

**CABINET**

**DATE OF MEETING: 1 AUGUST 2019**

**TITLE OF REPORT: CIVIC CAMPUS REGENERATION GOVERNANCE**

**Report of: Joint Chief Executive, Patricia Hughes**

**Cabinet member: Councillor Richard Quarterman, Commercialisation**

**1 PURPOSE OF REPORT**

1.1 This report sets draft proposals for a governance framework for the development of regeneration opportunities for the civic campus to take the project forward. As a key element of the process will be meaningful and on-going engagement with stakeholders it also sets out a draft list of key stakeholders for comment.

**2 OFFICER RECOMMENDATION**

2.1 That Cabinet:

- A. Agrees to set up a new Member Civic Campus Regeneration Working Group to enable the delivery of the regeneration of the civic campus
- B. Agrees in principle, the civic campus governance framework including terms of reference, scope and membership as set out in appendix 2a and 2b.
- C. Notes the draft key stakeholder list at Appendix 3 and provides any additional contacts.

**3 BACKGROUND**

3.1 The Hart District Corporate Plan 2017-2022, which was subject to public consultation ahead of adoption in January 2018 includes a requirement for the Council to become a more efficient and effective Council. Within this it specifically identifies

- Maximising income opportunities, and identifying new opportunities for income generation
- Maximising Council income through effective asset management and collection services

Specifically in relation to the Civic Campus, it also includes a priority to

- Work with Fleet Town Council to deliver a new or refurbished Harlington

3.2 On this latter priority, Members will be aware of the very considerable efforts of Fleet Town Council to take forward an approach for a new Harlington. However, at present, there is no clear solution which has public support.

3.3 The civic campus forms the highest value asset of the Council (please see Appendix I). As such it represents the largest opportunity to the Council to maximise income through effective asset management.

- 3.4 Allied to this is the Council and community based ambition for regeneration of the site that formed a key part of the Councils submission for the Future High Streets Fund. The fund was heavily oversubscribed and ultimately Hart was unsuccessful in its bid, however the ambition remains to do more with the assets that we hold and as such, are looking at ways to take forward that ambition.

#### **4 PROJECT GOVERNANCE**

- 4.1 Following a review of examples of governance arrangements for other similar projects i.e. Hart Leisure Centre and the Local Plan, an outline terms of reference proposal for this civic campus regeneration project has been developed and is illustrated in Appendix 2a and 2b.
- 4.2 The Working Group will provide input into and from both the Project Team prior to making recommendations to Cabinet. It is suggested that membership of this group comprises the three Group Leaders, the Portfolio Holder for Commercialisation, supported by appropriate Officers. It will be for members of the Group to determine their own working arrangements including for example, the approach to substitutes or situations where one individual holds more than one post.
- 4.3 Operationally the project will be monitored through the Council's already established internal project management arrangements, which includes a Corporate Project Board. This will have an overarching view of the delivery of the project.

#### **5 STAKEHOLDER ENGAGEMENT**

- 5.1 Proper and informed stakeholder engagement is essential to the success of this project given the number of potential stakeholders involved. To address this, it is proposed that a stakeholder group is established, where the concerns and interests of the respective stakeholders can be heard, to ensure that the Working Group are fully informed of the collective issues, with a view to seeking to find positive solutions that work for all parties.
- 5.2 One of the first stages in a project such as this is to identify key stakeholders. An initial suggested list of key stakeholders is set out in Appendix 3. Some of these are statutory bodies but suggestions are sought as to other groups which should be involved in the project in order to establish an early comprehensive key stakeholder list.

#### **6 FINANCIAL AND RESOURCE IMPLICATIONS**

- 6.1 The project may require the use of consultants, for instance to identify a range of options for the future of the civic campus. The Council will continue to seek opportunities for external funding sources to fund this work, however if the first instance, we will utilise funding set aside for commercialisation, as agreed
- 6.2 Internally, officer support will be from the Commercialisation Manager (when appointed) however we will continue to keep under review whether the additional support is required.

- 6.3 The establishment of a robust governance structure will focus budgetary decision making and accountability.

## **7 ACTION**

- 7.1 Subject to approval of this report:
- the governance structure terms of reference will be drafted;
  - the first meetings of the Project Team, Members Group and Delivery Group will be set up;
  - the workstream groups will be identified;
  - an additional staff resource up to March 2019 will be put in place.

