



NOTICE OF MEETING

| | |
|--------------------------------|---|
| Meeting: | Cabinet |
| Date and Time: | Thursday, 5 October 2017 at 7pm |
| Place: | Council Chamber, Civic Offices, Fleet |
| Telephone Enquiries to: | 01252 774141 (Mrs G Chapman) gill.chapman@hart.gov.uk |
| Members: | Ambler, Bailey, Cockarill, Collett, Kinnell, Neighbour (Chairman), Oliver, Radley (James) |

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**

I MINUTES OF PREVIOUS MEETING

The Minutes of the meeting of 7 September 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 or any other interests.

5 PUBLIC PARTICIPATION (ITEMS PERTAINING TO THE AGENDA)

6 ECONOMIC DEVELOPMENT PLAN AND HART BUSINESS CENTRE

To consider the consultation results held on the Economic Development Action Plan from the 10 July to the 9 August 2017, agree an Action Plan for Economic Development and agree the introduction of a Hart Business Centre into the Council Offices in Fleet. **Paper B**

RECOMMENDATION

- 1 That Cabinet notes the feedback from the consultation in Appendix 1 and uses the findings to amend the Action Plan (attached as Appendix 2) so that it becomes the economic development priorities for the Council over the next three years (2017-2020); and
- 2 That Cabinet agrees to the creation of a Business Centre at the Council Offices and agrees the fees and charges in Appendix 3.

7 JOINT WASTE AND RECYCLING TENDER

To obtain Cabinet approval to include the recommended service options, in the specification of the Joint Waste Contract, and obtain delegated authority for the final contract award. **Paper C**

RECOMMENDATION

- 1 That the service options recommended in confidential Appendix 1 of the report are approved for inclusion in the specification of the Joint Waste Contract for negotiation with the preferred bidders, provided that this can be contained within the approved budget provision for the waste and recycling service.
- 2 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.

8 RELEASE OF SECTION 106 DEVELOPER CONTRIBUTIONS: YATELEY TOWN COUNCIL - YATELEY GREEN POND

To agree to the release of £22,000 of developer contributions held for local parish projects so that Yateley Town Council can carry out environmental improvements to Yateley Green pond. **Paper D**

RECOMMENDATION

That £22,000 S106 developer contributions held for local parish projects in Yateley be released to fund Yateley Town Council's proposals to carry out environmental improvements to Yateley Green pond.

9 ANNUAL ASSESSMENT OF AVAILABILITY OF SUITABLE ALTERNATIVE NATURAL GREEN SPACE (SANG) AND ACCESS TO COUNCIL OWNED SANGS

To update Cabinet on the latest position regarding Suitable Alternative Natural Green Space (SANG) capacity within Hart and to recommend the approach that the Council should take to the use of SANG land that is in its ownership or control. In this regard, it is important to recognise that this report does not seek to establish a planning policy position but rather it sets out the position about how the Council from a corporate land ownership/management perspective should choose to manage access to its own land assets. Nothing in this report implies automatic third party right of access to Council administered or controlled land. **Paper E**

RECOMMENDATION

- 1 Council owned or controlled Suitable Alternative Natural Green Space (SANG) should only be allocated in accordance with the criteria as set out in Appendix 1;
- 2 The fees to access Council owned or controlled SANG should be set as in Appendix 2.

10 CABINET WORK PROGRAMME

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

Date of Despatch: 26 September 2017

CABINET

Date and Time: Thursday, 7 September 2017 at 7pm

Place: Council Chamber, Civic Offices, Fleet

Present:

COUNCILLORS

Ambler, Bailey, Cockarill, Collett, Kinnell (for item 45 onwards), Neighbour (Chairman), Oliver

In attendance: Councillors Axam, Forster, Kennett and Parker

Officers:

| | |
|-----------------|-----------------------------|
| Patricia Hughes | Joint Chief Executive |
| Andrew Vallance | Head of Corporate Services |
| Nick Steevens | Head of Regulatory Services |
| Liz Glenn | Health and Policy Officer |

37 MINUTES OF PREVIOUS MEETING

The Minutes of the meeting of 3 August 2017 were confirmed and signed as a correct record.

38 APOLOGIES FOR ABSENCE

Apologies had been received from Councillor Radley, and it was noted that Councillor Kinnell had notified that she would attend later.

39 CHAIRMAN'S ANNOUNCEMENTS

The Chairman noted his intention to take questions from the public on the item on the agenda, at the appropriate time.

40 DECLARATIONS OF INTEREST

None.

41 PUBLIC PARTICIPATION (ITEMS PERTAINING TO THE AGENDA)

None.

42 LEISURE CENTRE WORKING GROUP

The minutes of the meeting of 1 August 2017 were noted.

43 NEW SETTLEMENT OPTIONS

Members received the notes of the Presentation to Members of the 9 August 2017.

Questions from the public were responded to:

- All information from the developers arising from the presentations has been published.
- It was confirmed that the next stage on the Reg 19 consultation is expected to start in January
- Information from the last stage of the consultation (Reg 19) will be published in due course.

44 2017-18 BUDGET MONITORING – TO END OF JUNE

Members received information concerning the position on revenue and capital expenditure at the end of June 2017. Members noted that Overview and Scrutiny Committee had received this report at their meeting on the 15 August 2017 and their amendments had been incorporated into the report.

The Head of Corporate Services advised that the projected overspend may now be reduced from the figure provided within the report, albeit further due diligence is required on the now anticipated administrative fee income from Section 106 funding.

Members commented on:

- The apparent change in relation to the projected income from the Leisure Centre, associated with the, slightly later than anticipated, opening of the centre.
- The change in projected savings from the 5 Councils implementation, which reflected commercial discussions that had been undertaken in the hope that services could be commenced early.

Members asked for a written response on the capital expenditure anticipated on IT.

DECISION

That the revenue and capital expenditure at the end of June 2017 be noted.

45 LOCAL DISCRETIONARY BUSINESS RATE RELIEF SCHEME

Members were advised of the business rate reliefs made available by the Government to ameliorate the consequences of the 2017 revaluation and considered the proposed Local Discretionary Relief Scheme.

The Head of Corporate Services provided an update on the mandatory elements of the Business Rate relief scheme, detailing:

- Of the 49 Pubs contacted, 15 have now responded, and all 15 have now had a discount applied to their business rates accounts
- Support to small business scheme - the number of businesses we now believe will receive discounts has risen to 21 businesses.

Members discussed:

- The need to notify businesses, in a cohesive way, to enable all businesses who are eligible to have the same opportunity to apply
- Whether franchise businesses should be eligible to apply for this relief.

DECISION

That the Local Discretionary Relief Scheme for 2017/18 set out in Appendix I be approved subject to the following alterations:

- a. That franchises are included within the scheme
- b. That the businesses are notified in writing
- c. That this scheme is communicated in a cohesive way, so no business is disadvantaged.

46 CORPORATE EQUALITY POLICY AND OBJECTIVES (2017-21)

Members considered the draft Corporate Equality Policy and Objectives 2017-21.

