



NOTICE OF MEETING

Meeting: Overview and Scrutiny Committee
Date and Time: Tuesday 16 March 2021 7.00 pm
Place: Council Chamber
Enquiries to: Helen Vincent
committeeservices@hart.gov.uk
Members: Worlock (Chairman), Axam, Davies, Dorn, Drage,
Farmer, Lamb, Makepeace-Browne, Smith,
Wildsmith and Wright

Joint Chief Executive

CIVIC OFFICES, HARLINGTON WAY
FLEET, HAMPSHIRE GU51 4AE

AGENDA

This meeting is being administered under the provisioning of the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meeting) (England and Wales) Regulations 2020. The Provision made in this regulation applies notwithstanding any prohibition or other restriction contained in the standing orders or any other rules of the Council governing the meeting and such prohibition or restriction had no effect.

This Agenda and associated appendices are provided in electronic form only and are published on the Hart District Council Website

1 APOLOGIES FOR ABSENCE

To receive any apologies for absence from Members*.

***Note:** Members are asked to email Committee Services in advance of the meeting as soon as they become aware they will be absent.

2 MINUTES OF PREVIOUS MEETING (Pages 4 - 8)

The minutes of the meeting of 16 February 2021 are attached to be confirmed and signed as a correct record.

3 DECLARATIONS OF INTEREST

To declare disclosable, pecuniary and any other interests*.

***Note:** Members are asked to email Committee Services in advance of the meeting as soon as they become aware they may have an interest to declare.

4 PUBLIC PARTICIPATION (ITEMS PERTAINING TO THE AGENDA)

Anyone wishing to make a statement to the Committee should contact Committee Services at least two clear working days prior to the meeting. Further information can be found at

https://www.hart.gov.uk/sites/default/files/4_The_Council/Council_meetings/Public%20Participation%20leaflet%202020%20A4.pdf

5 CHAIRMAN'S ANNOUNCEMENTS

6 PRESENTATION BY THE 2021 CENSUS TEAM

This is a presentation on the implementation of the 2021 Census which will begin at the end of March.

7 TO NOTE SECTION 4 OF THE MINUTES OF 2ND MARCH CLIMATE CHANGE WORKING GROUP MEETING – UPDATE ON CLIMATE CHANGE ACTION PLAN (Pages 9 - 14)

8 SERVICE PERFORMANCE - HEADS OF SERVICE ATTENDANCE

Head of Environment and Technical to attend to discuss service performance.

9 FLEET ROAD PEDESTRIANISATION (Pages 15 - 22)

To note the costs incurred by the Council in implementing and then securing the removal of the Fleet Road pedestrianisation scheme.

10 DRAFT SERVICE PLANS 2021/2022 (Pages 23 - 78)

To consider the draft Service Plans for 2020/21 as set out in Appendix 1 of this report.

11 DRAFT ENVIRONMENTAL HEALTH & LICENSING ENFORCEMENT PLAN
(Pages 79 - 92)

To consider and review the draft Environmental Health & Licensing Enforcement Plan.

12 HART DISTRICT COUNCIL EQUALITY OBJECTIVES 2021 - 2023 (Pages 93 - 98)

To highlight the progress made against the Council's Equality Objectives 2017-2021. To seek Overview and Scrutiny Committee's comments on the proposed Equality Objectives for 2021-23.

13 QUARTER 3 PERFORMANCE REPORT - 2020/21 (Pages 99 - 119)

To update the Committee on the Council's performance indicator results for the third quarter of 2020/2021 (1 October 2020 – 31 December 2020).

14 CORPORATE RISK REGISTER (Pages 120 - 125)

As part of the Council's governance framework, it is essential that it identifies and manages risk that it is exposed to. The Council has a Corporate Risk Register which should be reviewed by management on a regular basis and reported to members to provide assurance that appropriate arrangements are in place to mitigate identified risks.

15 CABINET WORK PROGRAMME (Pages 126 - 130)

The Cabinet Work Programme to be considered.

16 OVERVIEW AND SCRUTINY WORK PROGRAMME (Pages 131 - 136)

The Overview and Scrutiny Work Programme to be considered and amended.

Date of Despatch: Monday, 8 March 2021

OVERVIEW AND SCRUTINY COMMITTEE

Date and Time: Tuesday 16 February 2021 at 7.00 pm

Place: Council Chamber

Present:

Worlock (Chairman), Axam, Davies, Dorn, Drage, Farmer, Lamb, Makepeace-Browne, Smith, Wildsmith and Wright

In attendance: Bailey, Forster, Kennett, Neighbour and Radley

Officers: Hughes, Phillips, Foy and Vincent

100 MINUTES OF PREVIOUS MEETING

The minutes of the meeting of 19 January 2021 were confirmed and signed as a correct record.

101 APOLOGIES FOR ABSENCE

None received.

102 DECLARATIONS OF INTEREST

None received.

103 PUBLIC PARTICIPATION (ITEMS PERTAINING TO THE AGENDA)

None declared.

104 CHAIRMAN'S ANNOUNCEMENTS

The Chairman had no announcements.

105 MEMBER TRAINING - A REVIEW

Members were provided an overview of the Council's member training and discussed the support and requirements for members moving forwards. It was recognised that not all members would require all areas of training offered but importance of clarity is required on mandatory topics and discretionary events.

Members were asked for their views on previous training, possible improvements and additional training. Discussions centred around:

- List statutory training undertaken by members and to provide links to the types of training undertaken.
- To offer online training modules with tests and examinations.
- Skills training and Member Development programme with effective timelines.

- Encouragement for more members to attend.
- Supply feedback on training perceived in an electronic and detailed analysis.
- Consider introducing mentoring to share skills and expertise across the organisation.
- Use allocated Member Training Dates more efficiently.

Topics for future training:

- IT requirements for TEAMS and SharePoint and new software training as it becomes available.
- Training for clear distinction to differentiate between briefings and training
- Further GDPR refresher training and planning.
- Safeguarding training.
- Equality and diversity training.
- Financial Statements training.
- To provide briefings on changes or significant updates in Government legislations and the implications.

DECISION

1. Overview and Scrutiny Committee noted the report and the training undertaken.
2. The recommendations to Cabinet are as discussed and considered and will be documented and captured in a list to be circulated to all Council Members.

106 DRAFT BUSINESS CASE FOR HOUSING COMPANY

The Committee were presented with the Business Case to set up a new Company limited by shares as a vehicle to hold the Council owned Edenbrook development of 41 apartments. At the Council meeting on the 28th January; Members approved the establishment of a Council owned company subject to the business case being presented to Cabinet in March 2021. The Business Case has been presented in line with HM Treasury Green Book Five Case Business Model.

Members were advised of the two reasons for this business case. These being to secure more affordable housing for residents and to generate long term steady revenue for the Council.

DECISION

The Committee would forward to Cabinet the following considerations on the Business Case.

- Add the Management Case to list of five key elements from Appendix 1 to the front of the report.

- The report to Cabinet should highlight high risk events, key milestones including MHCLG guidance with more detail and timelines
- Clarification was necessary to clarify the reference to rent base of 80% of current marketing rents raising by 3% per annum. The 3% uplift will need sensitivity testing on each occasion.
- There was a need to clarify the intention to track rent renewals with base figures and salary increments to ensure affordable housing.
- CPI (Consumer Price Index) will cap rent increases and so Hart may need to work within this legislation to protect tenants.
- It was confirmed that the 3% uplift figure in market rents would be reflected in the papers for Cabinet. This calculated model will be sensitivity tested and all legislation guidance will be factored in to reflect the numbers.

107 DRAFT BUDGET 2021/2022

Members considered the report which provided a summary of the revenue and capital budget proposals for 2021/2022 approved by Cabinet and recommended to Council. The report included the statutory statement of the Head of Corporate Services (Section 151 Officer) to Council on the robustness of the estimates and adequacy of reserves. This proposed budget referenced numbers included in the final Finance settlement for 2021/2022 which was published on 4th February 2021.

Members noted that the Government's multi-year Spending Review, due in 2019 was once again replaced by a short-term Spending Round, meaning that, in substance, any budget to be proposed will only be for one-year only. No figures have been made available for local government funding beyond 2021/22, either nationally or locally. This report therefore did not give any realistic projection for 2022/2023, however indicative budget requirements had been entered.

The Chairman advised Members that no additional papers had been received since the last meeting of the committee and the Budget Book would be available before going to the next full Council. Members were advised that all questions should be forwarded to the S151 Officer who would respond within 24 hours and recommended to move on to the next item of the agenda without any further discussion.

108 2021-22 BUDGET MONITORING - TO END OF DECEMBER

The Committee was advised of the position on revenue and capital expenditure at the end of December 2020. Cabinet would consider this report at its meeting on Thursday 4th March. It was noted that the forecast overspend on controllable budgets is £612k for 2020/21 before accounting adjustments and any deficit required would be transferred from Reserves at the end of the year after all year-end adjustments had taken place and any Accounting adjustments which significantly affect the year end position, at which time can fully account for key

areas of spend such as Housing Benefits and Business Rates payments to cover policy decisions made by Central Government during the year.

Officers were thanked for their hard work in this challenging year and acknowledged the increase in workloads during this difficult time.

Members discussed:

- Total reduced income from COVID.
- Clarification was sought on how staffing costs are calculated. These costs would be separated in the Budget Book.
- All details outlined and confirmed correct for expenditure year to date with further project adjustments to be reflected in the Outturn Statement which will include transfer from revenue to capital projects.
- Scheme funding was withdrawn for Fleet Road Pedestrianisation, the report for this will be presented to Overview & Scrutiny Committee in March by officers.
- Housing benefits and additional rent allowances will be reconciled as part of the Outturn Statement.

RECOMMENDATION

1. The revised projections and reasons for the main revenue variations, highlighted in Paragraph 4 and analysed in Appendix 1, be noted.
2. The current spending position for Capital shown, in Paragraph 5 and Appendix 2 which includes project details be noted.

109 NOMINATIONS FOR IMPLEMENTATION OF PLANNING IMPROVEMENT ACTION PLAN MONITORING

Members nominated were Councillors Farmer, Makepeace-Brown, Smith and Wildsmith to join a cross party working group to monitor the action plan for the Planning Performance Peer Review. The Chairman commended the working group on the tremendous job they did last year, and the Monitoring Officer requested the working group also include looking at performance and complaint handling.

110 CABINET WORK PROGRAMME

The Cabinet Work Programme was considered and amended:

Climate Change Working Group revised date to be April after consideration by the Overview & Scrutiny Committee.

111 OVERVIEW AND SCRUTINY WORK PROGRAMME

The Overview and Scrutiny Work Programme was considered and amended:

1. Climate Change Working Group in March.
2. Multi-Agency Flooding Meeting to be scheduled early April.
3. Hart's Equality Objectives be included in April.
4. Business Plan for April.
5. Fleet Road Pedestrianisation costs in March.
6. External presentations for the forthcoming year.

