



NOTICE OF MEETING

Meeting:	Cabinet
Date and Time:	Thursday, 3 January 2019 at 7pm
Place:	Council Chamber, Civic Offices, Fleet
Telephone Enquiries to:	01252 774141 (Mrs Gill Chapman) committeeservices@hart.gov.uk
Members:	Ambler, Bailey, Cockarill, Kinnell, Neighbour (Chairman), Oliver, Radley

Joint Chief Executive

CIVIC OFFICES, HARLINGTON WAY
FLEET, HAMPSHIRE GU51 4AE

AGENDA

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

- 1 At the start of the meeting, the Lead Officer will confirm the Fire Evacuation Procedure.**
- 2 The Chairman will announce that this meeting may be recorded and that anyone remaining at the meeting has provided their consent to any such recording – please see our protocol on [Attending and Reporting Meetings](#)**

1 MINUTES OF PREVIOUS MEETING

The Minutes of the meeting of 6 December 2018 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 PRIVATE SECTOR RENEWAL POLICY

To inform Members of the proposed updates to the Council's Private Sector Renewal Policy. **Paper B**

RECOMMENDATION

That the updated Private Sector Renewal Policy at Appendix I be approved.

7 PROGRESS REPORT ON THE PEER REVIEW ACTION PLAN

To update Members on the progress that the Council has taken in response to the key findings from the LGA Peer Review undertaken in March 2018. **Paper C**

RECOMMENDATION

That Cabinet notes the progress against the key findings from the recent LGA Peer Review (see Appendix I).

8 CABINET WORK PROGRAMME

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

Date of Despatch: 18 December 2018

CABINET

Date and Time: Thursday, 6 December 2018 at 7pm

Place: Council Chamber, Civic Offices, Fleet

Present:

COUNCILLORS

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

In attendance: Axam (during item 77), Parker

Officers:

Patricia Hughes	Joint Chief Executive
Daryl Phillips	Joint Chief Executive
Andrew Vallance	Head of Corporate Services
Nicola Harpham	Strategy and Development Manager

67 MINUTES OF PREVIOUS MEETING

The Minutes of the meeting of 1 November 2018 were confirmed and signed as a correct record.

68 APOLOGIES FOR ABSENCE

Apologies had been received from Councillor Kinnell.

69 CHAIRMAN'S ANNOUNCEMENTS

None.

70 DECLARATIONS OF INTEREST

None declared.

71 PUBLIC PARTICIPATION (ITEMS PERTAINING TO THE AGENDA)

None.

72 HEALTH AND WELLBEING PARTNERSHIP

The minutes of the meeting of 15 November 2018 were noted subject to the clarification that the Steve Clarke, raised under item 2, Agencies reported is correct.

73 2018-19 BUDGET MONITORING – TO END OF SEPTEMBER

Members were advised of the position on revenue and capital expenditure at the end of September. Overview and Scrutiny Committee had considered this information at its meeting on 20 November 2018.

DECISION

That the revised projections and reasons for the main variations shown, and the current spending position on the Capital Programme shown, be noted.

74 2019/20 BUDGET & MEDIUM TERM FINANCIAL STRATEGY

Members were given an early consideration of the emerging budget for 2019/20 and the draft Medium Term Financial Strategy (MTFS). Five scenarios were presented to inform a discussion about many of the issues currently affecting budget prospects for the next four years. This information had been considered at the Overview and Scrutiny Committee meeting on 20 November 2018.

Members noted that the announcement of this year's Financial Settlement, including details of New Homes Bonus has been delayed by the Government. They also noted that publishing the MTFS later in the year may provide greater certainty.

Members requested a list of services that are discretionary or non-discretionary, recognising the complexity of the picture, and requested an update of the Whitehall announcement.

DECISION

That the issues around the emerging budget for 2019/20 be considered.

75 TENANCY STRATEGY 2018-2023

Cabinet approval was sought for the adoption of the Tenancy Strategy 2018-2023, endorsed by the Overview and Scrutiny Committee at their meeting on 22 November 2018.

Members raised questions on fixed term tenancies and the low level of arrears associated with these.

DECISION

That the Tenancy Strategy be adopted.

76 TRAFFIC MANAGEMENT PROGRAMME 2018/19 and 2019/20

Cabinet approval was sought to deliver the draft Traffic Management Programme to 31 March 2020. Members expressed their thanks for the approach taken to consult with Ward Councillors on this matter.

Members also noted it may make practical sense to bring forward similar works where located close together, even if their priorities are slightly different.

DECISION

That the draft Traffic Management Programme to 31 March 2020 be approved.

77 CLARIFICATION OF THE COUNCIL'S POSITION WITH REGARD TO ACCESS TO COUNCIL OWNED OR CONTROLLED SANGS

Members were asked to agree a minor clarification of the Council's position with regard to access to Council owned or controlled Suitable Alternative Natural Green Space (SANG). Nothing in the report implied automatic third party right of access in any circumstances to Council administered or controlled land.

In light of the comments made by the Inspector in considering the soundness of the Hart Local Plan, an updated Appendix had been circulated to members (attached to these Minutes as Appendix I).

Members discussed the alignment of this policy to the Local Plan. Members were reminded that the Council carries out, and reports on, the Annual Capacity Review for SANG.

Members debated the use of the term 'material departure from the Development Plan' which would not include technical departures.

DECISION

Council owned or controlled Suitable Alternative Natural Green Space (SANG) should only be allocated in accordance with the criteria as set out in the amended Appendix I circulated at the meeting (attached).