Members sought clarification on Hart's obligations to ensure that contractors adhere to the obligations of the Councils Corporate Equality and Objectives; the Health and Policy Officer advised that this is in place for our contracts, the example provided was in relation to the 5 Councils contract, where Equality Officers from the Councils were working collaboratively to ensure adherence. Ms Glenn also advised that when external organisations are grant funded, Hart have ensured that they have policies in place that are aligned to our own.

Members also raised the concern of perception of the symbolism associated with the use of the word 'Chairman'.

DECISION

That the Corporate Equality Policy and proposed Equality Objectives for 2017-21 be adopted.

47 HART LOCAL AUTHORITY LOTTERY DISTRIBUTION OF FUNDS

Members considered the report asking agreement for the distribution of funds to good causes raised by the 'Central Fund' of the Hart Lottery.

Members queried the financial returns, and Mr Vallance confirmed that some funding was going into the central funds, and some into specific charities, however the overall level of funding from the lottery was in line with the report.

DECISION

- 1 That the Central Fund be distributed each year (June 2017 – March 2018 this year, and April to March thereafter) between the Chairman's Charity(ies) provided that they meet the Hart Lottery eligibility criteria set out in Appendix A;
- 2 That should none of the Charities chosen meet the eligibility criteria that they be distributed to eligible Chairman's Charities from the previous year.

48 DRAFT CORPORATE PLAN

Cabinet considered the Draft Corporate Plan (Appendix A).

Members commented on the need to reference neighbourhood retail centres and transport under the Issues in Hart page, and debated the inclusion of wording associated with recycling rates and youth provision, with a request that this is revisited ahead of consultation.

DECISION

Cabinet delegate to the Corporate Plan Working Group, (to include Councillors Collett, Radley, and Neighbour) ahead of final public consultation of the draft anticipated to take part in October – November 2017.

49 CONSIDERATION OF DRAFT COMMERCIAL STRATEGY

Cabinet considered the Draft Commercial Strategy report.

Members noted that this is a framework for future decision making and that initiatives will, in due course, come forward with further detail

DECISION

That the Commercial Strategy be approved, subject to reference that it is in addition to the Council's normal processes and procedure for setting fees and charges.

50 CABINET WORK PROGRAMME

The Cabinet Work Programme was considered and amended.

The meeting closed at 9.35 pm.

CABINET

DATE OF MEETING: 5 OCTOBER 2017

TITLE OF REPORT: ECONOMIC DEVELOPMENT ACTION PLAN and HART BUSINESS CENTRE

Report of: Communications and Economic Development Manager

Cabinet Member: Councillor David Neighbour, Finance and Economic Development

1 PURPOSE OF REPORT

- 1.1 To consider the consultation results held on the Economic Development Action Plan from the 10 July to the 9 August 2017.
- 1.2 To agree the Action Plan for Economic Development which will become the economic development priorities for the Council over the next three years.
- 1.3 To agree the introduction of a Hart Business Centre into the Council Offices in Fleet.

2 OFFICER RECOMMENDATION

- 2.1 That Cabinet notes the feedback from the consultation in Appendix 1 and uses the findings to amend the Action Plan (attached as Appendix 2) so that it becomes the economic development priorities for the Council over the next three years (2017-2020); and
- 2.2 That Cabinet agrees to the creation of a Business Centre at the Council Offices and agrees the fees and charges in Appendix 3.

3 BACKGROUND

- 3.1 The current Economic Development Strategy was adopted in August 2015, with the Action Plan due to be reviewed in 2017. This has coincided with the introduction of a new Economic Development team in October 2016 and therefore a new Action Plan has been developed.
- 3.2 The Government's agenda is focused on economic growth and this is reflected in the continued investment of the Enterprise M3 Local Enterprise Partnership. In January 2017, the Department for Communities and Local Government confirmed the award of £71.1m to Enterprise M3 as the third allocation of Growth Deal funding which now totals £219.1m.

- 3.3 The Government has also signalled a renewed commitment to localism including business rate retention. It is therefore, important for the Council to have the economy as one of the Council's Corporate Plan priorities. This requires the Council to have an Economic Strategy and updated Action Plan to undertake activities across the district.
- 3.4 A consultation was carried on an updated Action Plan over the summer. The results are attached at Appendix I. The results of the consultation were considered by Overview and Scrutiny Committee on 19th September 2017.

4 CONSIDERATIONS

The Council's strategic economic ambition

- 4.1 This Action Plan outlines the Council's commitment to economic development across the district for the next 3 years. It supports the Economic Development Strategy adopted by the Council in August 2015 and builds upon current needs of local businesses, with 4 strategic objectives clearly outlined.
- 4.2 This Action Plan aligns itself with the Council's ambition to increase financial self-sustainability, under the Council's Commercial Strategy, and explore new ways of income generation by exploiting the Council's assets and providing an affordable solution for local businesses wanting to rent commercial space on an ad hoc basis.

Feedback from the consultation

- 4.3 The strategy is for officers, politicians, businesses and the District's partners. Out of the 11 responses 5 were business representations and 6 were resident representations.
- 4.4 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 (Appendix 2). Broadly the results indicate that the objectives and aims are appropriate to meet the needs of local businesses and that the Council should continue to base its Economic Development activities around this Action Plan. The additions to the Action Plan following the consultation were:
- Produce support literature for people who have been made redundant;
 - Work within the adopted Armed Forces Covenant and support ex-military personnel and families; and
 - Considering all options for the appropriate protection of employment land such as the use of measures to remove 'permitted development' rights.

- 4.5 Delivery of the strategic objectives will ensure that the Council plays an enabling role within the local economy and actively collaborates with partners in the Hart area.

The Business Centre

- 4.6 Since the introduction of the new Economic Development team in October 2016, officers have been attending local networking events and having one-to-one meetings with local businesses. One of the main themes arising from the discussions is the lack of small start-up/incubator space for micro businesses. The Council offices has some vacant space on the ground floor which has been unused for the past 18 months.

Officers have identified that this space would be an opportunity to create a Business Centre where local businesses can rent a desk and meeting room at an affordable price.

- 4.7 This Business Centre aligns itself with the Council's ambition to increase financial self-sustainability, under the Council's commercial strategy, and explore new ways of income generation by exploiting the Council's assets and providing an affordable solution for local businesses wanting to rent commercial space on an ad hoc basis.
- 4.8 The Business Centre would run on a monthly subscription basis, priced competitively when looking at similar offers in Hart and surrounding local authorities. The Business Centre would need to be resourced by officers to make sure it is not being used inappropriately and people are signed in for health and safety. The Business Centre will be managed by existing staff from the Business Support department, overseen by the Economic Development team. They will meet and greet businesses and process the invoices for services.

5 FINANCIAL AND RESOURCE IMPLICATIONS

- 5.1 The Council's Economic Development service is currently resourced with the equivalent to 1.5 FTE officers. The immediate focus will be on delivering the actions within the Action Plan, which are planned using existing budgetary allocations. If in the future further funding is required, this will be managed through the Council's annual budget setting exercise.
- 5.2 There will be an initial cost of setting up the Business Centre and buying furnishings. This expenditure will be met from the use of existing economic development budgets. The aim would be to recoup these costs in the first year. Dependent on the success of the Business Centre, this could result in additional income for the Council. Appendices 3 and 4 set out a full overview of the financial implications.