The meeting closed at 8.45 pm

DRAFT

**TECHNICAL AND ENVIRONMENTAL
CLIMATE CHANGE WORKING GROUP
MEETING NOTES**

Tuesday 2nd March 2021 at 10:00am

Present:

Councillor Butler	-	GB
Councillor Crampton		AC
Councillor Drage	-	AD
Councillor Forster	-	SF
Councillor Neighbour		DN
Councillor Oliver (Chair)	-	AO
John Elson	-	JE
Peter Summersell	-	PS
Sarah Taylor (notes)		ST

APOLOGIES FOR ABSENCE
Councillor John Radley (JR)

Item		Action
1.0	Welcome, Housekeeping	
	AO opened the meeting.	
2.0	Minutes of last meeting/matters arising	
	<p>Outstanding minutes and matters arising were reviewed</p> <p>Waste Meeting Contract Meeting to discuss carbon reduction of the waste & recycling contract have now resumed, next meeting 4th March. PS to be in attendance.</p> <p>WG advised Serco were likely to be trialling electric vehicles in Maidenhead and Windsor very soon. HDC had an update on this at the Serco Partnership Board.</p> <p>Carbon emission reductions A major facility to be evaluated for carbon reduction opportunities is our Frogmore Leisure centre because of its age. PS to set up a meeting with Hart, Everyone Active and HCC see what we can do to improve energy efficiency.</p> <p>WG agreed to keep any Carbon Offsetting reductions clearly identified to ensure transparency.</p> <p>SF advised that when the Hart Leisure Centre was built, we had the foresight to put in electric car charging point trunking. WG agreed to add EV charge points at Leisure centres to potential tender exercise. PS to confirm with Everyone Active</p>	PS

	<p>Green Homes Grant PS to update WG on this after the meeting with the Energy Hub group on 3rd March, and a conversation with the HDC Housing team on potential targets.</p> <p>Solar Together Scheme has been launched. PS to advise working group when we have numbers of people who have signed up for the scheme. PS to report figures when available.</p> <p>SF raised issue that has had no contact since signing up to the solar together scheme, AO advised that this was not his experience and should be taken up with supplier or HCC direct</p> <p>At the next officer group meeting, we are going to discuss a list of Harts fleet vehicles that we have within Hart. The list is to include the approx. timeframe for upgrade of vehicles. PS to include this in Officers group report.</p> <p>SF suggested that the WG, should look at contributing to Fleet Link as they provide a transport service to residents, we could provide a budget. AO advised there is no lack of intent in supporting public transport, it is just the funding. HCC are the responsible authority for this area and currently fund the service with Fleet Town Council. It is hoped that HCC do not continue to cut bus services and subsidies which goes against their commitment on climate change</p> <p>Green grid link update on MOD Land; no report back from the project to advise WG on where we are in the process.. JE to ask Phil Sheppard for an update.</p> <p>Greentech south free business energy audits These audits for SME only (companies under 250 employees), PS advised that Everyone Active would not be able to use these for the Leisure Centres</p> <p>Carbon Literacy Training Proposals This was discussed at the climate change officers' meeting. We have had some quotes back, a trainer would be able have up to 22 people on a course. PS advised that in the Officers group some raised concerns that it would take up quite a lot of time because it is a whole day course, and wanted to make sure it was relevant</p> <p>PS to look to arrange course of June/July '21 for members and relevant staff, subject to training budget being approved by Senior Leadership Team</p> <p>PS advised that may struggle to get old carbon emission data from 2017/18, especially from waste contract as contractor has changed. Will try to get data when putting together 2020/21 carbon footprint</p>	<p>PS</p> <p>PS</p> <p>PS</p>
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3.0	Actions from Officers' Climate Change Group	
3.1	<p>The first meeting of this group has been held and PS gave an update on what was discussed and decided at that meeting.</p> <p>In that group we had attendees that were a cross-section of officers within HDC. People were nominated from the management team.</p> <p>This group covered a broad range of the organisation and representatives could be extended as needed.</p> <p>SF asked if there was anyone from the housing side and finance? Dan Fullbrook (Housing) and Richard Wheeler (Finance) are among the attendees.</p> <p>PS to circulate the actions taken from the climate change officers' meeting.</p> <p>PS Group keen for climate change to be part of everything the council does 'golden thread running through the organisation'. Members have discussed previously that they are keen for this to happen, and is part of the Climate Change Action Plan.</p> <p>The group raised the issue of procurement, it might not be the cheapest option to choose the most sustainable/low carbon option, so our policy must support such decisions.</p> <p>Service plans should be updated with consideration for climate change. Anything that is in the climate change action plan should be cross-references against and reflected in the service plans</p> <p>Car share spaces to be provided in Hartland Park during phase 3 and expect for Grove Farm too.PS was asked if any new developments will include communal heat and power? PS to raise this at the next climate change officers' meeting.</p> <p>Planning policy and development control will be a major area where HDC can influence low carbon solutions and climate change support.</p> <p>JE suggested – we could add this to the agenda for the next Climate change meeting and invite Daniel Hawes and Mark Jaggard along. PS to set that up.</p> <p>There are currently two applications for solar farms within the district. AO advised this needs to be a planning decision if they are to be developed in the district. We should suggest sites which are energy appropriate.</p> <p>It was suggested to the WG we should have a policy on decarbonisation of Hart and generation such as solar as a key element. The district should have a view and a policy to encourage</p>	<p>PS</p> <p>PS</p>

	<p>sustainable energy using the right methods.</p> <p>AO stated that Hart is a rural area and cannot become carbon neutral on our own or within our own boundaries. We need to work and closely align our efforts in with Hampshire CC.</p> <p>Energy use as reported down for the Civic Offices, officers group raised Concern that the savings made in the office are just being transferred to home.</p> <p>Sustainable transport forum group has been setup, Looking at transport options for the potential new settlement and linking to the green grid.</p> <p>Officers group is also looking at ways of supporting businesses and helping a green recovery.</p> <p>It was suggested that the WG have some timelines on these proposals and this should be fed back to the Officers working group.</p> <p>It was suggested to the WG that we should have actions within the service plans so that these can be reviewed and monitored</p> <p>JE confirmed we are linking this with the service plans, but it may be that we do not have the resources to action all the projects ,other things may need to be dropped to do this. We are going to identify where the links are, and the prioritisation will come from the O&S committee. This should then go back to SLT and also Cabinet separately.</p> <p>If this does not happen, we are failing on the Council's key pledge of climate change being a priority in our Corporate Plan.</p> <p>The member's working group was held a week prior to this meeting, and we are looking to book another meeting in about 6 weeks from today, around the 2nd week of April to allow notes to be discussed by the WG</p>	<p>PS</p> <p>JE</p> <p>CT/PS</p>
<p>4.0</p>	<p>Update on Climate Change Action Plan</p>	
<p>4.1</p>	<p>PS has updated this and shared this with the group. Noted that a lot of actions have been already been captured in this meeting.</p> <p>S1.2 - I have had a meeting with the Local Partnership and are looking at how we can go forward with the carbon pathways. Awaiting quote.</p> <p>S2.4 - Procurement – we need to have a way to have a sub-group set up and Ashley Grist in finance to lead on that.</p> <p>S 3.3 - We have done a basic feasibility study on potential solar project, however business case did not hold up. Working with finance so we can produce a toolkit to quickly access if a site is</p>	<p>PS</p>

	<p>worth looking further into.</p> <p>SF asked if there are any working papers on that? AO advised need to talk to the Commercialisation team before we start releasing working papers</p> <p>Green Grid Strategy</p> <p>SF asked if the link with Hartland village is being progressed?</p> <p>JE asked to advise which officer is progressing discussions with MOD</p> <p>Energy Audits</p> <p>Energy audits for civic offices and workshop should be carried out March '21, results to be reported back to the working group. Will also looking at getting cost for energy audit for leisure centre, previous quote was very high, so will look at other options.</p> <p>P1.1 Meeting setup with Serco 4th March.</p> <p>SF requested a copy of the Project Integra plans as he had not seen the update.</p> <p>Some of the detailed analysis has not been done on the waste tonnages due to COVID. Hart is doing well on recycling volumes</p> <p>SF requested to see the tonnages figures.</p> <p>A 1.3 PS suggest as a council should be looking at long-term at carbon emissions its effects and how it will impact Hart, and resulting mitigation and adaptation that would be needed. This was raised as a particular point to be looked at the officers working group.</p> <p>AO advised that is more one for the planning group, rather than this meeting. We may need some specialist input on that from the planning policy team with regards to mitigation.</p>	<p>JE</p> <p>PS</p>
<p>5.0</p>	<p>EV charge points update/Discussions</p>	
<p>5.1</p>	<p>EV survey questionnaire –</p> <p>PS advised on results on the questionnaire – we have received 274 responses so far. 48% residents said they have access to off-street charging. The takeout of the results - 74% of people were looking to change their vehicle in the next 5 years and 89% said it would an electric or hybrid vehicle.</p> <p>Suggestions for sites; there is quite a big appetite for leisure centre car parks and new builds development to having charging points. Mark Jaggard has consultants looking into provision for new developments.</p>	

5.2	<p>Procurement process for EV charge points</p> <p>There is a meeting next week to look at the tender process which will include the car parks. PS to attend the meeting next week and to advise on the best way to progress..</p> <p>A recommendation was made that we should be looking at the Kent frameworks for Tender And including Leisure Centre car parks</p> <p>PS was asked, is there any information from local garages on EV charging points? PS advised through suppliers where were not keen to put chargers in our car parks near petrol stations as it's likely the petrol stations will have rapid chargers installed which would make the business case less attractive.</p>	PS
5.3	SF advised that general attitude is that people do not want to go to a garage to charge their vehicles, they want to go to a retail park, so a lot of petrol station sites are likely to become vacant. The fast charging and lower access charging will become key. There is likely to be limited grid power available, and getting access early is something to be considered in the tender process.	
O&S	Website Update/Discussion	
6.1	The website has been refreshed but is still a work in progress. WG members were asked to feed back to PS Links to the Environment Center supported by HCC to be added.	ALL
6.2	AD & AO suggested that we need to update the links to other businesses and also to signpost where Hampshire and the Parish's documents can be found on these web pages.	PS
6.3	HCC have some very good experts on reducing carbon emissions which is why SF suggested HCC should have net neutral aim for 2050 together with HCC. HCC 2050 plan to be shared to group.	SF
7.0	AOB	
7.1	<p>There are a lot of grant initiatives for applying for sustainable transport and green initiatives coming forward.</p> <p>Further information on potential sources of funding to be sent to JE</p> <p>SF suggested we could work with Hampshire highways in progressing this. Particularly the high priority cycle scheme from Calthorpe School to Elvetham.</p>	ALL SF
8.0	Date of next meeting	
8.1	AO, taking on board the next meeting of the officers' working group is last week of March,	
	<p>Date agreed with all.</p> <p>Monday 12th April at 10:00am for 1.5 hours</p>	

Meeting ended: 11:22am

OVERVIEW AND SCRUTINY COMMITTEE

DATE OF MEETING: 16 MARCH 2021

TITLE OF REPORT: FLEET ROAD PEDESTRIANISATION SCHEME:
COSTINGS

Report of: Head of Place/Head of Environmental & Technical
Services

Cabinet members: Councillor Cockarill/Oliver

1 PURPOSE OF REPORT

1.1 The purpose of this report is to update the Committee on the costs associated with the Fleet Road Pedestrianisation scheme.

2 RECOMMENDATION

2.1 This report has no recommendation as it is presented for information purposes only.

3 BACKGROUND

3.1 The temporary pedestrianisation of Fleet High Street project was undertaken at pace during the first stage of the COVID pandemic in a highly dynamic situation. The Council was responding to Government encouragement to support the safe reopening of high streets and other commercial areas. The project had support from Fleet Town Council, Fleet Business Improvement District (Fleet BID), and Hampshire County Council. This was reflected in the successful bid to EM3 Local Enterprise Partnership (LEP).

3.2 The rapid development of the project enabled several funding sources to be identified.

3.3 Initiation of the project was authorised by the Joint Chief Executive on 5 June 2020 under Emergency Planning provisions. This followed consultation with the respective Group Leaders. The authorisation was to approve the commission of contractors to install and manage traffic management measures in Fleet Road to facilitate social distancing for an initial period of 6 weeks (cost estimate at that time was £6k). The works involved essentially comprised the closing of a number of parking/loading bays along Fleet Road.