78 HART DISTRICT COUNCIL VISION 2040

Cabinet were given an opportunity to have an input into the draft Vision 2040, which had been put together by a cross party Member sub-group.

Members considered the views of Overview and Scrutiny Committee and how the public consultation would be carried out. They reflected on the journey that the Vision had been through so far and the opportunities for improving this approach, when it was appropriate to review the document.

Members also explored the approach to the review of the consultation responses, and that these would be considered and if there were material changes, that the Vision would be reconsidered by Overview and Scrutiny and Cabinet, ahead of Council.

DECISION

That the Vision 2040 be endorsed and, subject to any amendments, that the document be used in a public consultation ahead of consideration by Council.

79 CABINET WORK PROGRAMME

The Cabinet Work Programme was considered and amended.

The meeting closed at 9.02 pm

CRITERIA TO ACCESS COUNCIL OWNED OR CONTROLLED SUITABLE ALTERNATIVE NATURAL GREEN SPACE (SANG)

1. The allocation of Council owned or controlled SANG will be at the discretion of the Head of Environmental and Technical Services subject to the following:
 - a) The SANG is procured, at commercial rates, through a land transaction outside the planning application process¹; and
 - b) the proposed development is fully policy compliant with either existing or emerging Development Plan policies^{2,3}
2. 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
3. The allocation should reflect the life of the planning permission (one year). If the planning permission expires without being implemented, any SANG contribution received will be refunded⁴ and the mitigation opportunity will be reallocated. There is no assumption that a further SANG allocation 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:

4. The development represents a material departure from the Development Plan
5. 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 1996-2006 (Saved Policies), or Policy H2 of the Hart Local Plan Strategy and Sites 2016-2032 (Submission Version)
6. 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)

¹ Unless the Head of Environmental and Technical Services, in consultation with the Joint Chief Executive, determines that the development proposed is of strategic importance to the Council in meeting Corporate Plan objectives and so justifies procurement through a Section 106 Planning Obligation (subject to the limitations in regulation 123(3) of the Community Infrastructure Levy Regulations 2010).

² The Development Plan includes the Saved Policies of the Hart District Local Plan 1996-2006 (Saved Policies), the Hart Local Plan Strategy and Sites 2016 - 2032 (Submission Version) and any relevant Neighbourhood Plan.

³ A SANG allocation will not normally be withheld where on appeal it has been determined that the development proposal would otherwise have been acceptable if it had not been for the absence of a SANG allocation.

⁴ A refund of the SANG fee (excluding any interest accrued and minus an appropriate administration fee) will be made.

7. Unless compliant with Policy ED2 of the Hart Local Plan Strategy and Sites 2016-2032 (Submission Version) no SANG will be allocated for any development that result in the loss of employment land or employment opportunity in strategic or locally important employment sites (as defined in the the Hart Local Plan Strategy and Sites 2016-2032 (Submission Version)).

CABINET

DATE OF MEETING: 3 JANUARY 2019

TITLE OF REPORT: UPDATED PRIVATE SECTOR RENEWAL POLICY

Report of: Head of Community Services

Cabinet member: Councillor Stuart Bailey, Housing

1 PURPOSE OF REPORT

- 1.1 To inform Members of the proposed updates to the Council's Private Sector Renewal Policy.
- 1.2 The updated Policy will have been considered at the December meeting of the Overview and Scrutiny Committee. Because of timescales input from the Overview and Scrutiny Committee is not included. Cabinet will be updated verbally on their comments.

2 OFFICER RECOMMENDATION

- 2.1 That the updated Private Sector Renewal Policy at Appendix I be approved.

3 BACKGROUND

- 3.1 Under the Housing Grants, Construction and Regeneration Act 1996, the Council has a mandatory responsibility to administer Disabled Facility Grants (DFGs). Under the Regulatory Reform (Housing Assistance) (England and Wales) Order 2002, the Council also administers discretionary Minor Works Grants (MWGs) and low cost loans.
- 3.2 Prior to 2015, DFGs were funded via a direct allocation to the Council by central government, with a top up from the Council's capital budget, if required. In 2015, responsibility for funding DFGs was transferred to the Department of Health & Social Care (DHSC), who introduced the Better Care Fund. This changed the way funding is allocated and all BCF monies are paid to Hampshire County Council, who then allocate specific amounts to the districts. This means DFGs have become part of the housing, health and social care agenda; the purpose of which is to provide better health outcomes and reduce health and social care costs.
- 3.3 Over the past three years, government funding for DFGs has almost doubled. In Hart, the Better Care Fund is sufficient to fund the current demand for DFGs, therefore no additional contribution is required from the Council. It is expected that the Better Care Fund will continue to fund DFGs until at least 2020.
- 3.4 In 2017, the Ministry of Housing, Communities and Local Government and the DHSC published a new framework setting out how Better Care Fund monies can be used. This framework focussed on using funding to support the provision of DFGs, with the objective of:
 - Facilitating timely hospital discharge

- Reducing admissions to residential care homes
- Reducing the cost of providing domiciliary care
- Contributing to the wider prevention agenda of housing, social care and health authorities by facilitating improvements in individuals wellbeing, and reducing hospital admissions

3.5 A change in Hart's existing Private Sector Renewal Policy is required to reflect the wider possibilities to use the Better Care Fund. There are two ways in which we want to do this:

- The creation of a Discretionary Prevention grant to provide for emergency adaptations which will allow residents to remain independent, or to prevent bed blocking in hospital
- Creation of a Discretionary Top Up Disabled Facilities Grant which will assist residents where essential works exceed the maximum £30k standard Disabled Facility Grant allocation.