6 ACTION

- 6.1 The Economic Development team, in consultation with Cabinet Member for Economic Development, will implement the new Economic Development Action Plan until 2020 where a full review of the Economic Development Strategy and Action Plan will take place.
- 6.2 In the meantime Officers will proceed with the introduction of the Hart Business Centre with an aim to open to businesses on the 1 December 2017.

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

APPENDICES

Appendix 1: Consultation report

Appendix 2: Action Plan

Appendix 3: Hart Business Centre Fees and Charges

Appendix 4: Hart Business Centre – Fees and charges 2017/18

BACKGROUND PAPERS

Economic Development Strategy for Hart August 2015

CONSULTATION REPORT

I BACKGROUND

1.1 Consultation on a revised Action Plan 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.

2 ANALYSIS OF CONSULTATION RESULTS

2.1 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.

2.2 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% |

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

2.4 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 |

2.5 Overall the objectives, and aims, were broadly supported by respondents, apart from 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.

2.6 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.

2.7 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?

3 ACTION

- 3.1 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 2. 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.

- 3.2 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.

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 |

| | |
|--|---|
| | <ul style="list-style-type: none"> • 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 | <p>Staff time, travel cost visiting partners Membership of partner organisations £2,500</p> |

| 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 • <i>Considering all options for the appropriate protection of employment land such as the use of measures to remove 'permitted development' rights.</i> |
| 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 £8,500 |

| 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 |

| | |
|---|---|
| | <ul style="list-style-type: none"> • 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 |

HART DISTRICT COUNCIL – HART BUSINESS CENTRE FEES AND CHARGES REPORT

I PURPOSE

- 1.1 To provide a business case for the creation of a Business Centre to be introduced into the Hart District Council Offices for local businesses to come to and use it as a place to work from, hold meetings and network with fellow businesses.
- 1.2 To provide an overview of the fees and charges (see appendix 4).

2 BACKGROUND

- 2.1 Since the introduction of the new Economic Development team in October 2016, officers have been attending local networking events and having one-to-one meetings with local businesses. One of the main themes arising from the discussions was the lack of small start-up/incubator space for micro businesses.
- 2.2 The Council offices has some vacant space on the ground floor which has been unused for the past 18 months. Officers have identified that this space would be an opportunity to create a business centre where local businesses can rent a desk and meeting room at an affordable price.

3 PROPOSAL AND FINANCIAL IMPLICATIONS

Please note: Due to commercial sensitivity of the rent and service charge for the Council Offices with external tenants in situ, a median has been used for the potential rental income if on the open market. This is set at £12.15 per square meter. All calculations are based on a 50-week year as the center will be closed for 2 weeks during Christmas and New Year.

3.1 To provide costing to improve the current space

- 3.1.1 To transform the current space into a Business Centre there is a cost to get the building refurbished. The quote for the work has come in at £8,500, broken down below:
 - The removal of the cashier counter £500
 - New carpets £3,200
 - Replace section of the ceiling £600
 - Move the water and do the electrics £200
 - All furnishings £4,000

3.2 To provide a hot desk area for local businesses to work from

- 3.2.1 This space within the council offices has not been taken by local businesses on the local market due to the layout of the space and on costs, as other premises such as Regus provide a full serviced offering.

- 3.2.2 There will be 14 rentable desks within the business centre. A range of different packages (see Appendix 4) will be available for local business to choose from. This is to provide flexible space as and when needed.
- 3.2.3 The Business Centre will be managed by existing staff from the Business Support department, overseen by the Economic Development team. They will meet and greet businesses and process the invoices for services.
- 3.2.4 The table below provides an overview of annual income based on the success of the Business Centre:

| | 2 desks | 6 desks | 10 desks | 14 desks |
|---------------------|----------------|----------------|-----------------|-----------------|
| All Bronze | £3,000 | £9,000 | £15,000 | £21,000 |
| All Silver | £2,640 | £7,920 | £13,200 | £18,480 |
| All Gold | £2,400 | £7,200 | £12,000 | £16,800 |
| All Platinum | £3,600 | £10,800 | £18,000 | £25,200 |
| Mixed use* | £2,430 | £7,290 | £12,150 | £17,010 |

**1x Platinum, 2x Gold, 4x Silver, 8x Bronze*

- 3.2.5 As a comparison to the charges in Appendix 4, Regus charges £55 per month (£11 per day) and Basingstoke have recently introduced a new ‘desk lodge’ facility where they charge a flat rate of £3 per hour. On average from the Hart charges, businesses will be able to rent a desk for £6 per day.

3.3 To provide a chargeable meeting room

- 3.3.1 There will be a small enclosed meeting room that can seat a maximum of 6 people that will be available for businesses to rent out. Free services and equipment include, Wi-Fi, a small projector and flip chart.
- 3.3.2 The Table below provides an overview of potential annual income based on the success of the meeting room:

| | 25% | 50% | 75% | 100% |
|---------------------|------------|------------|------------|-------------|
| £50 per day | £3,125 | £6,250 | £9,375 | £12,500 |
| £25 half day | £1,562.50 | £3,125 | £4,687.50 | £6,250 |
| £10 per hour | £625 | £1,250 | £1,875 | £2,500 |

3.4 To provide other additional chargeable services

- 3.4.1 There are a range of ‘virtual’ services that a business centre could provide for local businesses. These include having the business centre as a registered address for the company, or a PO box. There could be the potential of having service mail collection so businesses could have post delivered to the Council Offices to guarantee that someone would be in to collect or sign for post. As little office space would be required for these services a fee of £20 pcm would be set as an admin charge.

3.4.2 Basic facilities such as printing, refreshments and access to MINT UK, which is a comprehensive database of UK businesses powered by information from Companies House. If the business centre was to run weekly informal networking events, then these could be chargeable to non-members of the business centre (businesses who aren't signed up to a monthly fee).

- Printing facilities - £1 for first sheet and 10p thereafter
- Drinks facilities - £1.50 per tea/coffee
- Mint report database - £15 per hour
- Informal networking evening (for non-business centre member) - £5

4 CONCLUSIONS

4.1 Figures show that the Business Centre could be an income generating project for the Council if fully utilised. There will however be a level in risk of launching the business centre as it's not possible to predict how successful it may be. The fees and charges are very competitive and there has been interest already from companies who are looking to rent space on an ad hoc basis such as this, which is encouraging.

4.2 It is proposed to market the Business Centre to local businesses by current communication channels such as the Hart Website, Social media channels (Twitter and LinkedIn), Business e-news bulletin and to create leaflets to distribute at networking events and business exhibitions.

4.3 By enabling local businesses to use the facilities at the business centre, this will in turn achieve one of our four strategic priorities as a Council which is to have a thriving local economy. Business will be able to use the business centre until they are ready to step-up their business and look for a longer-term office solution, such as Regus in Fleet, or move to some larger commercial premises.

