic Development team and general information and support for businesses • Send out business e-news monthly to all businesses registered on our database
Partners & Council role and next steps	<ul style="list-style-type: none"> • Economic development team to update the Hart District Council website, making it more user friendly which will increase the usage • Gather all the up-to-date information to update the Business Rates, Business Support, Skills and Training, and Strategic Projects & Working with the Council pages on the website. • With the update to the business pages this will improve the signposting of support for example information to funding, such as LEADER and Growth Hub. • Maintain an up to date events calendar showing the different business events in the district and surrounding areas. This will provide a single point of all networking locally and it will improve the promotion of networking groups • Gather all contact details for the businesses in Hart and keep regularly updating the business database, using a range of sources such as MINT reports, online searches and sign-ups through the website or networking. • Manage the @HartForBusiness twitter account and Hart LinkedIn company page to engage with local businesses whilst promoting key messages. • Business Development and Events Officer to gather news and events to write in the e-news and Hart News
Potential economic impact/outputs	<ul style="list-style-type: none"> • Better communication channels and links with businesses through the Council’s digital media channels • Better promotion of information, support and networking opportunities
Costs	Staff time and cost of MINT reports £4,000

Strategic Objective One: Increase in Communication	
Aim	Aim 3: Support and facilitate business events
Description/aim(s)	<ul style="list-style-type: none"> • To hold two business events a year • Explore the opportunity of holding informal business networking events at the Council as a way of interacting with local businesses • To support/sponsor the INSPIRE awards • To promote local business networking events • To attend local Business Exhibitions
Partners & Council role and next steps	<ul style="list-style-type: none"> • The Economic Development team to organise two events a year that brings local businesses together and to improve the reputation of the Hart District Council • Economic Development team to explore holding informal networking events at the Council offices that complements the current networking offering across the district • Continue to celebrate the success of local businesses by supporting the INSPIRE Business Awards and other business awards • To promote local networking groups and encourage local businesses to attend • To work with other partners such as the Chamber of Commerce in planning and promoting business events, including a 'Meet the Council' event and a 'Meet the MPs' event • To attend all local business exhibitions as an exhibitor to raise the profile of the Economic Development team
Potential economic impact/outputs	<ul style="list-style-type: none"> • More businesses will be aware that Hart District Council are here to support local businesses and wanting to bring the business community of Hart together by holding these events • Make sure that the team promote the INSPIRE Business Awards and other business awards to help local businesses to get recognised for their hard work • Networking/training opportunities provided to businesses
Costs	Staff time and £8,000 to contribute to local awards and Hart District Council run events

Objective Two: INCREASE SKILLS AND QUALIFIED WORKFORCE

Strategic Objective Two: Increase skills and qualified workforce	
Aim	Aim 1: Improve links with Colleges, Schools and businesses to promote courses and training.
Description/aim(s)	<ul style="list-style-type: none"> • Work in partnership with local colleges and schools to promote skills and training courses • Keep young professionals and skilled young adults working within Hart • Build relationships between businesses and education providers so the local skills need is being delivered by the schools and colleges. • Produce support literature for people who have been made redundant
Partners & Council role and next steps	<ul style="list-style-type: none"> • To arrange meetings with local colleges and schools such as Farnborough College of Technology, Frogmore Community College, Guildford College, Basingstoke College of Technology and Queen Mary’s College, Calthorpe Park School, Court Moor School, and St Nicholas’s School • Explore the opportunity of having an event targeted at education providers to work with local businesses • Continue dialogue with a view to enhance the apprenticeship uptake with local Hart Businesses.
Potential economic impact/outputs	<ul style="list-style-type: none"> • Better links between schools and businesses could influence new academic courses in future as a result of local demand • More skilled people in the area will lead to more people being employable, having a positive impact on the local economy.
Costs	Staff time and £500 for the cost of running an event