4 CONSIDERATIONS

4.1 This revised policy updates the current policy, with the aim of providing more flexible use of the Better Care Fund, to deliver better outcomes for Hart residents, as described in 3.4 above.

4.2 There are two substantial changes to the current policy. Other minor changes simply update the policy to reflect either legislation or corporate changes. Both are in bold italics.

4.3 Members are asked to review these highlighted changes; other areas of the policy remain unchanged.

4.4 The policy once agreed will be monitored to ensure it is delivering the desired outcomes. These will be reported to and monitored by the Community Services Service Board.

4.5 An equalities impact assessment has been completed and there are no adverse impacts of the policy revisions.

5 FINANCIAL IMPLICATIONS

5.1 There are no financial implications arising from the recommendations of this report. Any resource demands arising from the updated policy will be met from Better Care Fund and existing Council staffing budgets.

6 ACTION

6.1 The revised draft Private Sector Renewal Policy contains important changes that will enable the Council to make more effective use of the Better Care Fund. The revisions to the policy will benefit Hart residents who need adaptations to their homes in order to continue living independently.

Contact Details: Kirsty Jenkins / ext. 4488 / kirsty.jenkins@hart.gov.uk

APPENDICES - Appendix I - Private Sector Housing Renewal Policy



Private Sector Housing Renewal Policy

December 2007

Revised June 2014

**Updated for Overview & Scrutiny Approval –
December 2018**

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1. Background

~~1.1 In July 2003 the government withdrew the existing housing grant legislation other than the powers relating to mandatory Disabled Facilities Grants (DFGs). The Regulatory Reform (Housing Assistance) (England and Wales) Order 2002 repealed the legislation for Renovation and Home Repairs Assistance grants and gave local authorities a new, more flexible power enabling them to provide assistance for housing renewal. The Order requires authorities to adopt and publish a housing renewal policy before it can be implemented and any assistance given. Hart published its policy in September 2004.~~

~~1.2 The Housing Act 2004 has changed the manner in which properties are assessed in their suitability for habitation. The approach now includes an assessment of the risks posed; it looks at 29 types of hazards, as opposed to the 9 criteria previously used to determine the fitness of the dwelling.~~

~~1.3 It is recognised that the discretionary assistance in the form of grants, being 100% funding from our capital resources, as the major form of assistance is unsustainable given the limited resources of the authority. Therefore alternative options need to be made available. This policy includes both low cost loans and equity release as future options.~~

1.1 *Prior to 2015 Disabled Facilities Grants were funded via a direct allocation to the Council by the then Department of Communities and Local Government (DCLG), with a top up from the Council's capital budget, if required.*

1.2 *In 2015, responsibility for funding DFGs was transferred to the Department of Health & Social Care (DHSC), who introduced the Better Care Fund (BCF). This changed the way funding is allocated and all BCF monies are paid to the first-tier authority, Hampshire County Council, who then allocate specific amounts to the districts. DFGs have become part of the housing, health and social care agenda, the purpose of which is to provide better health outcomes and reduce health and social care costs.*

1.3 *Over the past three years, government funding for DFGs has almost doubled. In Hart the Better Care Fund is sufficient to fund the current demand for DFGs, therefore no additional contribution is required from the Council. It is expected that the BCF will continue to fund DFGs until at least 2020.*

2. Strategic Links

~~2.1 The policy has been developed in line with the Council's strategic objectives and also has taken into account the findings of the recent Housing Needs Survey and the House Condition Survey 2005. Both of these surveys identified that there is a substantial requirement in the~~

~~district for assistance with basic repairs and improvements to housing. 2.5% (870) of the homes in the district require significant repair works, for which the Council could serve a statutory notice.~~

~~2.2 In formulating the Council's housing renewal policy, the objectives of Hart's Corporate Plan have been considered, Key Priority 2 – Ensuring an Adequate Supply of Affordable Housing – making the best use of existing housing, and meeting diverse needs.~~

~~2.3 This policy is one of a number which supports improving housing conditions within the Private Sector. (Appendix one lists other supporting documents)~~

2.1 *Hart Corporate Plan has a strategic priority of developing an area with “healthy communities and people”. Within this, the plan identifies the priority of enabling people to live independently through the provision of adaptations and accessible housing. This priority is delivered through the Private Sector Renewal Policy.*

3. Consultation

3.1 The policy has been out to consultation in draft form with key partners, including housing associations, occupational therapists, GP's and neighbouring authorities.

4. Policy Tools

The framework for future Council financial assistance in the private sector is built on the following principles:

- Assistance will only be provided to those where a financial need can be demonstrated, thus private finance is the first option to be considered
- A loan scheme / equity release scheme will be at minimum cost to the council, and wherever practical its costs will be recovered, with the intention that the loan scheme itself will become self funding within the medium term.
- Applicants who demonstrate that they are unable to obtain funding from other sources will be eligible for a Minor Works Grant.
- **To improve health and well-being by encouraging a more flexible approach and instant availability of monies.**

4.1 Disabled Facilities Grants

Disabled Facilities Grants will be available in accordance with the mandatory grant and financial testing scheme.

Eligibility for a grant

These grants will be available to owner-occupiers and tenants, and the statutory financial assessment will apply, with the exception to applications for adaptations for a disabled child where no means test now exists.