Hart Business Centre – Fees and charges 2017/18

Bronze - £30 pcm

- 5 days of renting a desk
- Free wifi
- 10% off meeting room rates
- Free attendance at networking Business Centre Networking events

Silver - £55 pcm

- 10 days of renting a desk
- Free Wifi
- 25% off meeting room rates
- Free attendance at networking Business Centre Networking events

Gold - £100 pcm

- 1 allocated desk for the entire month
- Free wifi
- 50% off meeting room rates
- Free attendance at networking Business Centre Networking events

Platinum - £150 pcm

- 1 allocated desk for the entire month
- Free wifi
- 5 days free meeting room usage
- Opportunity to register your business to our Business Centre address
- Mail collection
- Free attendance at networking Business Centre Networking events

Virtual - £20 pcm

- Opportunity to register your business to our Business Centre address
- Mail collection
- 10% of meeting room rates
- Free attendance at networking Business Centre Networking events

Meeting room charges:

- £50 per day
- £25 half day
- £10 per hour

Additional services:

- Chargeable printing facilities - £1 for first sheet and 10p thereafter
- Chargeable drinks facilities - £1.50 per tea/coffee
- Mint report data - £15 per hour
- Informal networking evening (non-member) - £5

CABINET

DATE OF MEETING: 5 OCTOBER 2017

TITLE OF REPORT: JOINT WASTE AND RECYCLING TENDER

Report of: Head of Environment and Technical Services

Cabinet member: Councillor Alan Oliver, Contracts

1 PURPOSE OF REPORT

1.1 To obtain Cabinet approval to include the recommended service options, in the specification of the Joint Waste Contract, and obtain delegated authority for the final contract award.

2 OFFICER RECOMMENDATION

2.1 That the service options recommended in confidential Appendix I of this report are approved for inclusion in the specification of the Joint Waste Contract for negotiation with the preferred bidders, provided that this can be contained within the approved budget provision for the waste and recycling service.

2.2 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 before being considered by the Joint Governance Group for the Joint Waste Contract (JGG) and O&S and 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: - details of the remaining procurement process is outlined in the timeline attached at 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 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 agreed that they would proceed on the basis of lot 1.
- 3.12** This report was considered by Hart's Overview and Scrutiny Committee at its September 2017 meeting. Having discussed the report together with its confidential appendices it was agreed that the committee supported the officer recommendations, a copy of the confidential minutes from the meeting will be made available to Cabinet.

4 CONSIDERATIONS

- 4.1 The decision on the lots will not change the Hart specification, however the introduction of AWC in Basingstoke would have provided 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 are asked to approve incorporation of the options recommended in confidential Appendix I 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 in 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. 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 the 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

PAPER C

- 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 / Lot 2 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 |

Project: JOINT WASTE & RECYCLING CONTRACT - HART DISTRICT COUNCIL AND BASINGSTOKE AND DEANE BORO Prepared by: Helen Taylor-Cobb/Sarah Robinson
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. |

| | | | | | | | | |
|----|------------|------|---|---|---|----|---|---|
| 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 C
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 a 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 anomolised 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 apt of the ITT process following advice and guidance received from external counsel. |
| | | | | | | 0 | | |

| 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 |

| Category (See notes below) | Project Impacts | | | |
|----------------------------------|-----------------------------|-------------------------------------|---------------------------|-------------------------------------|
| | 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% |

CABINET

DATE OF MEETING: 5 OCTOBER 2017

TITLE OF REPORT: RELEASE OF SECTION 106 DEVELOPER CONTRIBUTIONS: YATELEY GREEN POND

Report of: Joint Chief Executive

Cabinet Member: Councillor Simon Ambler, Partnerships

1 PURPOSE OF REPORT

- 1.1 To agree to the release of £22,000 of developer contributions held for local parish projects so that Yateley Town Council can carry out environmental improvements to Yateley Green pond.

2 OFFICER RECOMMENDATION

- 2.1 That £22,000 S106 developer contributions held for local parish projects in Yateley be released to fund Yateley Town Council's proposals to carry out environmental improvements to Yateley Green pond.

3 COMMENTARY

- 3.1 Yateley Green pond needs remedial work to reduce the build-up of silt, and additional works to enable it to be used as a junior fishing pond and wildlife area. Indicative costs for full works including fish removal, draining, silt removal, reprofiling, fishing and pond dipping platforms, signage and interpretation boards and re-stocking with fish. The total cost of the project is £29,300 and the Town Council asking for "22,000 to be released from local Parish Council funds held by Hart.

4 FINANCIAL AND RESOURCE IMPLICATIONS

- 4.1 The Council holds £39,000 of unallocated Section 106 developer contribution funds for local parish projects in Yateley. The release of £22,000 towards the project would therefore be totally funded by current funds. No other resource implications arise.

5 ACTION

- 5.1 The environmental improvement project would meet a local recreational/community need. Sufficient S106 developer contributions are held to support the project.

Contact Details: Daryl Phillips / Extension 4493 / daryl.phillips@hart.gov.uk

CABINET

DATE OF MEETING: 5 OCTOBER 2017

TITLE OF REPORT: **ANNUAL ASSESSMENT OF AVAILABILITY OF SUITABLE ALTERNATIVE NATURAL GREEN SPACE (SANG) AND ACCESS TO COUNCIL OWNED SANGS.**

Report of: Joint Chief Executive

Cabinet Member: Councillor James Radley, Services

I PURPOSE OF REPORT

1.1 To update Cabinet on the latest position regarding Suitable Alternative Natural Green Space (SANG) capacity within Hart and to recommend the approach that the Council should take to the use of SANG land that is in its ownership or control. In this regard, it is important to recognise that this report does not seek to establish a planning policy position but rather it sets out the position about how the Council from a corporate land ownership/management perspective should choose to manage access to its own land assets. Nothing in this report implies automatic third party right of access to Council administered or controlled land.

2 OFFICER RECOMMENDATION

2.1 Council owned or controlled Suitable Alternative Natural Green Space (SANG) should only be allocated in accordance with the criteria as set out in Appendix 1;

2.2 The fees to access Council owned or controlled SANG should be set as in Appendix 2.

3 BACKGROUND

3.1 To facilitate residential development within the Thames Basin Heaths Special Protection Area (TBHSPA) 5km zone of influence the Council has adopted an Interim Avoidance Strategy (IAS). This enables developers to demonstrate the avoidance of any likely significant harm to the TBHSPA via financial contributions towards off-site SANG (Suitable Alternative Natural Greenspace) and SAMM (Strategic Access Management and Monitoring).

3.2 SANG is intended to direct people away from causing habitat disturbance on the SPA. SAMM contributions are held by Hampshire County Council on behalf of the affected local authorities and paid to Natural England to fund an agreed business plan including the employment of staff to provide consistent messages to SPA visitors and promote use of the SANGs. The SAMM project also includes a monitoring strategy which measures both visitor use (of the SPA and the SANGs) and populations of the three SPA birds (Woodlark, Nightjar, and Dartford Warbler) to ensure that the avoidance and mitigation measures are functioning effectively to avoid any adverse impact of development on the bird populations.

4 ANNUAL SANG CAPACITY MONITORING

- 4.1 There is significant SANG capacity available within Hart District but much of that capacity is in private hands. Subject to the owner's permission, applicants for planning permission can access the capacity available at the Crookham Park (approx. 1,500 homes), or Bassets Mead, Hook, SANGs. There is, however, no capacity left at :
- Clarks Farm/Swan Lakes Yateley
 - Dilly Lane/Queen Elizabeth II Fields, Hartley Wintney
 - Hitches Land/Edenbrook
 - Hawley Meadows.