3.4 In the meantime, work commenced on drafting a scheme for a more ambitious project to temporarily pedestrianize the shopping core area of Fleet Road. This project was endorsed by Council in July when Council adopted the following Motion:

“Council is asked to endorse the proposal to temporarily pedestrianize the retail core of Fleet Road, Fleet in order to assist the businesses in the recovery phase of the Covid-19 crisis. The pedestrianisation would provide

greater space for social distancing, and also allow activities to take place in the road space to attract people to Fleet and spend more while they are in Fleet:

- a) *Members endorse the proposals to temporarily pedestrianize the retail core of Fleet Road, Fleet from its junction with Church Road to the junction with Victoria Road/Upper Street;*
 - b) *Members endorse the temporary blocking off of Upper Street at its junction with Clarence Road for traffic management purposes;*
 - c) *Members endorse the working up and implementation of the Place Making elements of the Scheme (Phase 3 works); and*
 - d) *Members endorse the improvements to the cycle lanes between the retail core of Fleet Road and Fleet Railway Station.*
- 3.5 The Motion was amended to secure the installation of entry and exit traffic loops (volume and speed) during week 1 of the traffic diversion for Church Road, Albert Street, Clarence Road and Connaught Road to determine future mitigation actions
- 3.6 On the following day (30 July 2020) Fleet Town Council pledged its support for the scheme as did the local Hampshire County Councillor (Hampshire County Council being the local highway which ultimately was the authority to approve Hart's request for the scheme to be implemented).
- 3.7 In September 2020 however, Council resolved to ask Cabinet to review the scheme. The following Motion was approved:
- “Despite great efforts and good intentions from all involved, there is a concern that the closure of Fleet High Street to traffic has not been a success. This Council therefore resolves to actively engage with retailers to understand and assess the nature of their concerns and to physically observe at peak times the impact of traffic on neighbouring roads. If compelling and verifiable evidence gathered indicates that the benefit to retailers does not outweigh any negative impact on businesses or residents, then this Council requests Cabinet to have the road closures removed and to reopen the High Street to traffic as soon as is practically possible and not later than the end of October in sufficient time to support the Christmas trading period”*
- 3.8 Cabinet considered Council's request in October and authorised the Portfolio Holder for Place (in consultation with the Portfolio Holder for Environment) to have the road closures removed and Fleet Road reopened to traffic by 31 October at the very latest if, in his opinion, compelling and verifiable evidence has been gathered that indicates that the benefit to retailers does not outweigh any negative impact on businesses or residents.
- 3.9 On the 30 October by way of an executive decision, the Head of Place agreed that the Fleet Road Pedestrianisation scheme should be removed, and Fleet Road reopened to traffic. This decision was discussed at the meeting of

Overview and Scrutiny Committee in November ([Nov Combined.pdf](#) hart.gov.uk).

- 3.10 Hampshire County Council agreed to Hart's request to remove the pedestrianisation scheme and it was removed in its entirety by the middle of November. However, as part of its work across the county to support our local High Streets by making more space available for pedestrians to socially distance and improve accessibility for all, Hampshire County Council decided to retain a number of the layby closures.
- 3.11 From implementation to removal the project was actively monitored throughout by Fleet Ward Councillors. The scheme was refined in line with the monitoring and also at the requests of the Fleet Councillors.

4 FINANCIAL IMPLICATIONS

- 4.1 The project was to be substantially funded through grants from EM3 LEP and Ministry of Housing, Communities and Local Government (MHCLG) Reopening High Streets Grant. Supplementary support funding was offered by Fleet BID and Fleet Town Council:

MHCLG (Reopening High Streets Grant)	£86k
EM3 LEP	£148k
Fleet BID	£10k
Fleet Town Council	£10k
	<hr/> <hr/>
Total pledged funds at 1 August 2020	£254k

- 4.2 However, as highlighted in the M3 LEP letter dated 29 September 2020 (circulated to all Members ahead of the September Council meeting), the LEP subsequently withdrew its support funding on the basis that the decision to withdraw the Pedestrianisation scheme was premature. For the same reasons reduced funding has also been agreed with both Fleet Town Council and Fleet BID.
- 4.3 In effect therefore, the Council has received only £86k in funding and the retention of even this is the subject of ongoing discussions with MHCLG.

Expenditure

- 4.4 Expenditure on the project has recently been subject to independent review and updated to incorporate final invoices. In summary:

Supplier	Category	Total
Arcadis Consulting (UK) Ltd	Programme Management	£10,000
Central Line marking Ltd	Traffic Management	£5,225
Externiture Ltd	Signage	£340
Final Fencing Ltd	Fencing	£1,500
Forest Traffic Services Ltd	Traffic Management	£12,478
Hampshire CC	Traffic Management	£9,000*
Nigel Jeffries Landscapes Ltd	Planters	£24,340
Phil Jones Associates Ltd	Project Design & Management	£52,641
Rise Associates	Survey (Matt Baker)	£4,214
Sign Wise (UK) Ltd	Signage	£888
Signway Supplies Ltd	Signage	£870
Southampton CC	Planters	£4,500*
Sundry Supplier	Survey	£1,500
SUNDRY SUPPLIER BACS	Survey	£1,000
Grand Total		£128,496

*These are still estimates awaiting final confirmation of billing.

Appendix 1 sets out in more detail the breakdown of the costs.

- 4.5 The detailed design, procurement and implementation of the Fleet Road scheme was managed on behalf of the Council by an suitably experienced external company.
- 4.6 Following an initial consultation with Members to agree a preferred palette of materials for the temporary scheme, the Consultants contacted a number of suppliers and contractors to obtain quotations for the works. Suitable suppliers and Tenderers were selected to provide quotations based on their ability to meet the specification requirements, with the aspiration to use local companies within Hampshire.

Initial Quotations

- 4.7 The first phase of work involved the procurement of road markings, coloured surfacing, timber planters, gates and signage. The works tendered were based on agreed drawings with the significant elements comprising planters, surfacing and markings.

- 4.8 Planters Quotations were obtained from two suppliers, including Fleet Town Councils landscape maintenance contractor. Both suppliers returned competitive prices for the supply, planting and maintenance of 18 planters, Both quotations were comparable but with two minor differences. One quotation included signage and had allowed maintenance for a period of 12 months, whilst the other excluded signage and covered maintenance for 6 months. In addition, a 'purchase only' option of equivalent timber planters from available commercial suppliers was also explored and a further quotation was obtained from a third company.
- 4.9 Whilst the cost of the physical planters was found to be less than the supply only element the decision to not proceed with this quotation was based on the following factors:
- The lead in time of planters was 6-8 weeks, excluding any time for planting and placing on site, which was greater than the preferred supplier:
 - The supplier would not accept a Purchase Order, and this would have required Hart District Council to make a large cash purchase to a new supplier using a credit card.
 - The planters would have been delivered to the Council Offices and then need to be filled with topsoil, planted and moved to the high street. The larger planters would have also required the fitting of gates. The logistics of this would not considered feasible and would have resulted in additional costs to the extent that it made the 'purchase only' cost option uncompetitive
- 4.10 Considering the quotations obtained, associated logistics, and that the best performing quote was from a local supplier with experience of working within Fleet town centre, it was agreed to proceed with Nigel Jeffries Landscapes.

Road Markings & Surfacing

- 4.11 Quotations were obtained from two suppliers for the road markings and coloured surfacing, both quotations included the same specification of material and coloured surfacing, It was agreed to accept the lowest quote (Central Line Markings).

Gates

- 4.12 The requirement for Timber gates was added to the scheme design to improve security of the gateways. The Consultants contacted local fencing contractors within the Hampshire Area including Final Fencing. Final Fencing provided a suitable quotation and no one else could be found who could give a more compatible quote. Other local suppliers contacted were unable to supply gates due to supply issues at the time

Signage

- 4.13 The decision to procure planters required signage and reflective strips to be procured and installed. PJA obtained a quotation from Signwise UK, a Hampshire based signage supplier and obtained a quotation including fitting of signs on site. The rates supplied were considered to be reasonable and a fair market value and an order was therefore placed with Signwise. Multiple quotations for signage could not be obtained due to the limited road sign suppliers within the area and the need for this to be a local supplier who could attend site to undertake fitting and supply additional materials as the implementation developed.

Summary

- 4.14 The above narrative provides details of the initial quotations obtained for the implementation of the project. It should also be noted that at the time of obtaining prices, programming was a critical aspect with the works needing to be implemented within very short time frames. The suppliers selected were able to meet the short timescales required. Following implementation of the initial Phase, these suppliers continue to provide additional products and services with rates and prices based on those within the original Tender.

Contact:

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APPENDICES

Appendix 1 - Detailed Breakdown of Fleet Road Pedestrianisation Costs

APPENDIX 1

Detailed Breakdown of Fleet Road Pedestrianisation Costs

<u>Works & Surveys</u>	<u>Commentary</u>	
Externiture Ltd	Bus stop real time information includes installation and removal	£340.00
Sign Wise (UK) Ltd	Signage	£887.81
Signway Supplies Ltd		£870.00
Central Linemarking Ltd	Roadmarkings	£2,355.00
Central Linemarking Ltd	Additional paint and materials	£2,870.00
Final Fencing	Supply & Fit of gates	£1,500.00
Nigel Jeffries Landscapes Ltd	Supply additional 10No. Planters	£7,500.00
Nigel Jeffries Landscapes Ltd	Supply 18No. Planters and Maintenance	£14,545.00
Nigel Jeffries Landscapes Ltd	Secure 18No. Planters and relocate	£1,145.00
Nigel Jeffries Landscapes Ltd	Planter Removal	£1,150.00
Southampton City Council	8No. Additional planter purchase	£4,500.00
People & Places Insight	Footfall survey	£1,000.00
Forest traffic management	Bay suspension traffic management	£12,478.22
	Total Cost of works & surveys:	£51,141.03

<u>Fees</u>	<u>Commentary</u>	
Phil Jones Associates Ltd	EM3 LEP BID and DfT	£12,872.77
Phil Jones Associates Ltd	Development of Covid-19 measures Baseline Analysis & Design	£4,000.00
Phil Jones Associates Ltd	Placemaking outline design	£7,992.00
Phil Jones Associates Ltd	Design & Construction support - Fees	£22,400.00
Phil Jones Associates Ltd	Principal Contractor role	£5,376.00
Arcadis Consulting (UK) Ltd	Project management	£10,000.00
Hampshire County Council	Traffic Monitoring	£9,000.00
Rise Associates	Business engagement	£4,214.00
Disbursements	Planter Transport costs & site materials (Signage, paint, fixings, PJA Mileage)	£1,500.00
	Total fees:	£77,354.77
	Grand total of works and fees:	£128,495.80

OVERVIEW AND SCRUTINY COMMITTEE

DATE OF MEETING: 16 MARCH 2021

TITLE OF REPORT: DRAFT SERVICE PLANS 2021/2022

Report of: Joint Chief Executive

Cabinet Member: Councillor David Neighbour, Leader

1 PURPOSE OF REPORT

1.1 To consider the draft Service Plans for 2021/22 as set out in Appendix 1.

2 OFFICER RECOMMENDATION

2.1 That prior to consideration by Cabinet in April, Overview and Scrutiny Committee considers and makes recommendations to Cabinet as appropriate, on the draft Service Plans for 2021/22, having regard to the agreed Budget for 2021/22.

3 BACKGROUND INFORMATION

3.1 Service Plans set out the key actions each service will undertake during the coming year to deliver the Council's objectives and priorities, as well as core services.

3.2 The draft Service Plans published in March for last year were developed based on the year's priorities, having regard to the agreed Budget, the Corporate Plan 2017 – 2022 and the Vision to 2040.

3.3 That plan reflected the implementation of key strategic policies already adopted by the Council:

- Climate Change
- Commercialisation
- Digitalisation

3.4 However, with the evolving Covid-19 pandemic, Overview and Scrutiny Committee were unable to meet in March to consider the draft Service Plans as they had in previous years, and these plans understandably did not reflect the impact a pandemic may have on our service delivery.

3.5 Recognising the significant change to the services being delivered by the Council and the way in which those services were being provided, Overview and Scrutiny Committee were provided with an update on the new ways of working in June 2020 in a report titled "Council response to Covid-19 and next steps"

3.6 An Interim Service Plan was agreed at Cabinet in July 2020 on the basis that Cabinet noted the unprecedented impact that Covid-19 had had on the organisation and that approval of the draft Service Plans for 2020/2021

recognised that delivery against these ambitions would be dependent on future impacts of Covid-19 should they occur.