Qualifying works

These grants will be available for works of adaptation as recommended by an Occupational Therapist and include the following works to:-

- Facilitate access and provision
- Make a dwelling or building safe
- Provide a room usable for sleeping
- Provide a bathroom
- Facilitate the preparation and cooking of food
- Provide heating, lighting and power
- Provide access and movement to allow a disabled person to care for a dependent resident

Amount of grant payable

Grants will be available to the current statutory maximum grant of £30k. Where costs are in excess of £30k the low cost loan / equity release or minor works grant schemes may be used to top the grant up. The limit of £5k will apply to minor works grants.

4.2 Low cost loans (*discretionary*)

Eligibility for a loan

Low cost loans will be made available to owner occupiers and tenants with repairing responsibility who are 18 or over and can demonstrate that they are unable to secure affordable funding from commercial lenders. Applicants will be assessed on their ability to repay the loan.

Qualifying works

Loans will be available for works of improvement, repair and adaptation and may include:

- Repair and improvement works
- Adaptation works
- Energy efficiency works
- Crime prevention works
- Payment of the minimum insurance excess where works required can be claimed on an insurance policy
- Payment for specialist surveys e.g. electrical, dampness or structural failure

Amount of grant payable

Loans are available for between £1K to a maximum of £25K.

4.3 Minor Works Grants

Applicants who are unable to afford the low cost loan

Where an applicant (owner occupier or tenant with repairing responsibilities) is determined as not being able to afford the low cost loan and is in receipt of a means tested benefit, they will be eligible for a minor works grant

Eligibility for a grant

These grants will be available to owner-occupiers and tenants with a repairing responsibility who are 18 or over and in receipt of a means tested benefit. They will also be available to occupants of mobile homes.

Qualifying works

Grants will be available for works of improvement, repair and adaptation and may include:

- Repair and improvement works
- Adaptation works
- Energy efficiency works
- Crime prevention works
- Payment of the minimum insurance excess where works required can be claimed on an insurance policy
- Payment for specialist surveys e.g. electrical, dampness or structural failure

Amount of grant payable

Grants will be available up to a limit of £5k. These grants are repayable, should the property be sold within 5 years of the works being completed, these are limited to £5k in any 3 year period.

4.4 Discretionary Prevention Grant

The purpose of these grants is to enable vulnerable individuals to stay living independently in their homes, preventing them from being homeless or having to move into less independent intuitional settings. The objective of them is:

- ***Facilitating timely hospital discharge***
- ***Reducing admissions to hospital and residential care homes***
- ***Enabling vulnerable residents to remain safe an independent in their own homes***
- ***Reducing the cost of providing domiciliary care***

Eligibility for a grant

These grants may be available to:

- ***Disabled, elderly or vulnerable owner-occupiers***
- ***Disabled, elderly or vulnerable tenants living in social or privately rented housing***
- ***Disabled, elderly or vulnerable people living in their family home***
- ***Parents or guardians of disabled children***

For works up to £2000 there will be no means test. For works over £2000, those in receipt of a means tested benefit or those who have a contribution under the DFG means test of £5000 or less would not have a contribution and could be eligible for a further £3000 of assistance up to a maximum of £5000.

Qualifying works

These grants are mainly for non-mandatory DFG works, except for hoists, ramps and stairlifts. They provide a fast-track grant for minor adaptations and improvements, they do not require a full OT assessment. However, a basic assessment and recommendations will be required from some form of health professional e.g. a GP, Occupational Therapist, health visitor or other agency involved in an individual's care. These may include hoists, ramps (including modular ramps), stairlifts (including re-conditioned stairlifts), low threshold steps, internal and external rails, and urgent repairs to existing equipment e.g. stairlifts or door openers, uurgent boiler repairs & replacement central heating, replacement of worn or dangerous flooring and other such items.

Amount of grant payable

The maximum amount of grant is £5,000 in any 3-year period.

4.4.1 Discretionary Disabled Facilities Top Up Grant

In cases where the DFG works exceed the £30K maximum, the Council will consider giving additional discretionary funding.

Eligibility for a grant

These grants may be available to:

- ***Disabled owner-occupiers***
- ***Disabled tenants living in social or privately rented housing***
- ***Disabled people living in their family home***
- ***Parents or guardians of disabled children***

Qualifying works

The type of work which will qualify for a discretionary top up DFG is as for mandatory DFGs. An example of where one may be necessary is where an extension to provide a bedroom or bathing facilities exceeds the £30K limit.

Amount of grant payable

The maximum amount for a discretionary DFG top-up is £30K, this will be assessed on case by case basis and the following will be considered;

- Can the disabled persons needs be met in another way e.g. re-housing?***
- Is there any other funding available, e.g. a loan, charity funding or a contribution from a social housing provider?***

5. Administration of assistance

- 5.1 *In 2015, responsibility for funding DFGs was transferred to the Department of Health & Social Care (DHSC), who introduced the Better Care Fund (BCF). This changed the way funding is allocated and all BCF monies are paid to the first-tier authority, Hampshire County Council, who then allocate specific amounts to the districts. DFGs have become part of the housing, health and social care agenda, the purpose of which is to provide better health outcomes and reduce health and social care costs.***

The operational provision of services for the private sector housing renewal policy will be undertaken through the Private Sector Housing team.

5.2 Terms and Conditions

Exceptions to Priorities

Although the Council has been quite specific about the circumstances in which an application for assistance will be given priority, it will consider each application on its individual merits, even if it appears to fall outside the Council's system of priority.