5 SECURING FUTURE SANG PROVISION

- 5.1 The Council has no privilege in the delivery of SANGs and it also has no obligation to be the sole provider. Nevertheless, the Council has been proactive in working with the Local Enterprise Partnership and with developers to identify sites that can come forward as future SANG. The following SANGs are likely to come forward over the next few years but the timing of the delivery of Bramshot Farm is the only SANG that can be guaranteed for the time being. Major developments of 10 or more dwellings (major development) can only be allocated to a SANG that has a catchment which extends to include the proposed development sites provided that no SPA lies in between. Small developments (9 or less dwellings) can be allocated to any available SANG.

Bramshot Farm

Work on delivering Bramshot Farm as a SANG is well underway and it will be available this autumn (2017). Limited advance access has already been agreed. It has capacity for approximately 1,745 new homes. It is a strategic SANG and therefore development proposals comprising 10 or more new homes within 5km of its catchment can be allocated against it.

Hawley Place Farm

Net SANG capacity for a further 779 new homes. It is however, not yet deliverable and is unlikely to be delivered for a while. Therefore, it would be premature to pre-empt its immediate availability. When available it will be a smaller SANG (with a catchment of 4km to meet the needs of development proposals comprising 10 or more new homes).

North East Hook

Net SANG capacity for a further 122 new homes. It too however, is not yet deliverable and is unlikely to be delivered for a while. Therefore, it would be premature to pre-empt its immediate availability. When available it will be a smaller SANG (with a catchment of 4km to meet the needs of development proposals comprising 10 or more new homes).

Land at Watery Lane

Net SANG capacity for a further 565 new homes. It also is not yet deliverable and is unlikely to be delivered for a while. Therefore, it would be premature to pre-empt its immediate availability. When available it will be a strategic SANG and therefore

development proposals comprising 10 or more new homes within 5km of its catchment can be allocated against it.

- 5.2 Two further SANGs are being negotiated associated with new development – Hartland Park and Riseley. Both however, will remain in private ownership and are designed to meet the needs of bespoke development proposals. As neither development proposal has achieved planning permission there is no expectation that either SANG will be delivered for the time being.

6 ALLOCATION OF COUNCIL ADMINISTERED OR MANAGED SANG CAPACITY

6.1 As there is no privilege in who can provide SANG the Council is entitled to make a corporate decision about how it wishes to manage access to its own assets. In this regard the Council’s corporate objectives are to deliver affordable homes and to protect employment opportunities. In addition it has already been agreed that the Council would support both Rushmoor and Surrey Heath to deliver sufficient SANG to help housing market area needs. A Memorandum of Agreement is shortly to be signed with Rushmoor to support the delivery of up to 1,500 new homes phased over the next 10-15 years (Cabinet, 6th July 2017).

6.2 It is therefore important that the Council sets out clearly the criteria it will use if it is to agree to developer access to Council owned or controlled SANG. The proposed criteria are set out in Appendix 1.

7 FINANCIAL IMPLICATIONS

7.1 The Council needs to ensure that it will recover in full the cost of procuring and delivering SANG. This should not be a public expense. The loan to deliver the Bramshot Farm SANG is £5.3m. The loan repayment schedule is:

| | | | | | | |
|---------|---------|---------|---------|---------|---------|---------|
| 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
| £250K | £500K | £1m | £1m | £1m | £1m | £550k |

7.2 The Council has already collected advance payments of £618k towards Bramshot Farm which will ensure that by the end of the financial year the Council will have received sufficient funds to be able to guarantee the 2017/18 and 2018/19 payments.

7.3 The proposed charging regime for the future is attached at Appendix 2. The priority is to ensure that the arrangement with Rushmoor delivers sufficient mitigation to enable important regeneration projects to proceed and for Hart, the emphasis is on delivering affordable homes and environmental improvements (biodiversity offsetting), as well as ensuring a continuing 5 year supply of new homes.

8 ACTION

8.1 Subject to agreement to this Report, the Council’s web site will be updated and SANG made available to all qualifying developments with immediate effect.

Contact Details: Daryl Phillips, Joint Chief Executive, daryl.phillips@hart.gov.uk

APPENDICES

Appendix 1 - Criteria to Access Council Owned or Controlled SANG

Appendix 2 - SANG Tariff

Appendix 3 - SPA with 5km Buffer Zone

Appendix 4 - New SANGS

Criteria to access Council owned or controlled SANG

- a. Access to Council owned or controlled SANG will be through land transaction outside the planning application process. This will be procured at commercial rates
- b. The allocation of SANG capacity will be at the discretion of the Head of Regulatory Services but only where the applicant has first entered into pre-application discussions with the Council and where the Head of Regulatory Services is satisfied that the applicant has demonstrated through pre-application discussions that, prior to the submission of the application, the development proposal meets all technical requirements and is fully policy compliant with both existing and emerging Development Plan¹ policies
- c. The arrangement relates only to those developments that the Council is minded to grant planning permission
- d. Sites in the Development Plan which do not provide their own SANG (including Neighbourhood Plans, where agreed with the Council during their preparation) will be allocated SANG within an appropriate catchment and will be given priority where there may be a limit on SANG availability
- e. If the procurement of the SANG transaction would result in the respective planning application exceeding the statutory determination date, then planning permission will be refused and the potential SANG allocation withdrawn.
- f. The allocation should reflect the life of the planning permission (one year). If the planning permission expires without being implemented, any contribution received will be refunded and the mitigation opportunity would be reallocated and there could be no assumption that mitigation capacity would automatically be made available in the event of an application being received to renew an unimplemented planning permission.

Unless otherwise agreed because of exceptional circumstances by the Portfolio Holder for Services in consultation with the Chairman of Planning Committee, **NO** Council owned or controlled SANG will be allocated in the following circumstances:

- g. The development represents a departure from the Development Plan
- h. The development results in the loss of employment land or employment opportunity on the following strategic or locally important employment sites (as defined in the Regulation 18 Draft Hart Local Plan):
 - Bartley Wood, Hook, RG27, 9UP
 - Bartley Point, Hook, RG27 9EX
 - Cody Park, Farnborough, GU14 0LX
 - Meadows Business Park, Blackwater, GU17 9AB
 - Osborne Way, Hook, RG27 9HY

¹ Development Plan includes the Saved Policies of the Hart District Local Plan and any relevant Neighbourhood Plan.

- Waterfront Business Park, Fleet, GU51 3OT
 - Ancells Business Park, Fleet, GU51 2UJ
 - Blackbushe Business Park, GU46 6GA
 - Eversley Haulage Yard, RG27 0PZ
 - Eversley Storage, RG27 0PY
 - Finn's Business Park, Crondall, GU10 5HP
 - Fleet Business Park, Church Crookham, GU52 8BF
 - Grove Farm Barn, Crookham Village, GU51 5RX
 - Lodge Farm, North Warnborough, RG29 1HA
 - Murrell Green Business Park, RG27 9GR
 - Potters Industrial Park, Church Crookham, GU52 6EU
 - Rawlings Depot, Hook, RG27 9HU
 - Redfields Business Park, Church Crookham, GU52 0RD
 - Optrex Business Park, Rotherwick, RG27 9AY
- i. The development does not provide in full 40% affordable homes where required by Saved Local Plan Policy ALT GEN 13 of the Hart Local Plan
- j. Proposals that are unlikely to be implemented due to complex land ownership or tenancy issues or which are submitted as part of a valuation exercise (it must otherwise be demonstrated that they would not prevent the delivery of new homes by locking up SANG capacity for extended periods).