Strategic Objective Two: Increase skills and qualified workforce	
Aim	Aim 2: Facilitate a highly skilled and well qualified workforce
Description/aim(s)	<ul style="list-style-type: none"> • Work within the adopted Armed Forces Covenant and support ex-military personnel and families with Surrey Heath (lead) and Rushmoor Councils • Develop and facilitate links between Hart Voluntary Action (HVA) and local businesses working together • Individual employer skills and training needs will be met through the Skills for Business element of the Enterprise M3 Growth Hub, which will provide collaboration and skills brokerage for businesses.
Partners & Council role and next steps	<ul style="list-style-type: none"> • Work alongside Hart, Surrey Heath and Rushmoor to establish a programme to support ex-military personnel and families • Continue dialogue with HVA to establish if an employment transitions project could be developed within Hart • Work with partners to and local businesses to identify skills and training needs and, if appropriate, develop a training programme for local businesses to attend at the Council Offices

Potential economic impact/outputs	<ul style="list-style-type: none"> • A better connection between local authorities to specifically support ex-military personnel and families • More skilled people in the area, which could lead to more people being employable and provide a positive impact onto the local economy.
Costs	Staff time, promotional material of training courses

Objective Three: PROVIDE BUSINESS SUPPORT

Strategic Objective Three: Provide Business Support	
Aim	Aim 1: Improving relationship with external partnerships
Description/aim(s)	<ul style="list-style-type: none"> • Continue to build and develop closer relationships with external partnerships such as Enterprise M3/Growth Hub, Hampshire Chamber of Commerce, Enterprise First, FSB. • Support business initiatives such as Business Improvement Districts (BIDs) • Build and develop relationships with other local councils, especially neighbouring authorities such as Basingstoke and Deane Council, Rushmoor Council and East Hampshire • Build better links with other departments within Hart District Council that provide services for businesses, e.g Planning, Licensing and Environmental Health.
Partners & Council role and next steps	<ul style="list-style-type: none"> • Arrange regular meetings with the different partners to ensure effective joint working to provide maximum benefits to Hart businesses and identify how we can work more closely together • Work alongside Fleet BID and represent the Council on the board of directors • Arrange meetings and develop better links with other local economic development teams to share best practice and current projects • Enhance engagement with other departments across the council to improve internal communication relating to local businesses and for the department to provide information back to the business about the Economic Development service within Hart.
Potential economic impact/outputs	<ul style="list-style-type: none"> • Using the support given from partners, to enable us to improve support to local businesses • To champion best practice and learn from other local authorities, offering the best services to Hart businesses • Understanding the trends, need, and wants of businesses in the area from issues raised from internal departments
Costs	Staff time, travel cost visiting partners Membership of partner organisations £2,500

Strategic Objective Three: Provide Business Support	
Aim	Aim 2: Business Mentoring
Description/aim(s)	<ul style="list-style-type: none"> To provide a service that offers businesses support and guidance from people who mentor, this will help to encourage businesses to start up, and help existing businesses to grow.
Partners & Council role and next steps	<ul style="list-style-type: none"> Economic Development team to identify the business needs Economic Development team to refer the business to the Growth Hub or Enterprise First, depending on the business needs The Council to identify a business mentor so that if the business is looking for specific business mentoring (not offered by a partner organisation) then a referral can be made
Potential economic impact/outputs	<ul style="list-style-type: none"> Allow businesses to grow by signposting the business to get the correct support needed.
Costs	Costs of business mentoring – match funding from local businesses - Indicative cost £5,000

Strategic Objective Three: Provide Business Support	
Aim	Aim 3: Be a support and signposting service for local businesses
Description/aim(s)	<ul style="list-style-type: none"> Increase awareness that Hart District Council Economic Development team are here to offer business support and guidance for local businesses.
Partners & Council role and next steps	<ul style="list-style-type: none"> For the Economic Development team to make sure that they are promoting that local businesses can contact them to get business support and guidance For the Economic Development team to increase communication with Micro businesses who are hard to find, and to make sure that they are aware of the services that Hart District Council provide To arrange meetings with other local businesses to see what type of support is needed (linking to the strategic objective of communication aims 1 and 2 in the plan)
Potential economic impact/outputs	<ul style="list-style-type: none"> To help improve and support for local businesses to grow and have a positive effect on the local economy.
Costs	Staff time