It is envisaged, however, that such applications will normally be approved only where an applicant is able to demonstrate exceptional hardship or provide very strong justification on the basis of need.

Anyone who feels that their application for financial assistance has been refused unfairly is entitled to request a review of the decision. Where appropriate, the matter will be referred to the Head of Community Services.

5.3 Monitoring & revising the policy

Any minor changes made to the policy will be made after consultation with the relevant Cabinet member and will not require approval by Cabinet.

CABINET

DATE OF MEETING: 3 JANUARY 2019

TITLE OF REPORT: PROGRESS REPORT ON THE PEER REVIEW ACTION PLAN

Report of: Joint Chief Executive

Cabinet member: Councillor Dave Neighbour, Leader

1 PURPOSE OF REPORT

- 1.1 To update Members on the progress that the Council has taken in response to the key findings from the LGA Peer Review undertaken in March 2018.
- 1.2 This information will have been considered at the December meeting of the Overview and Scrutiny Committee. Because of timescales, input from the Overview and Scrutiny Committee is not included. Cabinet will be updated verbally on their comments.

2 OFFICER RECOMMENDATION

- 2.1 That Cabinet notes the progress against the key findings from the recent LGA Peer Review (see Appendix 1).

3 BACKGROUND

- 3.1 Members will recall that Hart District Council invited the Local Government Association (LGA) to conduct a Peer Review in March 2018. Peer Reviews are improvement-focused and tailored to meet individual councils' needs and considers the following questions as core components;
 - 1. Understanding of the local place and priority setting
 - 2. Leadership of Place
 - 3. Organisational Leadership and governance
 - 4. Financial planning and viability
 - 5. Capacity to deliver
- 3.2 In addition Hart District Council asked the Peer Review team to explore the councils approach to commercialisation and member development.
- 3.3 The Peer Review Team spent three days in Hart. The process involved speaking to over 65 people including Councillors, staff, external partners and key stakeholders. They attended 30 different meetings and with additional research and reading spend collectively over 150 hours in determining their findings.
- 3.4 The Peer Review also offered a series of suggestions for how the Council could continue to improve. In particular it highlighted 10 key recommendations

1. Establish a clearer long term vision of what Hart will be like in 20 years time and a narrower set of priorities to deliver the vision
2. By the end of 2018, produce a fully developed medium term financial strategy which looks across at least 3 years
3. Develop strategies to support the Councils current and future needs, including in relation to organisational development, asset management and ICT
4. Develop the Council's corporate risk strategy to consider a broader range of risks and appropriate mitigation linked to performance management
5. Review staff structures to align capacity with priorities and workloads, including spans of control
6. Develop further the Commercial Strategy to define what commercialisation means with implementation supported by appropriate resources.
7. Working with other councils involved, managed the issues and risks emerging from the Five Councils contract with Capita.
8. Ensure that lessons are learned from the procurement of Lots 1 and 2 of the Five Councils contract
9. Continue the strong recent progress with the Local Plan and submit as outlined at March Full Council.
10. Establish a Member Development programme with a clear timetable for delivery.

3.5 In response, in June, Cabinet approved an Action Plan, which identified key activities required, to meet the recommendations of the Peer Review.

4 PROGRESS SINCE JUNE 2018

4.1 The Council has made strong progress on a number of the key recommendations, as set out in Appendix I. Of these Members will be aware of the

- Consideration and approval of the MTFS in December
- Agreement to public consultation on the Vision in December
- Submission of the Local Plan, and Garden Communities Bid submitted
- Approval of the Inward Investment Strategy
- Consideration of a new organisational structure at Staffing Committee
- Spend to save fund created for Commercialisation and first deal has been agreed
- Members views on a their needs, to help develop a Development Programme have been sought.

4.2 Further work is anticipated including such matters as

- Consideration of the number of Council meetings as well as
- Scoping and carrying out the review of shared services (due for consideration by Overview and Scrutiny in January)
- Consideration of the digital strategy (replacing reference to the ICT strategy) which is also due for consideration by Overview and Scrutiny in January

5 FINANCIAL AND RESOURCE IMPLICATIONS

5.1 Whilst this report in itself does not have implications for finances or resources, actions within the action plan do have implications.

Certain activity (namely around the review of shared services) has been delayed due to capacity being diverted to ensure the Council could make effective bids for the Garden Communities Fund and Heritage Lottery Fund.

6 ACTION

- 6.1** Once endorsed by Cabinet, Officers will continue to progress and complete the actions.

Contact Details: Patricia Hughes, Joint Chief Executive,
x4143, patricia.hghes@hart.gov.uk

APPENDICES

Appendix I - LGA Peer Review Action Plan – Progress Report

HART ACTION PLAN

LGA PEER REVIEW 2018

Foreword

Hart District Council invited the Local Government Association (LGA) to conduct a Peer Review in March 2018. A Peer Review is improvement-focused and tailored to meet individual councils' needs. It is not an inspection. Peer Reviews are delivered by experienced member and officer peers and consider the following questions which form the core components look at by all Peer Reviews;

1. Understanding of the local place and priority setting
2. Leadership of Place
3. Organisational Leadership and governance
4. Financial planning and viability
5. Capacity to deliver

In addition Hart District Council asked the Peer Review team to explore the councils approach to commercialisation and member development.

The Peer Review Team spent three days in Hart. The process involved speaking to over 65 people including Councillors, staff, external partners and key stakeholders. They attended 30 different meetings and with additional research and reading spend collectively over 150 hours in determining their findings.