4 CONSIDERATIONS

- 4.1 Service Plans and the Service Planning process form a key part of the Councils existing performance management framework.
- 4.2 All the fundamental principles of important key strategies for the Council remain as they were at the beginning of 2020, around climate change, commercialisation and continued improvements in digitalisation.
- 4.3 Whilst the outlook now appears optimistic with regards to Covid-19 and a clear 'roadmap' out of lockdown; at the time of writing, Hampshire Local Resilience Forum is still in a declared major civil emergency, and it is clear, the impact of Covid-19 will have long shadows across our communities and organisations such as Hart District Council, who serve them.
- 4.4 The Service Plans have been drafted and should be considered within this context. They should also be considered in conjunction with the Corporate Risk register also considered by Overview and Scrutiny Committee this evening.

5 FINANCIAL AND RESOURCE IMPLICATIONS

- 5.1 The draft Service Plans are linked to the agreed budget for 2021/22. They reflect the resources available to the Council. Should members wish to introduce new or expanded work streams then additional resources will first need to be identified.

6 MANAGEMENT OF RISK

- 6.1 If the Council does not adopt Service plans with clear targets and tasks that are aligned with its budgets, there is a risk that it will fail to deliver its objectives and priorities.

7 CONCLUSIONS

- 7.1 Committee is requested to consider the draft Service Plans which together with comments from the Committee, will be submitted to Cabinet for approval in April.
- 7.2 Once agreed, the performance against Service Plan priorities and objectives will be monitored by the respective Service Board and reviewed quarterly by Overview and Scrutiny.

CONTACT: Patricia Hughes, Ext. 4450 email: patricia.hughes@hart.gov.uk

APPENDICES:

Appendix 1 – Draft Service Plans for 2021/22



Hart District Council's Service Plans 2021-2022

As the Covid-19 pandemic has shown over the past year, we live in a complex and interconnected world where our communities, the impact of social inequalities, the economy and quality of where we live can have a big impact on our lives.

These big picture issues have implications, not just for those living, visiting or working in Hart, but the whole country.

Addressing current challenges and making the most of coming opportunities is not something that any one organisation can do alone. It will require strong partnership with the local community, business sector and statutory and non-statutory organisations to foster a better understanding of the needs of our place and people who make up the community of Hart. Covid-19 has shown us that it is only through working together, we can embed real change.

Recognising a change in direction to respond to Covid-19, key achievements have included;

- Moving the Council and all council services to agile and remote working with a complete refresh of laptops and launch of Windows 10
- Facilitating online Committee Meetings and democratic decision making, evolving as the technology progresses
- Adoption of the Local Plan at the first 'virtual' meeting of the Council just 26 working days after formal lockdown
- Created, within a matter of days, the Hart Response Hub, to protect and support those shielding and help them with food and medicines as well as loneliness bringing staff from across the organisation to deliver.
- Ensured all people homeless were 'brought in' and provided social isolation payments (for those who were required to quarantine) as well as providing a range of discretionary social isolation payments and hardship payments as well as provision of grants to voluntary groups who were supporting the community response to Covid-19
- Installed new applications, equipment and processes to ensure that the Council Offices were safe places of work, as well as safe for our residents to visit.
- Launched the Edenbrook Bike Track

- Delivered a wide range of business grants to businesses struggling due to the economic impact of the crisis as well as increased business support information
- Dealt with the major fish death at Fleet Pond which occurred due to the weather conditions
- Insourced HR and Payroll as well as Community Safety Services
- Increased and sustained regular Covid-19 updates for all Councillors, Parish Councils
- Increased and sustained weekly updates for staff and monthly Staff Briefings
- Created a forum with Covid Community Co-ordinators to ensure effective communications, and sharing of issues and solutions
- Began work on Covid-19 Recovery, with the adoption of a Covid-19 Recovery plan by Cabinet and the creation of a 'Community Sounding Board' as well as delivering a District wide Covid questionnaire.
- Carried out an election canvas and began the implementation of Modern.Gov
- Created and launched the Later Flow Community Testing Site at the Council offices
- Continued all services, as far as possible, for all residents.

Page 26 Public services as a key facilitator of change are facing ever increasing challenges, there is a greater need for us to have a clear picture of where we are now, and to keep looking ahead to how we will provide services in the future. Looking to the future these challenges include:

- The long shadow of the Covid19 pandemic and the need to work with our communities on recovery
- The fast and necessary pace of change we have needed in technology and communications, which will increase in the future
- Continued financial uncertainty at a time of reduced income and increased costs
- The ability to support our residents, with increasing needs and higher expectations.

As a district council we will have a clear set of priorities that working in partnership with those across the district, we can focus our resources where they are most needed and will bring the greatest benefit to the communities we serve. We will make sure that everything we do is sustainable and flexible so that we can withstand future change and challenges.

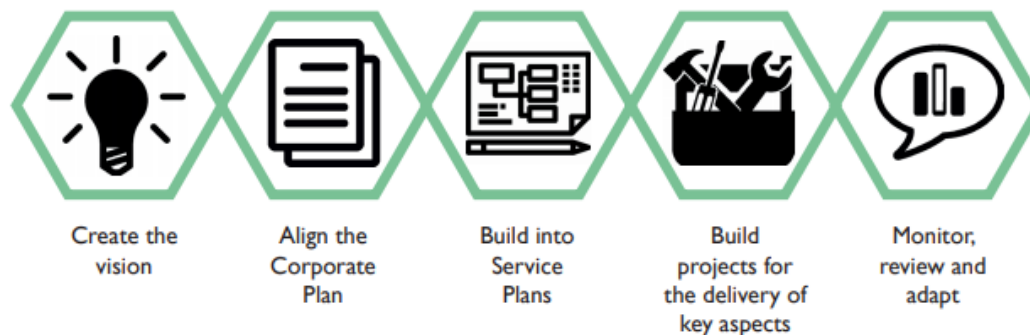
This Service Plan is written in the context of the Corporate Plan and the recently adopted twenty-year vision for Hart, which will provide a clear direction and will shape our council and working environment. It will help us to improve our use of resources and align our strategies to reach the outcomes our communities deserve.

It is about keeping Hart a healthy and desirable place where people can live, work and visit. Everything we do should contribute to the council's priorities via a 'golden thread' so that all our effort and resources are linked into the delivery of the Vision.

Vision for Hart

To become the best Place, Community and Environment to live, work and enjoy:

- Theme One: To become the best Place to live, work and enjoy by creating a connected environment
- Theme Two: Design the Community to live in, work with and enjoy by helping our community to thrive through
- Theme Three: Enhance the Environment to live in, work in and enjoy enhancing our environment
- Theme Four: Develop the Organisation which can deliver working in partnership





HART Values

The Council has embedded a shared culture and ethos across all its people, acting and behaving as a single organisation based on the Council's core values of:

Helpful – we will really listen to what our citizens, customers and residents want to achieve and help them reach their goals.

Approachable – we will be open, friendly and fair, working with others and helping others to succeed.

Responsive – we will strive to do things well and look for ways to innovate and improve.

Take Ownership – we will take responsibility, do what we say we will and see things through. People and teams will be required to work collaboratively with others both inside and outside the organisation and actively share learning and best practice.

If you are being **helpful**, you will be:

- genuinely listening to what the resident or what your colleague wants
- treating everyone as individuals and with respect and dignity
- trying to understand what outcome they want to achieve
- be honest about what you and your service can do
- searching for then suggesting alternatives where you cannot help and providing the correct contact information

If you are being **approachable**, you will be:

- enthusiastic and knowledgeable about the service and the council

- friendly, fair and easy to talk to
- using your skills to recognise that residents and colleagues differ and may need you to change your approach, to suit different people's needs.
- Actively listening and check important messages are understood.
- Be welcoming and work as an effective team player, to listen and share ideas.
- Using plain English which our residents can understand

If you are being **responsive**, you will be:

- Enthusiastic about using change to improve services
- Asking if anyone need help and be happy to lend support wherever it is needed
- Spotting issues or areas for potential improvements, flagging these up and suggesting solutions
- Putting solutions suggested by you or others in place quickly and helping others to understand those changes.

If you are taking **ownership**, you will be:

- Finding the outcomes or solutions residents want, even if they fall outside your area of expertise
- Making sure you complete work on time, or if you notice problems, reporting these immediately
- Looking for opportunities to keep your skills and knowledge updated.
- Using feedback both as an individual and as a team, to improve.
- Being accountable for your own actions, giving your name and contact details, so that anyone can contact you again.



Service Plan: Community Services 2021/22

Service Overview

Community Services covers a wide range of services including private sector housing, engagement and support, community safety, housing enabling, and health, well-being and partnerships provided to the community directly and in partnership with many other agencies.

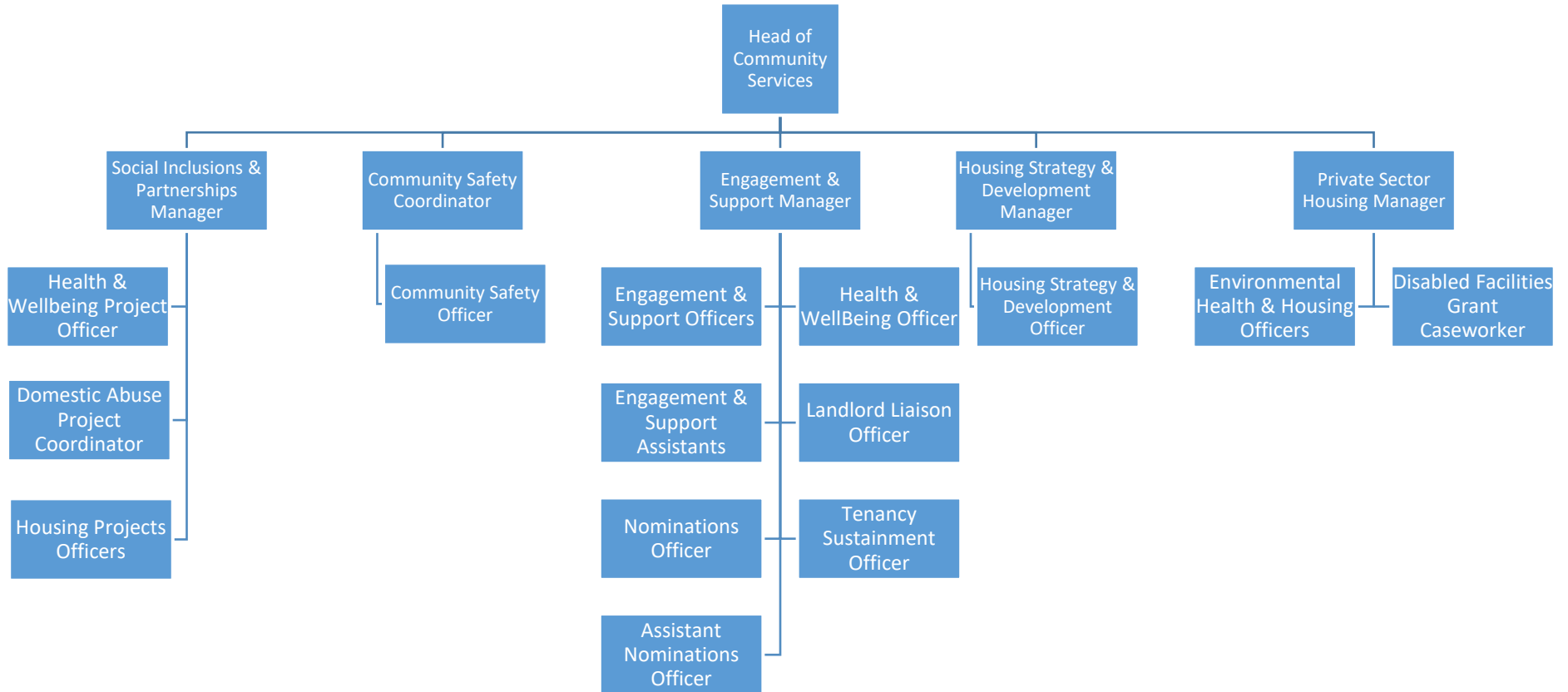
Services include:

- prevention of homelessness
- provision of accommodation for those who are homeless,
- community safety,
- maintenance of the housing register,
- delivery of the council's programme of Disabled Facilities Grants
- private sector housing
- dealing with unauthorised encampments
- housing enabling,
- health and wellbeing (providing support to the community and to the Council)
- social inclusion
- Covid 19 Community recovery work

Resourcing

The staffing structure for Community Services is below:

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Service Priorities

	Service Priority	Link to corporate plan	Expected Outcomes	Completion date
1	Deliver the Community Recovery element of the Covid 19 Recovery Plan	Support for our town and village centres Support the local economy	Delivery of Recovery Plan outcomes	Ongoing – Action Plans in place, developed via the Sounding Board
2	Re procurement of Housing system	An efficient and effective council	Increased digitalisation Fit for purpose IT Improved digital experience for customers Better value for money / cost savings	October 2021
3	Support the ongoing development & Delivery of the Hart employment & Skills Hub	Support residents in becoming economically active	Clients assisted into training and employment	Ongoing

	Service Priority	Link to corporate plan	Expected Outcomes	Completion date
4	Support the organisation to deliver the 2-year Equality & diversity objectives	Healthy community and people	A strengthened approach across the Council to meeting the requirements of the Equality Act 2010 and Public Sector Equality Duties	Ongoing
5	Contribute to the delivery of the North Hampshire Community Safety Partnership (CSP) Partnership Plan	A clean, green, and safe environment Healthy community and people	Delivery of initiatives in support of key objectives of the CSP Plan Promotion of crime prevention and safety initiatives through project work Joint work with the Police on ABCs and CPNs	March 2022
6	Provision of an antisocial behaviour (ASB) support service	A clean, green and safe environment Healthy community and people	Reduction of repeat ASB for 50% of those who approach	Ongoing
7	Review and update nomination agreements with RPs (registered providers) with stock in the District	Ensure access to housing Promoting high quality design and a good standard of amenity	Ensure all documentation is UpToDate and streamlined for all RP's Clear and current arrangements for nominations to affordable housing between the Council and RP's	March 2022

	Service Priority	Link to corporate plan	Expected Outcomes	Completion date
8	Delivery of a homelessness prevention service	Ensure access to housing	Prevention of homelessness for 50% of those who approach	Ongoing
9	Review Homelessness Out of Hours Provision	Ensure emergency contact is well publicised and accessible.	Homelessness Out of Office Hours or due Office Closure is reportable and actioned	May 2021
10	Review of Engagement & Support service staffing structure	An efficient and effective council	Review and streamline the service for better outcome for residents	December 2021
11	Implement Housing IT	An efficient and effective council	Increased digitalisation Fit for purpose IT Improved digital experience for customers Better value for money / cost savings	March 2022
12	Ensure we have an active private rented sector, engaging with landlords and hosting landlord events. Delivery of landlord support and tenancy sustainment services	Ensure access to housing	Annual landlord events over digital platform Branded private sector lettings product	March 2022

	Service Priority	Link to corporate plan	Expected Outcomes	Completion date
13	Working with and supporting Parish Councils to advise and facilitate delivery of exception sites	<p>Supporting residents in shaping their local communities</p> <p>Support for our town and village centres</p> <p>Ensure access to housing</p> <p>Promoting high quality design and a good standard of amenity</p>	<p>Member of Hampshire Homes Hub</p> <p>Delivery of exception schemes including rural exception sites</p> <p>Affordable housing included in Neighbourhood Plans</p> <p>Supporting community groups to explore housing schemes</p>	Ongoing
14	Enabling the delivery of affordable homes, including maximising 40% affordable homes on all eligible sites	<p>Ensure access to housing</p> <p>Promoting high quality design and good standard of amenity</p>	<p>Delivery of programme of 40% affordable housing, through planning framework</p> <p>Maintain a good working relationship with the RP's to deliver good quality homes to meet local housing need</p> <p>Creation of sustainable and desirable housing products</p>	Ongoing

	Service Priority	Link to corporate plan	Expected Outcomes	Completion date
15	Produce an Annual Housing Update	An efficient and effective Council	Production of an annual update	March 2022
16	Undertake research to examine the affordability of 1,2,3 and 4-bedroom affordable rented properties in the district	Ensure access to housing	Evidence base on affordability to use as a basis for discussions with RPs	June 2021
17	Work with RP partners to review the way in which we record which affordable homes already have adaptations and improve the way these are advertised and let	Ensure access to housing	Better use of existing stock Better property / client matching	March 2022
18	Prepare for the provision of First Homes in the District if/when Government announce an implementation timeframe for the scheme	Supporting residents in shaping their local communities Support for our town and village centres Ensure access to housing Promoting high quality design and a good standard of amenity	The Council has clear policies and guidance for the provision of First Homes in the District The Council has clear procedures for dealing with the sale and required checks for these homes	March 2022

	Service Priority	Link to corporate plan	Expected Outcomes	Completion date
19	Update affordable housing stock information for stock held by RPs in the District	Ensure access to housing	Accurate data about affordable housing stock to include locations, type, size, and occupancy levels	Sept 2021
20	Delivery of Disabled Facility Grant service	Ensure access to housing Work with partners to keep Hart healthy and active	Enabling residents to remain in independent living accommodation (80 per year)	Ongoing - Number completed in 2021/22 may be impacted by Covid where lockdowns have resulted in grants being put on hold.
21	Penny Hill Caravan Site - deal with any breaches of site licence and produce revised site licence conditions, as necessary.	Ensure access to housing	Enabling residents to remain on site and maintain conditions on site.	March 2022

Service risk register

A detailed service risk assessment has been completed and is reviewed at a minimum quarterly. This helps inform the Hart District Council Corporate Risk Register which is reported to Overview & Scrutiny Committee on a quarterly basis.

Performance indicators and targets

KPI	Description	Annual Target
H02	Number of applicants for whom homelessness is relieved or prevented	to be 50% of those presenting
H04	Households living in Temporary Accommodation	<i>Below 30</i>
H06	Number of families in B&B for more than 6 weeks	<i>zero</i>
H10	Number of gross affordable homes delivered	<i>100</i>
H11	Number of energy efficiency measures installed	<i>4</i>
H15	Number of Hart residents assisted into employment or training each year through the skills cafe	<i>20</i>
H16	Disabled Facilities Grant spends against budget	<i>100%</i>
H17	Number of gypsy / traveller illegal encampments	<i>INFO ONLY</i>



Service Plan: Corporate Services 2020/21

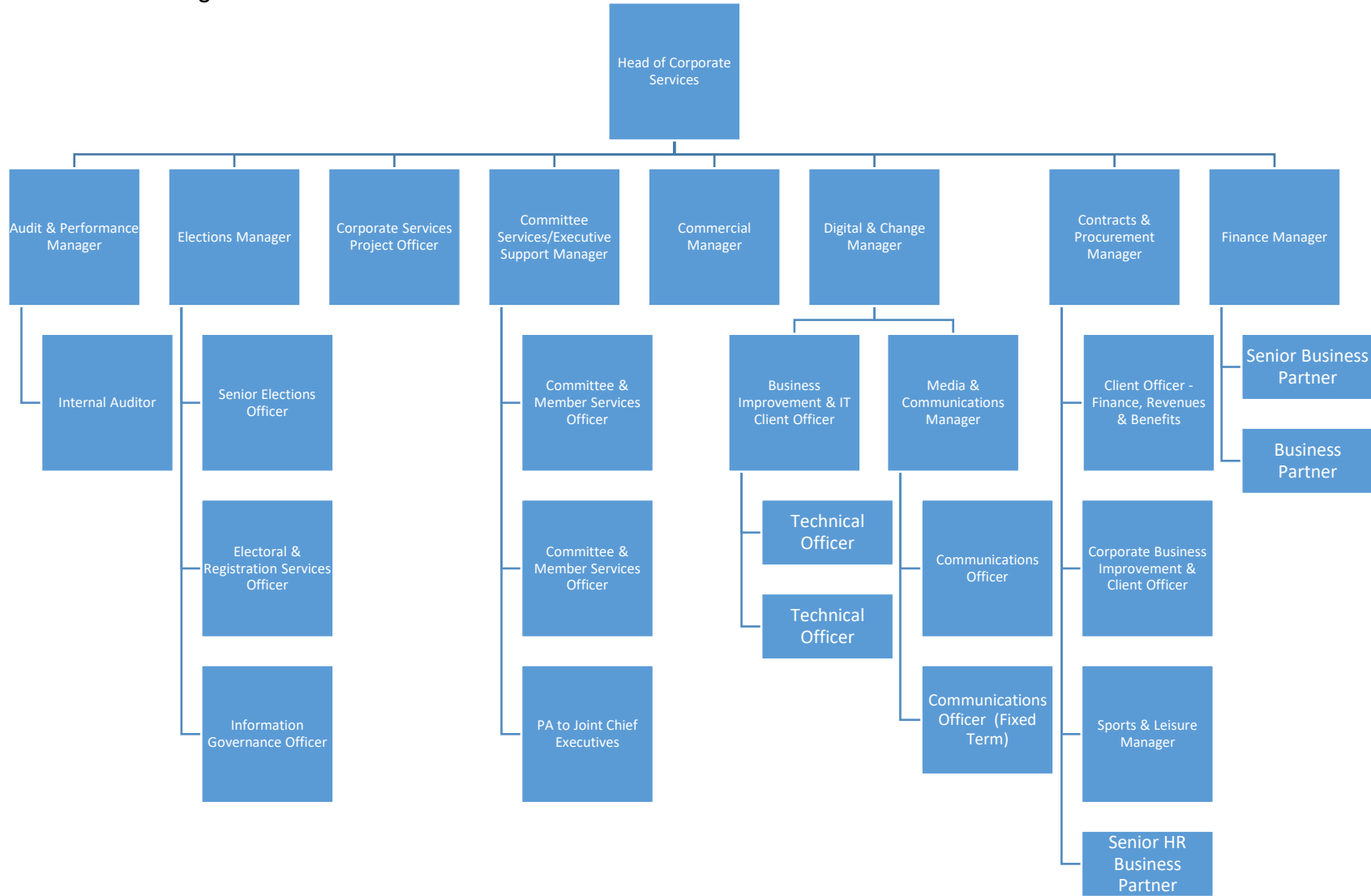
Service Overview

Corporate Services covers a broad range of both front and back office functions for the council including

- Audit, and Performance
- Communications
- Business Grants Payments
- Elections and Electoral Registration,
- Corporate Strategy and Policy,
- Committee Services,
- Commercialisation,
- IT, Digitalisation and Change,
- Contracts and Procurement and GDPR
- Finance
- Garden Community
- Payroll and Human Resources
- A range of services are contract managed by the Corporate Team including
 - Legal Services
 - Leisure Services
 - Revenues and Benefit Services
 - Land Charges Service
 - Exchequer Services
 - Contact Centre and front line reception services

Resourcing

The current service organisation chart is shown below:



Service Priorities

	Service Priority	Link to corporate plan	Expected Outcomes	Completion date
1	Delivery of the council's response to Covid-19 pandemic	<p>Ensure that the Council meets its statutory obligations under the Civil Contingencies Act.</p> <p>Support for our town and village centres</p> <p>Support the local economy</p> <p>Support our residents</p>	<p>Policy and payment of Business Rates Grants</p> <p>Corporate Impact Assessment</p> <p>Action plans arising from these</p> <p>Administration of Test and Trace Isolation payments</p> <p>Submission of grant funding applications</p> <p>Hardship payments to council tax-payers</p> <p>Effective communications to assist in duty to warn and inform.</p> <p>Deliver Revitalise Hart.</p>	Ongoing