Objective Four: DESIRABLE BUSINESS LOCATION

Strategic Objective Four: Desirable Business Location	
Aim	Aim 1: Space for growth

Description/aim(s)	<ul style="list-style-type: none"> • Provide information on available commercial premises in the district • Provide a work place, where businesses can hire desks and meeting rooms in the Hart District Council building • Ensure an appropriate supply of employment land and premises • Considering all options for the appropriate protection of employment land such as the use of measures to remove 'permitted development' rights.
Partners & council role and next steps	<ul style="list-style-type: none"> • Continue to work closely with local commercial property agents in relation to inward investment and existing business parks and commercial property. Ensure that those looking for premises can see what is available in terms of serviced office space, rural business units, industrial space and high tech/office space • Work alongside Hampshire County Council and the Invest in Hampshire team • Subject to a positive business case, set up business space facility at the Hart District Council building to provide rent a desk and rent a meeting room service to local businesses • Adoption of the Hart Local Plan including policies relating to the protection of, and provision of employment land and support for economic development • Monitoring and review of loss of employment land and premises, including through permitted development rights.
Potential economic impact/outputs	<ul style="list-style-type: none"> • Inform businesses of vacant premises and build relationships with commercial property agents • Providing businesses with a start-up space and signpost to support • Provision of sufficient employment land and buildings to meet future needs
Costs	Staff time, cost of creating the business space facility £4,500

Strategic Objective Four: Desirable Business Location	
Aim	Aim 2: A connected place
Description/aim(s)	<ul style="list-style-type: none"> • Continue to support Hampshire County Council (HCC) in its project to improve digital connectivity (broadband) for businesses throughout the District, with a focus on enhancing the competitiveness of rural businesses. • Work with project partners to enable 5G in the area and explore the potential of having Wi-Fi in town and village centres across the district • The Council will lobby for strategic transport investment in the rail and road network • Adoption of the Local Plan and to ensure infrastructure meets the needs of local businesses

Partners & council role and next steps	<ul style="list-style-type: none"> • Broadband: Hart, Hampshire County Council • Transport: Hart, Hampshire County Council, private operators and companies
Potential economic impact/outputs	<ul style="list-style-type: none"> • Pilot new digital initiatives if applicable • Increased use of public transport and better quality services • Better roads and infrastructure connecting Hart
Costs	Staff time

Strategic Objective Four: Desirable Business Location	
Aim	Aim 3: Promote Hart as a desirable filming location
Description/aim(s)	<ul style="list-style-type: none"> • Work alongside Film Hampshire and Creative England to promote Hart as a desirable filming location • Assist with any direct enquiries and provide information on available filming sites
Partners & council role and next steps	<ul style="list-style-type: none"> • Continue to work closely with Film Hampshire • Develop a relationship with Creative England • Include filming in Hampshire as a case study for inward investment
Potential economic impact/outputs	<ul style="list-style-type: none"> • Showcase Hart as a desirable filming location • Increased investment in local area and benefit to local creative industries
Costs	Staff time

CABINET

KEY DECISIONS/ WORK PROGRAMME AND EXECUTIVE DECISIONS MADE

October 2017

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)
Waste Contract	July 17	Report on outcome of initial evaluation and request for authorisation to proceed to next stage negotiations	Oct 17			AO	T&EM
SANG Monitoring	July 17	Update on current SANG availability and future policy	Oct 17			GC	PP
Economic Development Strategy	July 17	Post Consultation Action Plan for approval	Oct 17			DN	JCX
Release of S106 Developer Contributions - Yateley Town Council	July 17	Agreement of release of £16,000 towards the refurbishment of Yateley Green Pond	Aug 17	Oct 17		AC	RS
5 Councils	Feb 17	Update on current contract discussions	April 17	Oct 17		AO	JCX
Hart Corporate Plan	Sept 17	Post consultation consideration prior to consideration and approval by Council in December 17	Dec 17			L	JCX
Medium Term Financial Plan	Annual	Annual Review	Dec 17			DN	F
Treasury Management Strategy	Nov 16	Half Year Review 2017/18	Dec 17			DN	CCS