Key Findings

Overall, the Peer Review Team's view was "that Hart District Council is a small organisation that is achieving a lot", that it had

- a. A strong track record of delivery including the Hart Leisure Centre, Suitable Alternative Natural Greenspace (SANG) and winning the Gold Standard for Housing.
- b. Made good recent progress with its Local Plan which is due to be submitted for inspection shortly
- c. Good working relationships between officers and members, and between different political parties which provides a solid foundation for strong political and managerial leadership going forward.

The Peer Review also offered a series of suggestions for how the Council could continue to improve. In particular it highlighted 10 key recommendations which are shown in bold in this document.

It is anticipated that we will monitor performance and achievement against these objectives through the Councils existing performance management systems, including regular reviews of the Corporate Plan, Project Management Board and Service Boards.

Understanding of the local place and priority setting

Peer Challenge Recommendation	Planned Activities	Milestone Due	Theme Lead	Progress November
Establish a clearer long term vision of what Hart will be like in 20 years' time and a more focused set of priorities to deliver the vision	Creation of a cross party Member sub-group to work together to create the vision for Hart in 2038	June 2018	Leader	Draft Vision going to public consultation Dec/January
	Report of sub-group to Cabinet on the vision for Hart in 2018	September 2018		
	Amendment to the Corporate Plan to refocus around the new vision	Autumn 2018 –To include a period of public consultation		
Continue the strong recent progress with the Local Plan and submit it as outlined at March Full Council	Submission anticipated in early Summer, with Examination in Public during Autumn. Progress against this target will be monitored via the Corporate Plan/Service plan approach Implement remaining parts of the Local Plan (Development Management Policies and New Settlement documents) in accordance with the adopted Local Development Scheme' (the Local Plan's overarching 'project plan')	June 2018 As per the adopted Local Development Scheme	Joint Chief Executive	Plan submitted Sustainability Consultants procured for New Settlement DPD and additional short term resource appointed. Garden Communities Bid submitted Governance arrangements agreed
Explore the perception that the Council could communicate more effectively with Parish Councils and the Voluntary Sector	Trial of a new format of newsletter being delivered to Town and Parish Councils, which will deliver much more effective and timely news on issues and events	June 2018	Joint Chief Executive	Completed
	Work with Voluntary Sector partners to explore improved joint working	June 2018		Completed

Leadership of Place

Peer Challenge Recommendation	Planned Activities	Milestone Due	Theme Lead	Progress
<p>The Council should seek to increase its focus on strategic activity that will support economic development i.e. inward investment and growth</p>	<p>Having regard to the preparation of a long term Vision for Hart and future financial planning prepare an Inward Investment Action Plan including:</p> <ul style="list-style-type: none"> - setting out and understanding the importance of business rates to future income and risks around this - consider and if feasible undertake a Hotel Futures Report to understand future Hotel demand in the District as a possible growth sector - Work with commercial property agents to understand business retention/location/investment issues - Work with HCC to ensure Hart is fully represented on the Invest in Hampshire website including preparation of an 'Invest in Hart' prospectus if appropriate - Work with Enterprise M3 and HCC to implement and make best use of the shared CRM Tractivity System [business database] to work collaboratively on inward investment opportunities and identify vacant units. - Identify and pursue other possible growth sectors such as Hart as a film location - Ensure high level Member and officer representation at appropriate business events - Other elements of the existing Economic Development Strategy 	Autumn 2018	<p>Leader/Joint Chief Executive</p>	<p>Vision being consulted on Dec/January</p> <p>Inward Investment Strategy Completed</p> <p>Hotel survey being prepared in collaboration with HCC</p> <p>HCC to review website in 2019</p> <p>CRM live 2x logins</p> <p>Website updated</p> <p>Various including Joint Chief Executive as speaker at North Hampshire Regeneration Conference</p>
		Spring 2019		<p>Hotel survey being prepared in collaboration with HCC</p>
		Ongoing		<p>HCC to review website in 2019</p>
		TBC		<p>CRM live 2x logins</p>
		July 2018		<p>Website updated</p>
		September 2018		<p>Various including Joint Chief Executive as speaker at North Hampshire Regeneration Conference</p>
		Ongoing		
		Ongoing		

Organisational Leadership and governance

Peer Challenge Recommendation	Planned Activities	Milestone Due	Theme Lead	Progress
There is a potential benefit in reducing the frequency of Full Council meetings with a view to freeing up time and capacity for other work	Cross party Member sub-group to work together to consider whether to reduce Full Council meetings to improve efficiency	September 2018	Leader	Considered by Group Leaders - No further progress
Develop the council's corporate risk strategy to consider a broader range of risks, and appropriate mitigation, linked to performance management	<p>Full refresh of both corporate and operational risk registers.</p> <p>Recent update of risk management policy to clearly identify roles and responsibilities for risk management.</p> <p>Use of an independent challenge on the content of the corporate risk register using free consultancy days from the council's insurers.</p>	August 2018	Audit Manager	Complete
Working with the other councils involved, manage the issues and risks emerging from the Five Councils Partnership's Lot 1 Contract.	Revise the governance arrangements to ensure that the contract delivers against expectations	Autumn 2018	5 Councils Client Relationship Director	Ongoing
Ensure that the lessons are learnt from the procurement of Lots 1 and 2 of the Five Councils Partnership.	Review of the procurement process by Monitoring and Finance Leads	Autumn 2018	Monitoring Officer/S151	Ongoing