	Service Priority	Link to corporate plan	Expected Outcomes	Completion date
2	New Ways of Working – Policy Support	Updating HR policies to reflect new ways of working	Remote working policy Travel and Expenses Policy Car Allowance policy Flexible working policy	31 st December 2021
3	Produce updated Medium Term Financial Strategy for Cabinet, predicated on the priorities within the Corporate Plan and reflecting current understanding of local government finance	Ensuring our Medium-Term Financial Strategy is focused on strategic priorities. Stable Financial Sustainability.	The Council's financial resources and commitments are aligned with its strategic priorities	Ongoing
4	Implementation and regular review of the Commercialisation Strategy	Maximising income opportunities, and identifying new opportunities for income generation	Investment in commercial property (£10m indicative budget in capital programme) Develop further stream of commercial property options.	October 2021

	Service Priority	Link to corporate plan	Expected Outcomes	Completion date
5	Continue to work with local commercial agents in renting out spare office space	Maximising Council income through effective asset management and collection activities	Refurbish and let out third floor	May 2021
6	Manage changes within the 5 Councils Partnership arrangement	Continuing to work closely with partners to deliver joint services	Services within the contract are aligned to the requirements of the Council and delivered in the most effective way feasible	September 2021
7	Implement the provision of Committee Services software	To realise our ambitions to deliver more for less	The Council makes full use of technology to improve the way it delivers Committee Services	March 2021
8	Review and replacement of the telephony system	To realise our ambitions to deliver more for less	The Council controls its overhead costs for direct dial telephony whilst expanding the flexibility for staff via a non desk-based solution	December 2021
9	Delivery of Edenbrook apartments project	Maximising income opportunities, and identifying new opportunities for income generation	The Council delivers the project on time and within budget to maximise the investment potential	May 2021

	Service Priority	Link to corporate plan	Expected Outcomes	Completion date
10	Implementation of Housing Company	Maximising income opportunities, and identifying new opportunities for income generation	Business Plan approved, Company set up, run first full financial year	31 March 2022
11	Review of expansion opportunities for Edenbrook Leisure Centre including the potential for Adventure Golf	Maximising income opportunities, and identifying new opportunities for income generation	The Council ensures the facilities offered to the public remain relevant and aligned with demands, whilst also delivering additional revenue in return	May 2022
12	Achievement of accreditation of both Bronze Armed Forces Covenant and the Armed Forces Employer Recognition Scheme	Continuing to work closely with partners to deliver joint services	Become member of the AFERS and gain Bronze stage in the Armed Force Covenant	March 2022
13	Upgrade the network and improve wifi access across the Council	An efficient and effective Council	Provide end user with more capacity and quicker speeds	June 2021
14	Create data map for Hart, consider data maturity and define data strategy	An efficient and effective Council	To transform decision making and how we deliver services	December 2021

	Service Priority	Link to corporate plan	Expected Outcomes	Completion date
15	Draft and consult on Communication and engagement strategy incorporating Hart News.\aqa	An efficient and effective Council	To provide principles and direction around corporate communication, social media and change programme	December 2021
16	Website accessibility review and accreditation	An efficient and effective Council	Resolve technical and content issues	June 2021
17	Deliver Elections	An efficient and effective Council	Smooth, efficient, safe and legal election	May2021
18	Create change programme including culture and behaviours	An efficient and effective Council	Staff survey. Create action plan	December 2021
19	Garden Community	Healthy Communities and People	Progress the exploration of the opportunity	Ongoing
20	Update current website	An efficient and effective Council	To provide quality information and services to residents	March 2022

Service risk register

A detailed service risk assessment has been completed and is reviewed at a minimum quarterly. This helps inform the Hart District Council Corporate Risk Register which is reported to Overview & Scrutiny Committee on a quarterly basis.

Performance indicators and targets

Corporate Services is currently in transition across a number of the support services including HR, IT, Finance, Revenues and Benefits. Many of the performance indicators will change as a result and those where data is available, are reported through the 5 Councils governance structure. Those shown below reflect the key indicators currently available.

KPI	Description	Annual Target
IA01	Percentage of Audit Plan completed during the year	100%
IA04	% of High Risk Audit Recommendations Implemented by Department	100%
CS01	Quality of Customer Service Call Handling - % score from monitoring sample	90%
F1	Implementation of savings schemes targets to meet MTFS requirements	90%
CS02a	% of telephone calls answered by Contact Centre in 30 seconds	70%
RB05	Percentage of Non-domestic Rates Collected	98%
RB06	% of Council Tax collected	98%
IT05	% uptime of key systems	99%
IT06	% uptime of Hart DC website	98%



Service Plan: Environment and Tech Services 2021/22

Service Overview

Environment and Technical Services is responsible for delivery of the following services:

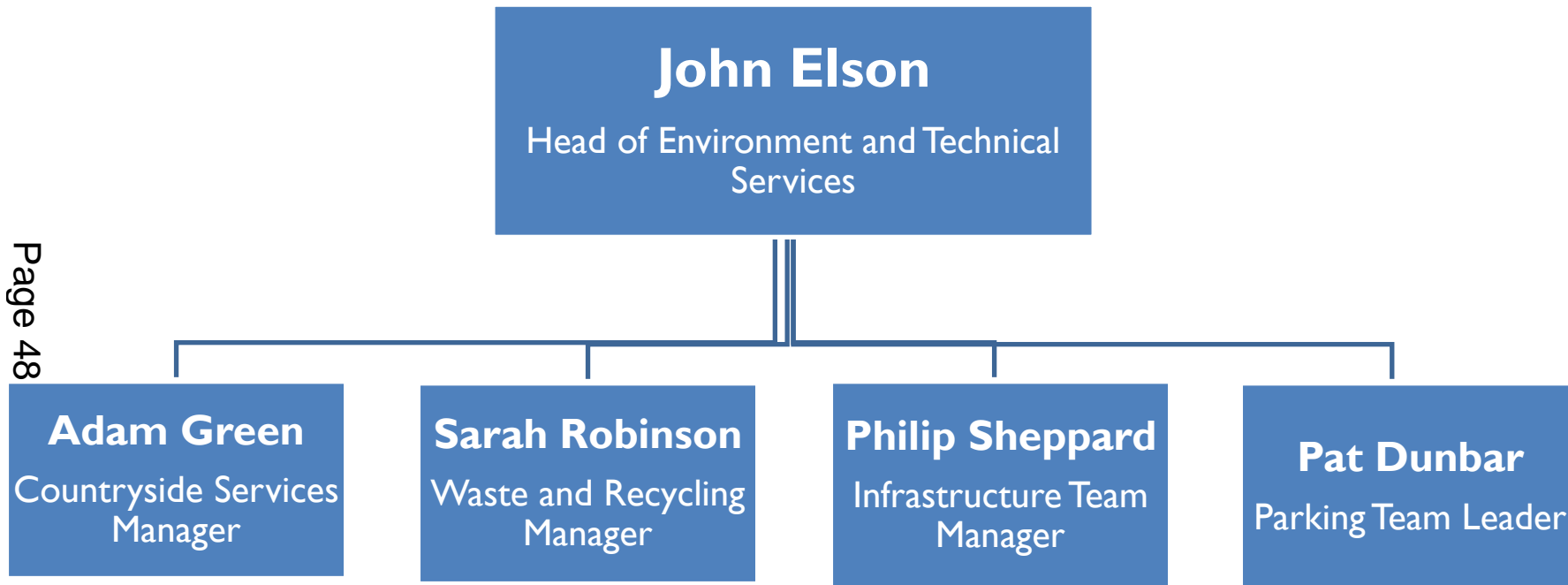
- Waste and recycling collections for both Hart and Basingstoke and Deane.
- Management of Harts countryside sites.
- Management of Harts trees and implementation and enforcement of tree preservation orders.
- Management and enforcement of Harts car parks.
- Implementation, management and enforcement of parking restrictions on the public highway on behalf of Hampshire County Council.
- Maintenance of Harts drainage assets and delivery of Environment Agency funded flood alleviation schemes.
- Delivery of Harts climate change action plan.

The following services which are reported through Environment and Technical Services are delivered as part of a shared service by a neighbouring authority:

- CCTV – Delivered by Rushmoor (due to transfer to Runnymede BC in summer 2021)
- Street Cleaning and Grounds Maintenance – Delivered by Basingstoke and Deane
- Litter and Dog Fouling Enforcement – Delivered by East Hampshire

Resourcing

The service is delivered by 42.24 FTEs working across the following four service areas:



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Service Priorities

	Service Priority	Link to corporate plan	Expected Outcomes	Completion date
1	Delivery of the council's response to Covid-19 pandemic	Statutory requirement	Ensure that the Council meets its statutory obligations under the Civil Contingencies Act.	Ongoing
2	New ways of working	Corporate	Working with the council's operational recovery team to identify and implement opportunities for new ways of working.	Ongoing
3	Identify budget saving/ increased income opportunities.	Corporate	Review all service budgets for saving/income opportunities.	Oct 21
4	Co-ordination of Harts climate change action plan.	Improve energy efficiency Promote a clean environment	Facilitate member and officer working group meetings and provide update reports to Cabinet.	Ongoing

	Service Priority	Link to corporate plan	Expected Outcomes	Completion date
5	Develop a proposal for the installation of electrical vehicle charging points on land in Harts ownership.	Improve energy efficiency Promote a clean environment	Develop and tender proposal.	July 21
6	Replacement of Harts vehicle fleet with electric vehicles.	Improve energy efficiency Promote a clean environment	Produce costed proposal for replacement of Harts vehicle fleet with Electric vehicles.	Sept 21
7	Increase knowledge and awareness of climate change matters	Improve energy efficiency Promote a clean environment	Arrange staff and member training sessions.	Sept 21
8	Reduce carbon emissions from Harts operational buildings.	Improve energy efficiency Promote a clean environment	Energy audit to be completed of Hart operational buildings.	Dec 21
9	Carbon offsetting	Improve energy efficiency Promote a clean environment	Produce draft proposal for carbon offsetting on Hart owned land.	March 22

	Service Priority	Link to corporate plan	Expected Outcomes	Completion date
10	Reduction in carbon emissions from contracted services.	Improve energy efficiency Promote a clean environment	Work with Serco and Steetcare team to develop carbon reduction plan for services.	March 22
11	Climate change adaption plan.	Improve energy efficiency Promote a clean environment	Produce a climate change adaption plan for Hart.	March 22
12	Delivery of Fleet Pond Green Corridor - Phase 1	Enhance access to open space and recreation facilities Protect and enhance biodiversity	Contract for Phase 1 to be awarded. Work on construction of Phase 1 to commence. Phase 1 complete.	March 21. October 21 March 22
13	Design of Fleet Pond Green Corridor – Phase 2 (car park and access road at Fleet Pond)	Enhance access to open space and recreation facilities Protect and enhance biodiversity	Design of new car park layout, access road and sustainable drainage system Tender preparation	December 21 March 22
14	Delivery of Ecological	Enhance access to open space and recreation facilities	Scoping study	April 21

	Service Priority	Link to corporate plan	Expected Outcomes	Completion date
	Feasibility Study at Fleet Pond	Protect and enhance biodiversity	Costed plan agreed Feasibility study to be considered by Cabinet	September 21 October 21
15	Delivery of Phase 1 works at Edenbrook Country Park	Enhance access to open space and recreation facilities Work with partners to keep Hart healthy and active	Award contract for construction of skate park. Skate park to open. Work to commence on community allotments. Community allotments to be open.	July 21 Nov 21 March 21 September 21
16	Adoption of Poulters Meadow	Enhance access to open space and recreation facilities	Snagging works complete Legal transfer Adoption	August 22 September 22 Nov 22

	Service Priority	Link to corporate plan	Expected Outcomes	Completion date
17	Delivery of wetland at Bramshot Farm	Protect and enhance biodiversity Enhance access to open space and recreation facilities	Work commences. Work complete.	March 21 July 21

	Service Priority	Link to corporate plan	Expected Outcomes	Completion date
18	Delivery of Countryside Vision and Commercialisation Strategy	<p>Protect and enhance biodiversity</p> <p>Enhance access to open space and recreation facilities</p> <p>Supporting the Local economy</p> <p>Promoting high quality design and good standard of amenity</p> <p>Work with partners to keep Hart Healthy and Active</p> <p>Explore options to increase financial self –sustainability</p>	Outline proposals to be considered, and way forward agreed.	April 21