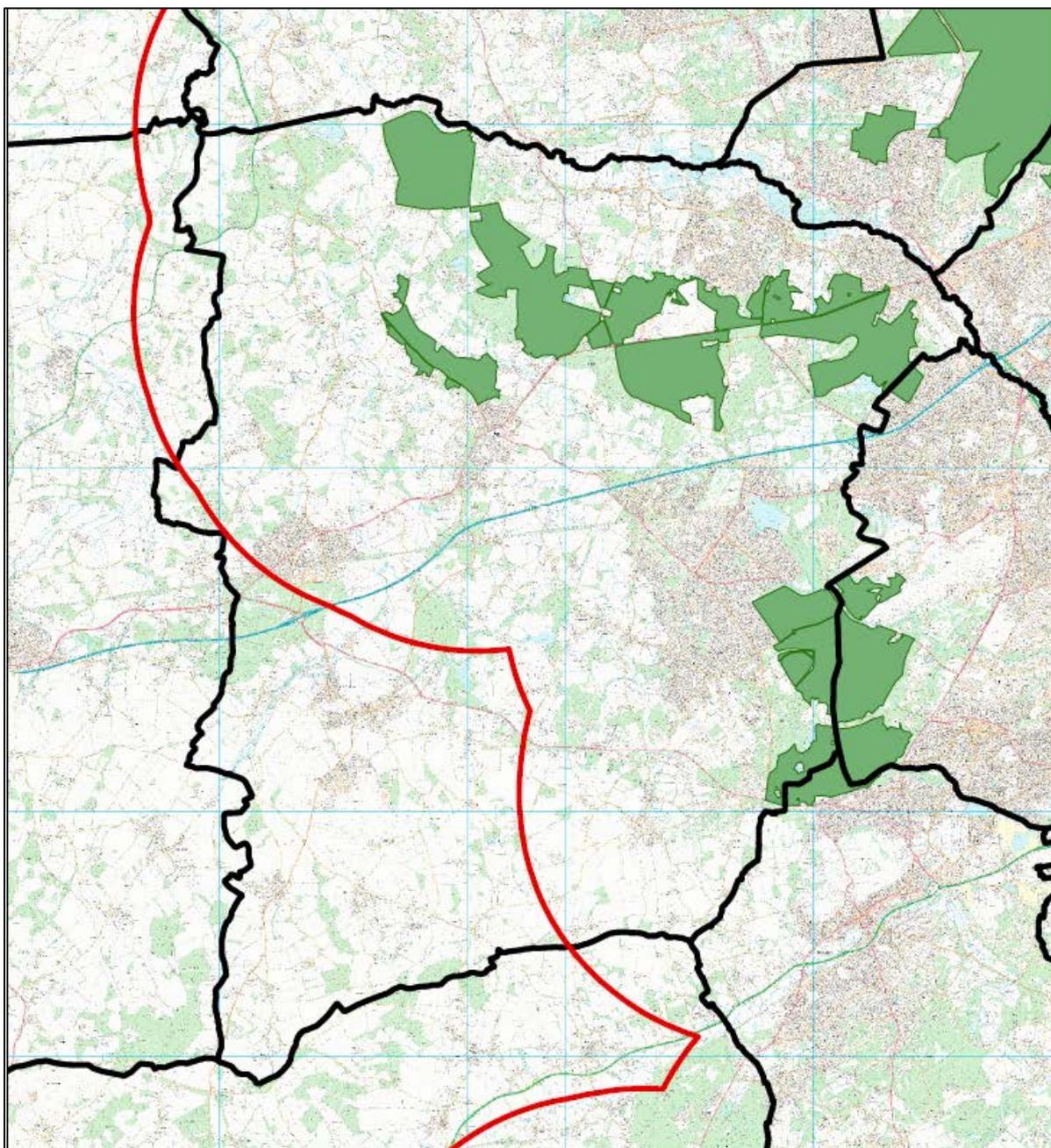
SANG Tariff

Developments within Rushmoor, and developments within Hart that deliver in full 40% affordable homes: £3,334/person.

In all other instances the cost to access Council owned or controlled SANG is £5,334/person (of which £400/person should be allocated to the delivery of biodiversity initiatives/projects and £1,600/person allocated to affordable housing/homelessness initiatives). The remaining balance (£3,334/person ^{Error! Bookmark not defined.}) will be used to fund the capital/ maintenance cost associated with the procurement and management cost of running a SANG.

Assumed Occupancy rates

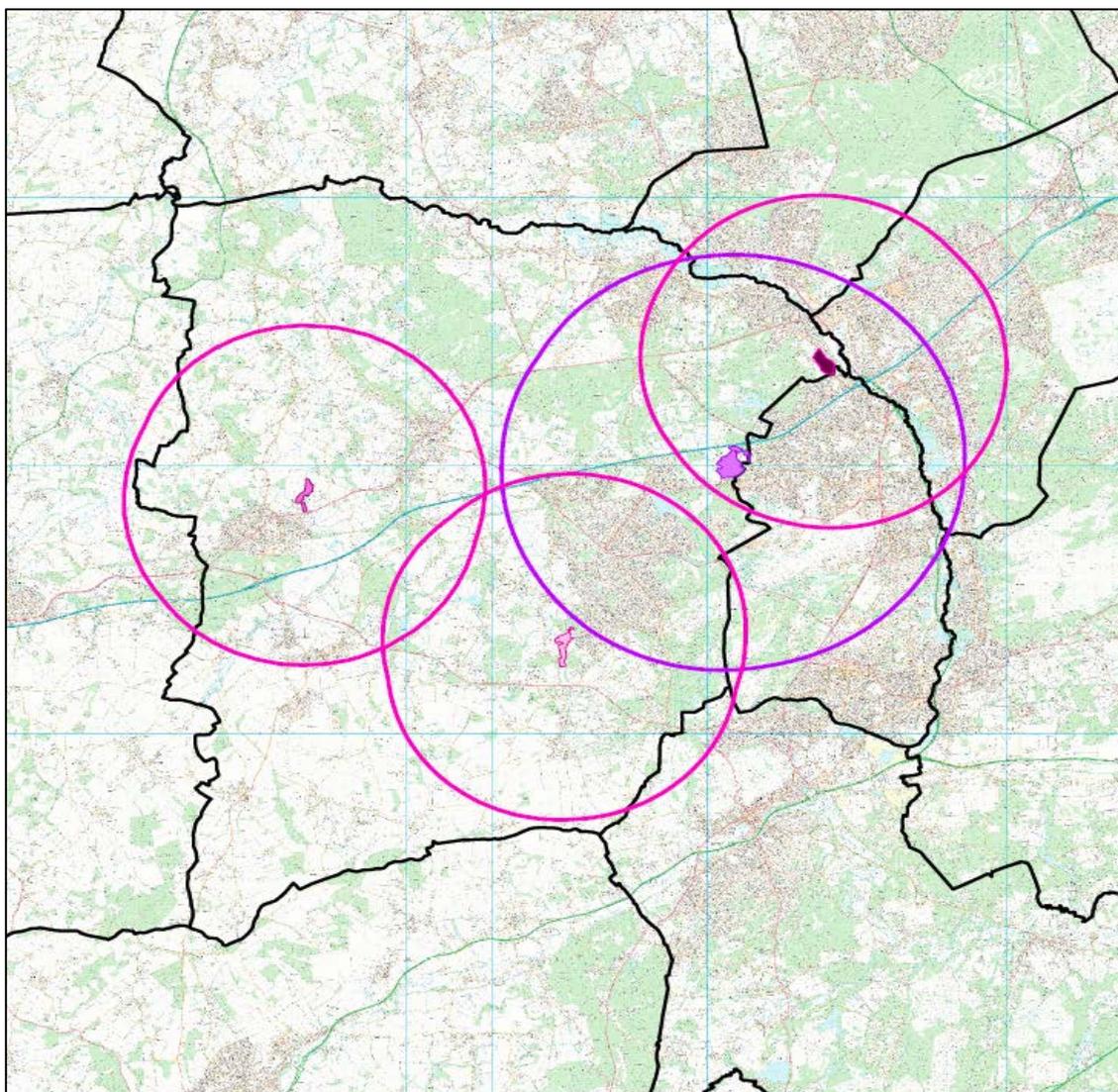
| Occupancy based upon number of people | | |
|---------------------------------------|--------------|------|
| | 1 bedroom | 1.3 |
| | 2-3 bedrooms | 2.42 |
| | 4+ bedrooms | 3.5 |