Financial planning and viability

Peer Challenge Recommendation	Planned Activities	Milestone Due	Theme Lead	Progress
The Council should seek to increase its focus on strategic activity that will support economic development i.e. inward investment and growth	See Leadership of Place Activities			See above
By the end of 2018, produce a fully developed medium term financial strategy that looks across at least three years	Develop scenario's based on likely changes to Government funding from 2020/21. Ensure MTFS reflects revision vision and corporate strategy and that strategy is affordable.	December 2018	Head of Corporate Services	Complete

Capacity to deliver

Peer Challenge Recommendation	Planned Activities	Milestone Due	Theme Lead	Progress
The Council should seek to increase its focus on strategic activity that will support economic development i.e. inward investment and growth	See Leadership of Place Activities			
Review Staff Structures to align capacity with priorities and workloads, including spans of control	Review and reorganisation of staff and resources, once the vision and Corporate Plan amendments have been concluded	Spring 2019	Joint Chief Executive	Vision being consulted on Dec/January Paper on reorganisation considered by Staffing Committee 10 th December
Develop corporate strategies to support the council's current and future needs, including in relation to organisational development, asset management and IT	Review of requirements for each of these areas, once the vision and Corporate Plan amendments have been concluded Develop project plans to deliver Organisational Development Plan IT/Digital Strategy Asset Management Plan	Spring 2019	Joint Chief Executive	Vision being consulted on Dec/January
The Council needs to put in place clear and robust arrangements for those functions (car parking, FM and Property)	Complete a review of options and make recommendations for future service delivery. Options considered to include development of in house service and shared service provision with neighbouring authorities.	Autumn 2018	Head of Environment and Technical Services	Ongoing
There is a potential benefit in the council considering a strategic stock take of its overall approach to service delivery models – for both back office functions and front line services.	Review of shared services and reorganisation of staff and resources, once the vision and Corporate Plan amendments have been concluded	Spring 2019	Joint Chief Executive	Vision being consulted on Dec/January To gain independent external resources, a Request for Quotation has been drafted. Scope due to be considered by Cabinet in February

Commercialisation

Peer Challenge Recommendation	Planned Activities	Milestone Due	Theme Lead	Progress
The Council should seek to increase its focus on strategic activity that will support economic development i.e. inward investment and growth	See Leadership of Place Activities			See above
Develop further the Commercial Strategy to define what commercialisation means in Hart, with implementation supported by appropriate resources.	Creation of the Member sub-group to establish the vision of Councillors moving forward as part of the broader vision.	March 2019	Leader	Detailed commercial strategy completed Resources not in place to deliver
Commercial activities often require initial 'spend to save' funding and the council should consider providing resources (from reserves) to support commercial or other transformational activity.	S151 to work alongside Members in the consideration of a 'spend to save' approach as part of the MTFS preparation	March 2019	Head of Corporate Service	Spend to save funding in place First commercial deal has been agreed.

Member Development

Peer Challenge Recommendation	Planned Activities	Milestone Due	Theme Lead	Progress
<p>Establish a Member Development programme with a clear timetable for delivery.</p>	<p>The Council has arranged the following training sessions, which have been made available to Councillors and (where asterisked) Town and Parish Councils</p> <ul style="list-style-type: none"> General Data Protection Regulations* Safeguarding* Licensing Planning <p>Future training is to be arranged on the following topics;</p> <ul style="list-style-type: none"> Cyber Security* Equal Opportunities Health and Safety Local government finance Chairmanship of Meetings <p>Councillors will be reminded of the range of free training opportunities available via the Local Government Association on topics such as Community Leadership, Effective Opposition, Leadership Essentials Programme</p> <p>We have established this as part of a continuous rolling programme of development</p>	<p>December 2018</p>	<p>Joint Chief Executive</p>	<p>Named training provided</p> <p>Details of LGA courses provided to Members</p> <p>Member development questionnaire developed and sent to Members to complete</p>
<p>A reduction in Full Council meetings would also provide members with some additional time to participate in briefing sessions and pursue other development opportunities</p>				<p>See above</p>
<p>Seek cross party support and engagement with the LGA on their 'Be a Councillor' campaign</p>				<p>No progress</p>

CABINET

KEY DECISIONS/ WORK PROGRAMME AND EXECUTIVE DECISIONS MADE

January 2019

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)
Private Sector Renewal Policy	Sept 18	Post consideration by Overview & Scrutiny Committee to agree an updated Policy that provides financial assistance for disabled adaptations, minor works and loans for repairs and improvements.	Jan 19			SB	H
Progress Report on Peer Review Action Plan	Dec 18	Post consideration by Overview and Scrutiny - to consider the progress the Council has made on the key findings of the LGA Peer Review	Jan 19			DN	JCX
Housing Delivery Test	Nov 18	To consider the new Housing Delivery Test and its implications for local planning applications.	Jan 19	Feb 19		GC	PP
Commercialisation Strategy: Strand C (Shared Services)	Sept 18	Post consideration by Overview & Scrutiny Committee to consider the scope of the Shared Service Review	Feb 19			DN	JCX
2019/20 Revenue Budget, Capital Programme and Council Tax Proposals	Annual	Approval post consideration by Overview and Scrutiny. Recommendation to Council.	Feb 19			DN	F