	Service Priority	Link to corporate plan	Expected Outcomes	Completion date
19	Delivery of communal bins project.	Promote a clean environment	<p>Review communal areas identify needs for improved signage, bins and information for residents</p> <p>Work with Management Companies and Housing Associations – workshops</p> <p>Implement the new bins/signage and deliver leaflets and talks to residents.</p> <p>Monitor use of sites.</p> <p>Anticipated outcomes include improved service delivery, reduction in contamination and increased recycling.</p>	March 22

	Service Priority	Link to corporate plan	Expected Outcomes	Completion date
20	Waste contamination project	Promote a clean environment	<p>Identify areas with highest contamination</p> <p>Target highest contamination areas and link with the communal bins project.</p> <p>Increase awareness of the materials that can be recycled.</p> <p>Anticipated outcomes include, reduction in contamination and increased recycling.</p>	March 22
21	Review of the Joint Waste Client Team	Promote a clean environment	Cabinet to consider recommendation to transfer team to Basingstoke and Deane.	April 21

	Service Priority	Link to corporate plan	Expected Outcomes	Completion date
22	Introduction of kerbside collections for small electrical items	Promote a clean environment	<p>Complete review of contract requirements</p> <p>Agree specification for the service</p> <p>Service Implementation</p>	<p>April 2021</p> <p>June 2021</p> <p>March 22</p>
23	Introduction of wheeled bin repair service.	Promote a clean environment	<p>Review of contract requirements</p> <p>Service Outline</p> <p>IT Development with BDBC IT</p> <p>Service Implementation</p> <p>Monitoring of the service</p>	<p>April – May 2021</p> <p>May 2021</p> <p>May to October 2021</p> <p>March 22</p> <p>April 2022 onwards</p>

	Service Priority	Link to corporate plan	Expected Outcomes	Completion date
			Final Review	September 2022
24	Work with HCC and partner organisations to develop proposals that address the outcomes of the Waste and Resources Strategy.	Promote a clean environment. Explore options to increase financial self-sustainability	Respond to Government Consultation. Work with Project Integra Partners to develop Waste Strategy for Hampshire. Obtain Cabinet approval for Waste Strategy.	April 21 October 21 November 21
25	Delivery of the 21/22 traffic management programme.	Support our town and village centres Support the local economy	Delivery of the traffic management programme for 21/22.	March 22
26	Complete asset management plan for Council car parks.	Support our town and village centres Support the local economy	Cabinet to approve draft asset management plan and programme of works.	October 21

	Service Priority	Link to corporate plan	Expected Outcomes	Completion date
		Promote a clean environment		
27	Delivery of approved flood alleviation schemes	Support our town and village centres Support the local economy	Completion of approved projects for Blackwater, Hartley Wintney and North Warnborough.	March 22
28	Complete water environment asset management plan	Support our town and village centres Support the local economy Promote a clean environment	Draft an asset management plan and programme works for Harts water assets.	March 22
29	Produce annual parking report.	Support our town and village centres Support the local economy	Delivery of a revised parking policy, and development of annual parking report.	March 22
30	Monitoring and management of Harts CCTV	Support our town and village centres	Transfer complete.	Sept 21

	Service Priority	Link to corporate plan	Expected Outcomes	Completion date
	cameras to be transferred to Runneymede BC.			
31	Implement approved changes to on and off street car parking charges.	Support the local economy	Revised parking order to be drafted and advertised Charges to be introduced.	April 21 May 21

Service risk register

A detailed service risk assessment has been completed and is reviewed at a minimum quarterly. This helps inform the Hart District Council Corporate Risk Register which is reported to Overview & Scrutiny Committee on a quarterly basis.

Performance indicators and targets

KPI	Description	Annual Target
ET03	Number of Green Flags held	3
ET04	Number of complaints received for Street Cleaning.	TBA
ET05	Number of complaints received for Grounds Maintenance.	TBA
ET06	Number of missed collections excluding garden waste (per 100,000)	40
ET07	Number of missed garden waste collections (per 100,000)	250
ET08	Overall cost of waste per household	£25
ET09	Total recycling rate	46%
ET10	Carbon footprint for Council operations	TBA
ET11	Number of hours of CCTV camera downtime per month	10 days
ET12	Number of hours of litter enforcement work carried out per month	118 hrs



Service Plan: Place Service 2021/22

Service Overview

The Place Service covers a range of services focussed on delivering excellent services to our resident, businesses and other stakeholders. Implementation of policies, plans and budgets to deliver effective and efficient place making services within legislative requirements and in compliance with the Council's policies, financial regulations and standing orders. The key services within the scope of the Place Service include:

- Planning Development Management (including Heritage & Planning Enforcement)
- Building Control (shared service with Rushmoor Borough Council)
- Business Support & Data
- Facilities Management
- Planning Policy
- Economic Development, Employment & Skills
- Environmental Health (including Food Safety, Infectious Diseases, Health & Safety, Public Health Nuisance, Fly Tipping, Pollution Control, Special Treatment Licensing)
- Dog Warden service
- Licensing (shared service with Basingstoke & Deane Borough Council)
- Corporate Health and Safety (shared service with Basingstoke & Deane Borough Council)

We create a vision for the Place of Hart – Place Shaping - through the Local Plan and other development plan documents delivered by our Planning Policy & Economic Development team; and deliver the great developments – creating the Conservation Areas of the future - through Place Making and our Planning Development Management team. Every day, we deliver critical services such as Environmental Health. We work hard to support economic growth, and employment opportunities for our residents. Meanwhile, we continue to strengthen the partnerships behind shared services and contributing to new strategic policies. A key feature of 2020/21 and again in this 2021/22 Service Plan is be the Council's response to the Covid-19 Pandemic, and moving into the recovery phase.

Resourcing

The Service is made up of 4 teams, part of which are delivered as a Shared Service with Basingstoke & Deane Borough Council and Rushmoor Borough Council. The 4 teams are:

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Matthew Saunders
Business Support/Facilities
and Data Manager

Emma Whittaker
Development Management
& Building Control
Manager

Dympna Sanders
Environmental Health &
Licensing Manager

Daniel Hawes
Planning Policy &
Economic Development
Manager

Service Priorities

	Service Priority	Link to corporate plan	Expected Outcomes	Completion date
1	Covid-19 Response	A thriving local economy Healthy communities & people	Office safe and prepared for social distance working Covid-19 Patrols Business Newsletter	On going
2	Covid-19 Recovery	A thriving local economy Healthy communities & people	Offices of the future	On going
3	Uniform Project: Make better use of Uniform throughout the Service / Council to ensure we are making the best most efficient use of this product	Effective & efficient Council	To ensure we get the best use of the software to help run an efficient and effective service	On-going – continuous improvement
4	GIS Project: make better use of GIS throughout the Service/Council to ensure we are making the best most efficient use of this product	Effective & efficient Council	To ensure we get the best use of the software to help run an efficient and effective service	On-going – continuous improvement

	Service Priority	Link to corporate plan	Expected Outcomes	Completion date
5	Review all webpages relating to the Place Service to ensure they are helpful, up to date, relevant, easy to navigate. Includes overhaul of DM and Planning Policy pages	Effective & efficient Council	Helping our residents, businesses and other customers find the answers on-line 24/7 to enable more effective self-service	On-going – continuous improvement All Place webpages reviewed at least once per year Overhaul of DM & Planning Policy pages (1 st October 2021)
6	Improved Customer Satisfaction	Effective & efficient Council	Improve customer engagement and feedback Review criteria for Customer Excellence Award	Engaging with planning agents and developers and other stakeholders including set up agents' forum (Summer 2021)
7	Complaints: Examine level and nature of complaints received to identify any common causes or areas of concern	Effective & efficient Council	To reduce the number of complaints received in Place Service	Action Plan by 30 th June 2021

	Service Priority	Link to corporate plan	Expected Outcomes	Completion date
8	Facilities Management	<p>Effective & efficient Council</p> <p>Clean, green and safe environment</p> <p>Healthy communities & people</p>	Preparing the office for new ways of working	On-going
9	Implement the Development Management Service Action Plan	<p>Thriving local economy</p> <p>Clean, green and safe environment</p> <p>Healthy communities & people</p> <p>Effective & efficient Council</p>	Improved Development Management service	<p>Short term 31 Mar 2021</p> <p>Medium 31 Dec 2021</p> <p>Long 30 Jun 2022</p>

	Service Priority	Link to corporate plan	Expected Outcomes	Completion date
10	Produce an Action Plan for the Planning Enforcement Service following the external review	<p>A thriving local economy</p> <p>Clean, green and safe environment</p> <p>Healthy communities & people</p> <p>Effective & efficient Council</p>	Improved Planning Enforcement service	Summer 2021
11	Review pre-application advice process and introduce the use of Planning Performance Agreements (PPA) and frontloading (introduction of an appropriate Protocol)	Effective & efficient Council	Production of an updated pre application service and associated charges	Summer / Autumn 2021

	Service Priority	Link to corporate plan	Expected Outcomes	Completion date
12	Prepare a protocol and practice guidance note on Extensions of Time (EoTs) on planning applications	Effective & efficient Council	Ensure there is less need to seek EoT on the majority of planning applications	Summer 2021
13	Update the Planning Local Enforcement Plan	Effective & efficient Council	Best practice is to review and keep updated the Planning Local Enforcement Plan. Look to ensure there is conformity with similar plan across the Council	Autumn 2021
14	Statement of Community Involvement (SCI)	Effective & efficient Council	Update to the SCI primarily linked to the Development Management service	Summer 2021
15	Building Control: Maintaining market share and IT improvements	Effective & efficient Council	Data transfer and harmonising two systems	On-going

	Service Priority	Link to corporate plan	Expected Outcomes	Completion date
16	Review and update the Local Development Scheme (LDS)	<p>A Thriving Local Economy</p> <p>A Clean, Green and Safe Environment</p> <p>Healthy Communities and People</p>	The LDS is a high-level project plan for the production of development plan documents	Spring 2021
17	Community Infrastructure Levy (CIL) charging schedule	<p>A Thriving Local Economy</p> <p>A Clean, Green and Safe Environment</p> <p>Healthy Communities and People</p>	A CIL charging schedule is first step to securing an increase in developer contributions towards infrastructure	<ul style="list-style-type: none"> • Two consultations within the monitoring year • Submit for examination Spring/Summer 2022
18	Car & Cycle Parking Supplementary Planning Document (SPD)	A Clean, Green and Safe Environment	New parking standards and guidance on how to design-in parking on new developments	Adopt Spring 2022
19	Annual Monitoring Report (AMR)	Effective & efficient Council	Reports annually on development plan matters in accordance with legal requirements	December 2021

	Service Priority	Link to corporate plan	Expected Outcomes	Completion date
20	Infrastructure Funding Statement (IFS)	Effective & efficient Council	Report of developer contributions towards infrastructure in accordance with legal requirements	December 2021
21	Supporting Neighbourhood Plans	A Thriving Local Economy A Clean, Green and Safe Environment Healthy Communities and People	Supporting Parishes and Town Councils with Neighbourhood Plans including carrying out statutory functions e.g. public consultation, arranging examination, referenda and adoption	Crandall and Crookham Village NPs referenda in May 2021 Winchfield NP and Yateley NP have both started. Depending on their progress, based on current timetables during this year HDC could be arranging Reg 16 consultations, examinations, referenda and adoption (making) for both plans

	Service Priority	Link to corporate plan	Expected Outcomes	Completion date
22	Fulfil legal and other obligations including: Housing data returns to Govt; Five Year Housing Land Supply; Self Build and Brownfield Registers; Assets of Community Value; TBHSPA JSPB related work.	Effective & efficient Council A Clean, Green and Safe Environment	Fulfil legal and other obligations. Up to date 5-year housing land supply position statement important for maintaining control over residential development.	Deadlines throughout the year, or ongoing tasks
23	Employment Land Article 4 Direction	A Thriving Local Economy Healthy Communities and People	In light of recent changes to the Use Classes Order, and of proposed changes to permitted development rights and the NPPF, consider a new Article 4 direction to protect key employment sites against permitted development rights from commercial to residential use	To be confirmed following Government consultation on changes to permitted development rights