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)
Budget Monitoring	Quarterly	Quarterly Budget Monitoring	Dec 17 Mar 18 Sept 18			DN	F
Local Plan Submission Plan	June 16	Consideration of Reg 19 Consultation	Jan 18			GC	PP
Treasury Management Strategy	Annual	Approval of 2018/19 Strategy	Feb 18			DN	F
2018/19 Revenue Budget, Capital Programme and Council Tax Proposals	Annual	Approval. Recommendation to Council.	Feb 18			DN	F
Performance Report of Commercial Strategy	Sept 17	Consideration of performance of Commercial Strategy	Mar 18			L	JCX
Service Plans	Annual	Agree Service Plans 2018/19	April 18			JR	All
Food Safety Service Plan	Annual	For approval	June 18			AC	RS
Outside Bodies	Annual	To confirm representatives on Outside Bodies	June 18			DN	JCX
Revenue and Capital Outturn 2017/18	Annual	Annual report on outturn.	Aug 18			DN	F
Treasury Management 2017/18	Annual	Annual report on Treasury Management Activities 2017/18	Aug 18			DN	F

Notes:

1 Date added to Programme

2 Cabinet Members

DN Leader and Finance

AC Regulatory Services &

Community Safety

3 Service:

SA Partnerships

SK Leisure & Countryside

SB Housing

AO Contracts

GC Planning

JR Services

JCX Joint Chief Executive
CS Community Safety
F Finance
SLS Shared Legal Services

HS Housing Services
CCS Corporate Services
PP Planning Policy
MO Monitoring Officer

RS Regulatory Services
L&EP Leisure and Environmental Promotion
TS &EM Technical Services and Environmental Maintenance

EXECUTIVE DECISIONS - None

OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME – September 2017

Issue and Description of Topic	Current Position Objective	Original Due Date	Revised Due Date	Resources Required	Contact
SANGS	Ecology and Countryside Manager to present on how we manage our SANGs	Mar 17	Sept 17	Presentation	Ecology & Countryside
Waste Contract	Outcome of initial evaluation of bidders	Sept 17		Report	Environment & Tech Services
Economic Development Strategy	Post Consultation Action Plan	Sept 17		Report	Joint Chief Executive
Markets Across Hart	Task and Finish Group - Councillors Makepeace-Browne and Wheale to lead.	Sept 17		Discussion	Committee
Public Space Protection Orders	To appraise members of the issues associated with Public Protection Orders and the future of the 33 we presently have on specified areas in the district	Oct 17		Report	Community Services
Litter and Dog Fouling Enforcement	Monitoring/Review of pilot with East Hampshire	Oct 17		Report	Environment & Technical Services
Flooding	Notes from twice yearly meeting of Agencies	Oct 17 April 18		Minutes	Environmental and Technical Services
Quarterly Budget Monitoring	Quarterly update on budget	Nov 17 Feb 18 Aug 18		Report	Head of Corporate Services
Medium Term Financial Forecast	Annual forecast	Nov 17		Report	Head of Finance
Hart Corporate Plan	Post consultation consideration prior to Cabinet	Nov 17		Report	Joint Chief Executive
Pavement and Verge Parking	Feedback from investigation and potential opportunities	Dec 17		Report	Environment & Tech Services

OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME – September 2017

Issue and Description of Topic	Current Position Objective	Original Due Date	Revised Due Date	Resources Required	Contact
Performance Information	Quarterly highlight reports.	Dec 17 Feb 18 Aug 18		Report	Performance and Innovation Officer
Treasury Management Strategy	Annual report setting out the treasury management strategy for the council	Annual	Jan 18	Report	Head of Finance
Draft Budget 2018/19	Report	Annual	Jan 18	Report	Head of Finance
Service Plans	To make recommendations to Cabinet on the Draft Service Plans 2018/19	Annual	Mar 18	Report	Joint Chief Executive
Body Worn Video	Annual monitoring of usage	April 18		Report	Environment & Technical Services
Outside Bodies	Reports from Representatives on Outside Bodies	Annual	April 18	Report	Joint Chief Executive
RIPA	Annual monitoring of usage	Annual	April 18	Report	Monitoring Officer
Annual Review	Preparation of Chairman's end of year report from Committee to full Council on the work of the Committee 2017/18	Annual	April 18	Discussion	Committee
Nominations to Service Boards	Member nominations to Service Boards	Annual	June 18		Chairman O&S Committee
2017/18 Performance Information – Annual Outturn	Annual report on outturn	Annual	June 18	Report	Performance and Innovation Officer
Treasury Management Outturn	Annual report on outturn	Annual	July 18	Report	Head of Finance

OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME – September 2017

Issue and Description of Topic	Current Position Objective	Original Due Date	Revised Due Date	Resources Required	Contact
2016/17 Revenue and Capital Outturn	Annual report on outturn	Annual	July 18	Report	Head of Finance
Procurement Process	Report on the process and its fitness for purpose	None	TBC		Joint Chief Executive
Local Plan Submission Plan	Consideration of Reg 19 Submission Plan	None	TBC		Joint Chief Executive
Local Plan Process	Review: <ul style="list-style-type: none"> • To assess whether the current arrangements for delivering the Local Plan are the most appropriate and efficient so that lessons can be learnt for the future, particularly when any adopted Plan is reviewed. 	None	TBC		Joint Chief Executive
Community Safety Partnership	To scrutinise deliver of the Community Safety Partnership's objectives at the local level	None	TBC		Community Safety
Fly Tipping	Results of camera trial with Basingstoke and Deane BC and way forward	None	TBC		Environment and Technical Services
Bramshot Farm SANG	Performance review	None	TBC		Planning
Car Park Ticket Machines	6 month review after implementation - meeting objectives, learning lessons etc	None	TBC		Environment and Technical Services
Portfolio Holders	Councillors: Kinnell & Neighbour 19 September Ambler & Collett 17 October Bailey & Cockarill 21 November				

OVERVIEW AND SCRUTINY COMMITTEE

Date and Time: 19 September 2017 at 7pm

Place: Committee Room 1, Civic Offices, Fleet

Present:

COUNCILLORS

Axam, Burchfield, Clarke, Crisp, Crookes (Chairman), Harward, Leeson, Makepeace-Browne, Morris, Wheale

In attendance: Cllrs Forster, Neighbour and Parker

Officers:

Patricia Hughes	Joint Chief Executive
John Elson	Head of Technical and Environmental Services
Sarah Robinson	Waste and Recycling Manager
Adam Green	Ecology and Countryside Manager

Apologies were received from: Cllr Sara Kinnell

36 MINUTES

The minutes of the meeting of 15 August 2017 were confirmed and signed as a correct record.

37 APOLOGIES FOR ABSENCE

None.

38 CHAIRMAN'S ANNOUNCEMENTS

None.

39 DECLARATIONS OF INTEREST

None declared.

40 PUBLIC PARTICIPATION (ITEMS PERTAINING TO THE AGENDA)

None.

41 FEEDBACK FROM SERVICE BOARDS

Councillors discussed the following:

- Regulatory Services - discussion of the challenges currently faced, including a number of planning appeals that may occur as well as retaining key staff with the appropriate skill sets.

- Members requested an updated list of Service Boards Members and electronic invitations for the core members, with all other Members invited as optional.
- Members requested a rearrangement of the Community Services Service Board.

Members resolved

A clarification of the terms of reference to include that each Service Board should continue in the presence of 1 Cabinet Member, 2 Overview and Scrutiny Members and 1 Officer.