SPA with 5km "Buffer Zone"

Legend

-  SPA 5km
-  TBH SPA



New SANGs

Legend

| | | |
|---|-----------------------|---------------|
|  | Watery Lane SANG | 4km catchment |
|  | North East Hook SANG | 4km catchment |
|  | Hawley Park Farm SANG | 4km catchment |
|  | Bramshot Farm | 5km catchment |

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 | Nov 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

CABINET

Date and Time: Thursday, 5 October at 7pm

Place: Council Chamber, Civic Offices, Fleet

Present:

COUNCILLORS

Ambler, Bailey, Cockarill, Collett, Kinnell, Neighbour (Chairman), Oliver, Radley

In attendance: Councillors Axam, Dickens, Forster, Parker

Officers:

| | |
|-----------------|---|
| Patricia Hughes | Joint Chief Executive |
| Daryl Phillips | Joint Chief Executive |
| John Elson | Head of Technical and Environmental Services |
| Amy Summers | Communications and Economic Development Manager |
| Sarah Robinson | Waste and Recycling Manager |

51 MINUTES OF PREVIOUS MEETING

The Minutes of the meeting of 7 September 2017 were confirmed and signed as a correct record.

52 APOLOGIES FOR ABSENCE

None received.

53 CHAIRMAN'S ANNOUNCEMENTS

None.

54 DECLARATIONS OF INTEREST

Councillors Bailey, Cockerill and Collett as Yateley Town Councillors, declared an interest in Item 58.

Councillor Radley declared an interest in Item 59, due to being the councils appointed representative on the Thames Heath Basins Strategic Board.

55 PUBLIC PARTICIPATION (ITEMS PERTAINING TO THE AGENDA)

A member of the public gave their perspective of the pre-planning consultation services provided by the Council under item 59.

56 ECONOMIC DEVELOPMENT PLAN AND HART BUSINESS CENTRE

Members considered the consultation results held on the Economic Development Action Plan from the 10 July to the 9 August 2017, the Action Plan for Economic Development and the introduction of a Hart Business Centre into the Council Offices in Fleet.

Members clarified that the list of schools was illustrative rather than exhaustive and that the resources for economic development within Hart are 1.5FTE.

Members then considered; the assumptions made regarding the potential annual income, the opportunities to work with other partners such as Hampshire County Council, the need to control those who can use the space, in the interests of the Council and whether the meeting room offer may tie up assets

DECISION

- 1 That the feedback from the consultation be noted and the Action Plan amended as above to become the economic development priorities for the Council over the next three years (2017-2020)
- 2 That the creation of a Business Centre at the Council Offices, along with the fees and charges as detailed, be agreed, subject to the addition of controls on tenancy to be delegated to Officers in consultation with the Leader.

57 JOINT WASTE AND RECYCLING TENDER

Cabinet were asked to approve the recommended service options in the specification of the Joint Waste Contract, and to agree delegated authority for the final contract award.

Members sought clarification on

- Whether the contract had a standard break clause - which was confirmed
- Whether there was any incentivisation to improve recycling rates
- Whether there were controls on a change of ownership, creating a contract break condition – Officers were asked to provide a written response (*Post meeting note - response attached to these minutes as Appendix 1*)
- What opportunities there are to encourage bulky waste collections to reduce the potential for fly tipping.

EXCLUSION OF THE PUBLIC

Members considered the commercial sensitivity of the information, and whether the public interest in maintaining an exemption outweighed the public interest in disclosing the information.

DECISION

That in accordance with Section 100A of the Local Government Act 1972, the public be excluded during the discussion of the matters referred to in the item below, on the grounds that it involved the likely disclosure of exempt information, as defined in

paragraph 3 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.

Members sought clarification on

- the anticipated costs of the services with a comparison with the costs of the existing contract in October 2018 (current contract end).
- The use of assets and the potential for this to become available
- How textile collections could be carried out at no cost, through income generation from the resultant materials.
- If we can review how we can share the benefit of textile collections with those charitable organisations who already collect through the bring banks.
- The opportunities for service improvements through bringing options through the waste contract e.g. bulky waste collections on multiple days, cardboard collection daily
- That we should consider the costs of managing fly tipping when considering the charging regime for bulky waste.

DECISION

- 1 That the service options recommended in Confidential Appendix I of the report be approved for inclusion in the specification of the Joint Waste Contract for negotiation with the preferred bidders, provided that this can be contained within the approved budget provision for the waste and recycling service.
- 2 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.

58 RELEASE OF SECTION 106 DEVELOPER CONTRIBUTIONS: YATELEY TOWN COUNCIL - YATELEY GREEN POND

Cabinet were asked to agree to the release of £22,000 of developer contributions held for local parish projects so that Yateley Town Council can carry out environmental improvements to Yateley Green pond.

Councillors Bailey, Cockerill and Collett left the meeting for the discussion and vote.

DECISION

That £22,000 S106 developer contributions held for local parish projects in Yateley be released to fund Yateley Town Council's proposals to carry out environmental improvements to Yateley Green pond.