PAPER D

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)
On Street Car Parking Enforcement	Oct 18	Post consideration by Overview & Scrutiny Committee, update on the Decriminalised Parking Enforcement and Traffic Management Agency Agreement	Dec 18	Feb 19		AO	TS
Bring Site Review	July 18	Post consideration by Overview & Scrutiny Committee. review and agree policy for future management and provision of bring banks	Dec 18	April 19		AO	TS
Commercialisation Strategy: Strand B (Digitalisation)	Sept 18	Post consideration by Overview & Scrutiny Committee, to consider a draft strategy for the Council's approach to the development of a digital infrastructure to enable the Council to become more efficient and respond to the public's needs.	Nov 18	Feb 19		DN	JCX
Public Space Protection Order - dog fouling		To ensure the consistent enforcement and control of dog fouling and anti-social behaviour associated with dogs	Nov 18	Mar 19		SK	RS
Budget Monitoring	Quarterly	Report on Quarterly Budget Monitoring	Mar 19 Sept 19 Dec 19			DN	F
Service Plans	Annual	Post consideration by Overview & Scrutiny Committee, agree Service Plans 2019/20	April 19			DN	All
Food and Health and Safety Service Plan	Annual	Recommend to Council that the annual Food Safety Plan be approved	June 19			SK	RS

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)
Outside Bodies	Annual	To confirm representatives on Outside Bodies	June 19			DN	JCX
Peer Review - Action Plan	Annual	Post consideration by Overview & Scrutiny Committee, to consider a monitoring report on the implementation of the Peer Review Action Plan.	July 19			DN	JCX
Revenue and Capital Outturn 2018/19	Annual	Annual report on outturn.	Aug 19			DN	F
Treasury Management 2018/19	Annual	Annual report on Treasury Management Activities 2018/19	Aug 19			DN	F
Medium Term Financial Strategy	Annual	Post Consideration by Overview and Scrutiny	Dec 19			DN	F
The Long Term Vision for Hart	Sept 18	Post consideration by Overview & Scrutiny Committee, consideration of the Vision further to public consultation	TBA			DN	JCX
Future of Harlington	Nov 18	To consider next steps	TBA			DN	F

Notes:

1 Cabinet Members

DN Leader and Finance
SK Regulatory Services

SA Partnerships
AO Technical Services

GC Planning Services
JR Contracts & Community Safety

SB Community

2 Service:

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

CS Corporate Services
PP Planning Policy
H Community Services
MO Monitoring Officer

RS Regulatory Services
TS Environmental & Technical Services

EXECUTIVE DECISIONS - None

CABINET

Date and Time: Thursday, 3 January 2019 at 7pm

Place: Council Chamber, Civic Offices, Fleet

Present:

COUNCILLORS

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

In attendance: Councillor Parker

Officers:

Patricia Hughes	Joint Chief Executive
Kirsty Jenkins	Head of Community Services
Louise Lyons	Senior Environmental Health and Housing Officer

80 MINUTES OF PREVIOUS MEETING

The Minutes of the meeting of 6 December 2018 were confirmed and signed as a correct record.

81 APOLOGIES FOR ABSENCE

Apologies had been received from Councillor Radley.

82 CHAIRMAN'S ANNOUNCEMENTS

None except to wish all a Happy New Year.

83 DECLARATIONS OF INTEREST

None declared.

84 PUBLIC PARTICIPATION (ITEMS PERTAINING TO THE AGENDA)

None.

85 PRIVATE SECTOR RENEWAL POLICY

Members were informed of the proposed updates to the Council's Private Sector Renewal Policy.

Members sought confirmation on the number of disabled facilities grants provided per year, which was 60-80 grants per year.

Members also queried how Hart's share of the Better Care Fund is allocated by Hampshire County Council; officers reassured Members allocations were reported

on a national level via the Ministry of Housing, Communities and Local Government and noted that Hart District Council does have sufficient funding to ensure there is no backlog.

Members asked whether the proposals within the policy would increase demand and therefore lead to a deficit with the funding available within the Better Care Fund; officers reflected that the grants would be focussed on smaller amounts of funding, to help people stay in their own homes or return from hospital, and did not anticipate it giving rise for concerns.

It was suggested that it may be helpful to provide further information to Members on disabled facilities grants, so that they were better placed to help their residents, potentially via hyperlinks as part of a new iteration of the Members' handbook.

DECISION

That the updated Private Sector Renewal Policy be approved.

86 PROGRESS REPORT ON THE PEER REVIEW ACTION PLAN

Members were updated on the progress that the Council had taken in response to the key findings from the LGA Peer Review undertaken in March 2018.

A verbal update was provided on the commentary from Overview and Scrutiny, the key issue raised was whether attendance at Committee Meetings and training sessions should be published, and the request that the consultation on the Vision 2040 be re-publicised post the Christmas break.

A reduction in the number of Council meetings was discussed to enable other training or briefing sessions to be established by the dates relinquished. It was noted that the LGA Peer Review noted that Hart District Council was an outlier in its regularity/frequency of the Full Council meetings.

It was also noted that we would continue to review when it would be appropriate to invite the LGA in the review our progress.

The Leader agreed to take forward items which required further work with the Group Leaders.

The anticipated deadlines for both Shared Services and Digital Strategy were queried; particularly with the recent request from Staffing Committee that Members be engaged on the digital journey.

DECISION

That the progress against the key findings from the recent LGA Peer Review be noted.

87 CABINET WORK PROGRAMME

The Cabinet Work Programme was considered and amended as follows;

An additional paper was highlighted, on the topic of Single Use Plastics, which would be considered by Overview and Scrutiny in advance.

As noted in item 86 above, the Digital Strategy Paper may come forward now in March.

The meeting closed at 19:50