42 PORTFOLIO HOLDERS

Councillor Neighbour reported that:-

- We have a range of working groups including the Budget Working Group and Local Plan Working Group which are cross party; we have also have had task and finish groups on the Corporate Plan and Commercialisation, which were considered at Cabinet this month.
- Work continues on projects such as the 5 Councils, which has benefited from the collaborative approach the Members have taken in a cross political approach over time, so the current position has benefited from this.
- The Leader continues to meet other Leaders, East Hampshire last week, Surrey Heath next week, Rushmoor and Basingstoke in due course.
- Hart have received an award from the Federation of Small Businesses for our Economic Development teams work.
- Two major challenges for the remainder of the year, is putting in place a framework for a sustainable financial future for the Council and the Local Plan.
- We have the next Budget meeting at the end of October which will scenario test a range of potential risks to the Council.
- We have meetings in the diary at the beginning of January, in advance of going to Regulation 19 Consultation.

Overview and Scrutiny requested that the report on the performance on the commercial strategy is added to the work programme

43 SANGS (SUITABLE ACCESSIBLE NATURAL GREENSPACE)

Adam Green gave a presentation to members in relation to how the Council's SANGs are managed including reference to a new website to promote these spaces, coverage in the Hart News as well as covering biodiversity off-setting.

44 JOINT WASTE AND RECYCLING TENDER

Members considered the Joint Waste and Recycling Tender and discussed:-

- The implications that Basingstoke and Deane moving to alternative weekly collection could have on the contract value for Hart.
- That there is an income from recyclables.
- Textiles would still be collected by charities, from their own bring banks. For the kerb side, the collection would be via a carrier bag.

- Under these proposals, there is an option for the contents of paper/cardboard bring banks to be collected as part of this contract, which will increase the level of collection from these banks.
- Current bulky waste collections are available only one day week, these new proposals seeks to get the contractor work with a furniture charity to help ensure these are reused.
- The evaluation process is based on the total cost price, it does not identify costs to each authority until a final contractor is selected.
- The options can be chosen separately, although it is preferable to go together.

EXCLUSION OF THE PUBLIC

Subsequent discussions considered exempt information. In order to discuss any exempt information members considered whether the public interest in maintaining an exemption outweighed the public interest in disclosing the information.

RESOLVED

That in accordance with Section 100A of the Local Government Act 1972, the public be excluded during the discussion of these matters, on the grounds that it involved the likely disclosure of exempt information, as defined in the respective paragraph of Part I of Schedule 12A of the Act, and the public interest in maintaining the exemption outweighed the public interest in disclosing the information.

DECISION

That this Committee considers and comments on the following Cabinet recommendations:

1. That Cabinet approve the service options recommended in confidential Appendix I of this report for inclusion in the specification of the Joint Waste Contract for negotiation with the preferred bidders provided that this can be contained within Hart's approved budget provision for the waste and recycling service.
2. That Cabinet approve that the Cabinet Member for Contracts and the Joint Chief Executive are jointly delegated authority to approve the final award of the Joint Waste Contract, subject to;
 - a. The decision being made within the decision making framework set out for evaluation previously approved by Cabinet.
 - b. The costs for the contract being in accordance with current budget provision.
 - c. The specification being aligned to the service delivery options approved by Cabinet in October 2017.

45 ECONOMIC DEVELOPMENT STRATEGY

Members noted the results of the Economic Development Action Plan consultation which had run from the 10 July to the 9 August 2017, together with the final Economic Development Strategy Action Plan.

Members commented on;

- The resources available, 1.5 FTE in the Economic Development recognising that others (the Portfolio Holder and Senior Managers) are also involved as appropriate.
- Continued support for the Inspire Business Award.
- Encouraging further businesses into the area and it was noted that the Council was investigating an 'incubator' space in the Council Offices.

DECISION

- 1 To note the outcome of consultation on the Economic Development Strategy Action Plan; and
- 2 To note the revised Economic Development Strategy Action Plan attached as Appendix 1.

46 TASK AND FINISH GROUP – MARKETS ACROSS HART

Members discussed the following:-

- That this does not need pursuing at this moment in time.

47 CABINET WORK PROGRAMME

The Cabinet Work Programme was considered and noted.

48 OVERVIEW AND SCRUTINY WORK PROGRAMME

The Overview and Scrutiny Work Programme was considered and noted.

Members requested a report on fly tipping and initiatives to assist in reducing the problem, in due course.

The meeting closed at 9.20 pm.