**Contact Details:** **Patricia Hughes, Joint Chief Executive Ext: 4492**  
[Patricia.Hughes@hart.gov.uk](mailto:Patricia.Hughes@hart.gov.uk)

## **APPENDICES**

Appendix 1 – Assets

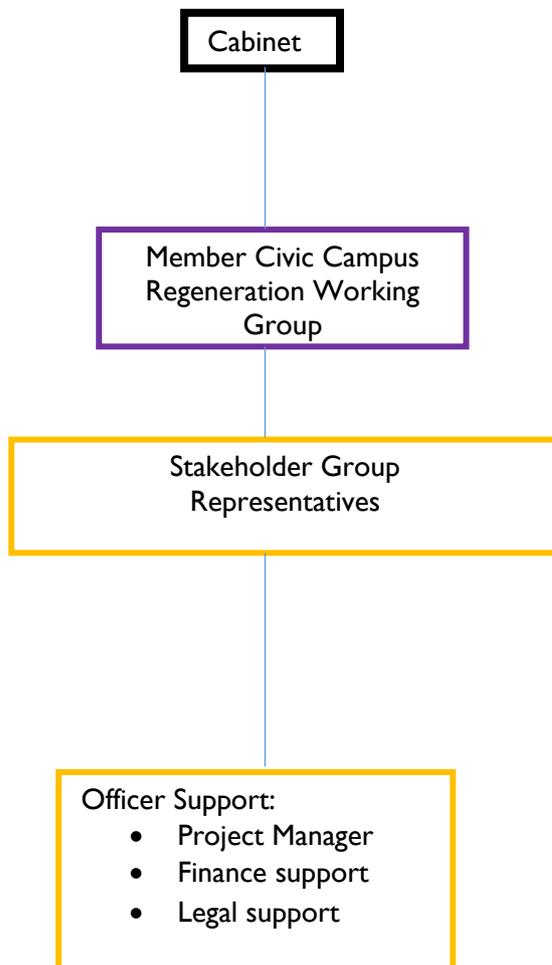
Appendix 2 – Member Work Group Proposed Roles and Responsibilities

Appendix 3 – Initial list of Key Stakeholders

## Appendix I – Asset Register

<b>Asset</b>	<b>Net Book Value</b>
<b>Civic Campus</b>	
Harlington	£2,543,000
Civic Offices	£2,501,264
Car Park: Victoria Road, Fleet	£911,000
Car Park: Gurkha Square, Fleet	£828,000
Public WC: Victoria Road, Fleet	£51,000
Car Park: Harlington Way, Fleet	£33,500
	<b>£6,867,764</b>
Hart Leisure Centre*	£22,223,797
Frogmore Leisure Centre*	£2,895,000
Car Park: Church Road, Fleet	£1,389,000
Frogmore Day Care Centre*	£611,854
Springwell Lane Depot*	£550,012
Southwood Sportsground*	£441,399
Cross Barn Palace Gate Odiham*	£348,958
Car Park: Birchayes, Fleet	£223,000
Citizens Advice, Yateley*	£153,857
Car Park: High Street, Hartley Wintney	£150,000
Car Park: Deer Park, Odiham	£129,000
Car Park: Station Approach, Blackwater	£110,000
Car Park: Reading Road, Hook	£92,500
The Workshop, Old Pumphouse	£87,000
Public WC: Reading Road, Hook	£70,000
Public WC: High Street, Hartley Wintney	£48,900
Car Park: Community Centre Blackwater	£41,250
Car Park: The Bury Odiham	£16,000
	<b>£29,581,526</b>
<b>Total</b>	<b>£36,449,290</b>

Appendix 2a – Proposed Project Governance



## Appendix 2b – Proposed Terms of Reference



### Civic Campus Regeneration Working Group Terms of Reference

#### 1. Purpose

The Civic Campus Regeneration Working Group is a forum for Members to discuss and explore a range of strategic matters that might provide opportunities

- for the civic centre regeneration
- for the effective and efficient use of Council assets associated with the civic campus, including commercialisation and other income generation.
- Ensuring effective use of the existing facilities (including but not exclusive to consideration of short or long term lease agreements on the Harlington)
- The underpinning philosophy for any future use of these facilities.

#### 2. Membership

The Group is not required to be democratically representative of the current electoral membership of the Council but attendees will be:

- Portfolio Holder for Commercialisation (Chairman)
- Group Leaders of the respective political groups
- One Ward Member
- Officer representation: Commercialisation Manager supported by Andrew Valance, Patricia Hughes or other officers from finance or legal , as required.

The group is considered quorate if three Members are available. The Working Group will establish at its first meeting whether substitutions (where the above mentioned Members are not available) are to be accepted.

#### 3. Meetings

Meeting will be held broadly every six weeks to two months or ahead of key project deadlines/reporting timelines.

Any documents for consideration should be circulated to all participants **5 working days** in advance of the meeting.

#### 4. Reporting

Minutes of the meetings will be reported to Cabinet and recommendations of the Working Group made to Cabinet for consideration and approval as appropriate.

**Appendix 3 – Draft Key Stakeholder List**

Hampshire County Council (Library Services)  
Fleet Town Council  
Charities based in the Harlington  
Fleet Business Improvement District  
Other Ward Members