59 ANNUAL ASSESSMENT OF AVAILABILITY OF SUITABLE ALTERNATIVE NATURAL GREEN SPACE (SANG) AND ACCESS TO COUNCIL OWNED SANGS

Members were updated on the latest position regarding Suitable Alternative Natural Green Space (SANG) capacity within Hart, with a recommendation of the approach that the Council should take to the use of SANG land that is in its ownership or control. In this regard, it was important to recognise that the report did not seek to establish a planning policy position but rather set out the position about how the Council, from a corporate land ownership/management perspective, should choose to manage access to its own land assets. Nothing in the report implied automatic third party right of access to Council administered or controlled land.

Members then debated;

- Whether it was the intention to provide SANG only if the applicant has sought pre-application advice (b in appendix 1)
- Whether it was the intention to prevent the provision of SANG even where the departure from the Development Plan is approved (g in Appendix 1)
- That SANG should only be available for those sites which are in compliance with the Development Plan
- If the SANG tariff could be scaled to include larger homes (Appendix 2).

DECISION

- 1 Subject to the criteria in Appendix 1 and the occupancy rates in Appendix 2 being agreed by the Joint Chief Executive in consultation with the Portfolio Holder for Services, that Council owned or controlled Suitable Alternative Natural Green Space (SANG) only be allocated in accordance with the criteria as set out.
- 2 That the fees to access Council owned or controlled SANG should be set as detailed.

60 CABINET WORK PROGRAMME

The Cabinet Work Programme was considered and amended.

The meeting closed at 9.30pm

Cabinet Minutes - 5 October 2017

Minute 57

In response to the query raised at the Cabinet meeting on 5th October 2017 concerning the refuse collection and, in particular, the safeguards that would be available to the Council should the appointed contractor subsequently be taken over by another company during the contract term, we can advise:

1. The contract will include a provision which states that neither party shall assign, novate or otherwise dispose of any or all of its rights and obligations under the contract without the prior written consent of the other party – therefore, should legal ownership of the contractor be acquired by or otherwise transferred to another company, the contract could only be transferred to that company with the council's prior consent. Should the council be minded to give consent, it could carry out due diligence checks on the financial and commercial standing of the company.
2. Where a change of ownership of the original contractor occurs, it would also trigger an entitlement for the council to terminate the contract. However, any such change would usually result in the council first being asked for consent to novate the contract to the company who takes over control of the original contractor (see para 1 above).
3. If the contract was transferred to another contractor (under either of the scenarios mentioned in 1 and 2 above), that contractor would be bound by exactly the same contractual terms and conditions with regard to defaults with service provisions and/or rights of contract termination (unless otherwise agreed by the council) as those imposed on the original contractor. If appropriate, other guarantees, e.g., a parent company guarantee, may also be available.
4. Any decision not to agree to a novation or to terminate the contract would present a significant challenge to the council, in so far that it would need to carry out a procurement process to appoint a replacement contractor or make other arrangements to ensure continued service provision, both of which could be time consuming and not without cost implications.
5. All of the above would also be subject to the council needing to observe prevailing procurement regulations."

UPDATED CRITERIA AS AGREED BY THE JOINT CHIEF EXECUTIVE IN CONSULTATION WITH THE PORTFOLIO HOLDER FOR SERVICES – 6 OCTOBER 2017

Criteria to access Council owned or controlled SANG

- a. Access to Council owned or controlled SANG will be through land transaction outside the planning application process. This will be procured at commercial rates
- b. The allocation of SANG capacity will be at the discretion of the Head of Regulatory Services and applicants for planning permission are encouraged to seek pre-application advice to ensure that the development proposal meets all technical requirements and is fully policy compliant with both existing and emerging Development Plan¹ policies
- c. SANG will only be allocated to those developments that the Council considers to be acceptable at the point of determination.
- d. Developments that are in accordance with the Development Plan but which do not provide their own SANG (including sites allocated in Neighbourhood Plans) may be allocated SANG within an appropriate catchment and will be given priority where there may be a limit on SANG availability (please see additional criteria below)
- e. If the procurement of the SANG transaction would result in the respective planning application exceeding the statutory determination date, then planning permission will be refused and the potential SANG allocation withdrawn.
- f. The allocation should reflect the life of the planning permission (one year). If the planning permission expires without being implemented, any contribution received will be refunded² and the mitigation opportunity would be reallocated and there could be no assumption that mitigation capacity would automatically be made available in the event of an application being received to renew an unimplemented planning permission. Allocated SANG cannot be transferred or traded between sites or alternative development proposals.

Unless otherwise agreed because of exceptional circumstances by the Portfolio Holder for Services in consultation with the Chairman of Planning Committee, **NO** Council owned or controlled SANG will be allocated in the following circumstances:

- g. The development represents a material departure from the Development Plan

¹ Development Plan includes the Saved Policies of the Hart District Local Plan and any relevant Neighbourhood Plan.

² A refund of the SANG fee only (excluding any interest accrued and minus an appropriate administration fee) will be made where the application does not progress for some reason, or is not implemented

- h. The development results in the loss of employment land or employment opportunity on the following strategic or locally important employment sites (as defined in the Regulation 18 Draft Hart Local Plan):
- Bartley Wood, Hook, RG27, 9UP
 - Bartley Point, Hook, RG27 9EX
 - Cody Park, Farnborough, GU14 0LX
 - Meadows Business Park, Blackwater, GU17 9AB
 - Osborne Way, Hook, RG27 9HY
 - Waterfront Business Park, Fleet, GU51 3OT
 - Ancells Business Park, Fleet, GU51 2UJ
 - Blackbushe Business Park, GU46 6GA
 - Eversley Haulage Yard, RG27 0PZ
 - Eversley Storage, RG27 0PY
 - Finn's Business Park, Crondall, GU10 5HP
 - Fleet Business Park, Church Crookham, GU52 8BF
 - Grove Farm Barn, Crookham Village, GU51 5RX
 - Lodge Farm, North Warnborough, RG29 1HA
 - Murrell Green Business Park, RG27 9GR
 - Potters Industrial Park, Church Crookham, GU52 6EU
 - Redfields Business Park, Church Crookham, GU52 0RD
 - Optrex Business Park, Rotherwick, RG27 9AY
- i. The development does not provide in full 40% affordable homes where required by Saved Local Plan Policy ALT GEN 13 of the Hart Local Plan
- j. Proposals that are unlikely to be implemented due to complex land ownership or tenancy issues or which are submitted as part of a valuation exercise (it must otherwise be demonstrated that they would not prevent the delivery of new homes by locking up SANG capacity for extended periods).

SANG Tariff (to be the subject of annual inflationary increases)

Developments within Rushmoor, and developments within Hart that deliver in full 40% affordable homes: £3,334/person.

In all other instances the cost to access Council owned or controlled SANG is £5,334/person (of which £400/person should be allocated to the delivery of biodiversity initiatives/projects and £1,600/person allocated to affordable housing/homelessness initiatives). The remaining balance (£3,334/person^{Error! Bookmark not defined.}) will be used to fund the capital/ maintenance cost associated with the procurement and management cost of running a SANG.

Assumed Occupancy rates (number of person/bedroom)

| | |
|------------|-----|
| 1 bedroom | 1.3 |
| 2 bedrooms | 1.8 |
| 3 bedrooms | 2.5 |
| 4 bedrooms | 2.9 |
| 5 bedrooms | 3.8 |