	Service Priority	Link to corporate plan	Expected Outcomes	Completion date
24	Work with Town and Parish Councils to update Conservation Area Appraisals	A Clean, Green and Safe Environment	Updated Conservation Area appraisals. At present the following Parishes are involved: Odiham, Crondall, Fleet, Hartley Wintney.	Ongoing to parish timetables
25	Covid-19 Economic Recovery Action Plan: deliver, monitor and review in light of changing circumstances	A Thriving Local Economy	Support for parishes to prepare town/village strategies Encourage inward investment Improved engagement with businesses	Timescales contained within Economic Recovery Action Plan
26	Update the Economic Strategy and Action Plan	A Thriving Local Economy	An up-to-date strategy to supporting the local economy – aim to improve performance of local economy	Spring 2022 - subject to capacity (Economic Recovery Action Plan is priority)

	Service Priority	Link to corporate plan	Expected Outcomes	Completion date
27	Helping local people into local jobs / assisting businesses with access to a skilled workforce	A Thriving Local Economy	Supporting delivery of the Hartland Village employment and skills plan Local companies better able to access suitable local workforce More local people helped into work	2-year project from March 2020
28	Environmental Health	Effective & efficient Council	Devise an Action Plan on how to improve EH Service including: Learn from the best EH services, focusing initially on statutory nuisance investigations Improve resilience of Service through cross skilling and enhancing procedures	Summer 2021 On-going through recruitment, training and development of staff

	Service Priority	Link to corporate plan	Expected Outcomes	Completion date
29	Licensing	Effective & efficient Council	<p>Successful transfer of data from Hart to B&D's database</p> <p>Review and renewal of the Shared Licensing Service (current agreement expires July 2021)</p>	<p>Summer 2021</p> <p>Completion by July 2021</p>
30	Update the Fly Tipping Strategy	A Clean, Green and Safe Environment	<p>To update the Council's strategy and priorities in relation to fly tipping</p> <p>To combat fly tipping in open spaces within the District</p> <p>To continue to raise awareness of fly tipping in the District through publicity.</p>	March 2022

	Service Priority	Link to corporate plan	Expected Outcomes	Completion date
31	Reduce incidence of dog fouling through education and targeted enforcement	A Clean, Green and Safe Environment	<p>Dog fouling patrols targeted at hotspots</p> <p>Enforce District-wide Public Spaces Protection Order to deter dog fouling</p> <p>Review effectiveness of PSPO</p>	<p>Weekly dog fouling patrols for Parish Councils and directed patrols in hotspots</p> <p>On-going</p> <p>March 2022</p>

Service risk register

A detailed service risk assessment has been completed and is reviewed at a minimum quarterly. This helps inform the Hart District Council Corporate Risk Register which is reported to Overview & Scrutiny Committee on a quarterly basis.

Performance indicators and targets

KPI	Description	Annual Target
Development Management (KPIs currently under review)		
	Major development application decisions made within the statutory determination period	60%
	Minor development application decisions made within the statutory determination period	70%
	Other application decisions made within the statutory determination period	85%
	% of Tree Preservation works applications determined within eight weeks	90%
	Planning application fee income	<i>Data only</i>
	Income from Pre-Application Advice and PPAs (including LBCs)	<i>Data only</i>
Building Control		
	Number of Building Control Applications Received	<i>Data only</i>
	Building Control income	<i>Data only</i>
Environmental Health		

KPI	Description	Annual Target
	% of proactive inspections (including food, health and safety, animal welfare and licensed premises) completed within prescribed time	80%
	% of Environmental Health complaints (including noise, public health, food) responded on time	90%
	Number of fly-tipping enforcement actions	Data only
	Number of fly-tipping complaints received by service	Data only
	Income	Data only
	Number of Food Hygiene Training sessions run / number of participants	Data only
Planning Policy		
% of Local Development Scheme (LDS) milestones met	The LDS is the project plan for all development plan documents and sets out the key milestones	100%
Completion of SANG/Strategic Access Management and Monitoring (SAMM) returns	HCC act as 'banker' for monies paid by developers to Blackwater Park SANG and for the SAMM project (Strategic Access Management and Monitoring).	Quarterly returns to HCC submitted on time

KPI	Description	Annual Target
and payments to Hampshire County Council (HCC)	Each quarter it is necessary to transfer funds received to HCC along with information regarding the developments which the monies relate to, (numbers and sizes of dwellings etc.)	
Brownfield Register –	Statutory Duty to publish annually an update to the register of previously developed land that has been deemed as suitable for residential development	Publish by 31 st December each year
Authority Monitoring Report	Statutory duty to publish annually, reporting on matters including local plan policy formulation and implementation, duty to cooperate activity and Neighbourhood Plans.	Publish by 31 st December each year
Infrastructure Funding Statement	Statutory duty to publish annually, reporting on s106 and where relevant CIL monies secured, received, allocated and spent.	Publish by 31 st December each year
Housing Land Supply Position Statement	Identifies whether the Council has at least a 5 year supply of land for housing, which is a requirement of national planning policy.	Publish by end September each year

OVERVIEW AND SCRUTINY COMMITTEE

DATE OF MEETING: 16 MARCH 2021

TITLE OF REPORT: DRAFT ENVIRONMENTAL HEALTH & LICENSING ENFORCEMENT PLAN

Report of: Head of Place

Cabinet member: Councillor Sara Kinnell, Regulatory

1 PURPOSE OF REPORT

- 1.1 For Members of the Overview & Scrutiny Committee to consider and review the draft Environmental Health & Licensing Enforcement Plan.

2 OFFICER RECOMMENDATION

- 2.1 To endorse the draft Environmental Health & Licensing Enforcement Plan for adoption by Cabinet, with any recommendation that Committee consider appropriate.

3 DETAILS

- 3.1 The existing Regulatory Enforcement Plan was adopted in 2014. In line with good practice, it should be reviewed and updated with changes in legislation and guidance.
- 3.2 The Council is required by the Regulator's Code to publish its enforcement policy explaining how it responds to regulatory breaches. It is recognised as an important document in meeting the Council's responsibility as set out in Section 21 of the Legislative and Regulatory Reform Act 2006.
- 3.3 The policy provides guidance to Officers, Councillors, businesses and members of the public. It sets out the principles and the standards the service will work to and the range of choices that are available to achieve compliance with legislation enforced by the Council's Environmental Health & Licensing teams. It outlines enforcement objectives; methods for achieving compliance; and the criteria considered when deciding the most appropriate response to a breach of legislation.
- 3.4 Following consideration of the draft Environmental Health & Licensing Enforcement Plan by Overview & Scrutiny Committee, the Plan will be considered by Licensing Committee and then Cabinet.

4 FINANCIAL IMPLICATIONS

- 4.1 There are no direct financial impacts associated with this report.

Contact Details: Dympna Sanders Email: dympna.sanders@hart.gov.uk

APPENDICES

Appendix 1 – Draft Environmental Health & Licensing Enforcement Plan -
March 2021



Environmental Health & Licensing

Local Enforcement Plan

DRAFT March 2021

DRAFT

Environmental Health & Licensing Enforcement Plan

1. Introduction

- 1.1 Hart District Council is responsible for enforcing a wide range of legislation within the District. This Plan deals with the Council's Environmental Health and Licensing functions and sets out the principles and the standards the service businesses and members of the public should expect. It outlines our enforcement objectives; methods for achieving compliance; and the criteria we consider when deciding the most appropriate response to a breach of legislation.
- 1.2 This Plan sets out the framework by which Hart District Council's authorised Officers will make decisions in respect of the Council's compliance and enforcement activities. It summarises how we prioritise our work, the enforcement tools available, and how complaints are investigated. The Council is committed to ensuring that all Officers abide by this policy.
- 1.3 The Council seeks to promote an efficient and effective approach to enforcement, which improves outcomes without imposing unnecessary burden.
- 1.4 In Hart the enforcement functions are carried out under the Scheme of Delegation to Officers. The Head of Place has delegated authority to investigate and to take enforcement proceedings relating to environmental health and licensing functions. Many of these functions are further delegated to Officers according to their qualifications and competency. These delegations are regularly updated and published at:
www.hart.gov.uk/EHdelegations

2. Key Principles

- 2.1 The Council follows the principles of the central and local government Concordat on Good Enforcement (the Concordat). The Concordat sets out the principles of good enforcement practice. These are:

Standards: to publish clear standards of service and performance.

Openness: to provide information and advice in plain language, to discuss problems with anyone experiencing difficulties and to be transparent in decision making processes.

Helpfulness: to work with all parties to advise on and assist with compliance. To provide contact details for further information.

Consistency: to carry out duties in a fair, equitable and consistent manner.

Proportionality: to take action in proportion to the risks posed and how serious the breach is.

Complaints about the Service: to provide well publicised, effective and timely complaints procedures.

2.2 The Legislative and Regulatory Reform Act 2006 sets out the following regulatory principles:

- a) regulatory activities should be carried out in a way that is transparent, accountable, proportionate and consistent; and
- b) regulatory activities should be targeted only at cases in which action is needed.

2.3 The Council will apply the principles of the Regulators' Compliance Code to promote an efficient and effective approach to enforcement, improving the outcome without imposing unnecessary burdens on businesses by being:

Transparent – we will provide clear information, guidance and advice in plain language on the rules that we apply so that those whom we regulate can understand what is expected of them and why. Our guidance will reflect guidance and codes of practice issued by government and other relevant bodies.

Accountable – we will provide a well publicised, effective and easily accessible complaints procedure. In cases where disputes cannot be resolved, any right of complaint or appeal will be explained, with details of the process.

Proportionate – we will allow businesses and others to meet their legal obligations and enforcement requirements without unnecessary expense by ensuring that any action we require is proportionate to risk. We will consider the circumstances of the case, the harm or potential harm caused, and the attitude and history of the business or person when considering formal action. Firm action, including prosecution and other legal or enforcement action will, however, be taken where appropriate against those who flout or persistently fail to comply with the law.

Consistent – we will carry out our duties in a fair, equitable and consistent manner. While Officers are expected to exercise judgement in individual cases, we will have arrangements in place to promote consistency, including effective arrangements for liaison with other enforcement bodies.

Targeted - we will prioritise our resources according to risk, through intelligence-led activities, and focused on those least likely to comply with the law. The Council will consider past compliance records and potential future risks, presence of good systems for managing risks, evidence of recognised

external accreditation, management competency, and willingness to comply with the law.

2.4 The Council has adopted a long term Vision to 2040. The Vision is for Hart 'To become the best place, community and environment to live, work and enjoy'. This is considered under these four themes:

- a) A Thriving Local Economy;
- b) A Clean, Green and Safe Environment;
- c) Healthy Communities and People; and
- d) An Efficient and Effective Council.

2.5 Our 2040 Vision provides a clear direction for Hart and will help to improve our use of resources and align our strategies to reach the outcomes our communities deserve.

2.6 Hart District Council has adopted the HART Core Values of:

Helpful – we will really listen to what our citizens, customers and residents want to achieve and help them reach their goals.

Approachable – we will be open, friendly and fair, working with others and helping others to succeed.

Responsive – we will strive to do things well and look for ways to innovate and improve.

Take Ownership – we will take responsibility, do what we say we will and see things through. People and teams will be required to work collaboratively with others both inside and outside the organisation and actively share learning and best practice.

2.7 The Council's vision is a District that appreciates and celebrates its diversity, challenges intolerance and discrimination, and positively promotes equality. It also, through the effective delivery of services and activities, is a District where all residents have the opportunity to contribute towards and benefit from the district's success. The Council is committed to working towards the elimination of discrimination, and to achieve equality of opportunity and outcomes for the residents and communities of Hart, and all employees of the Council.

2.8 The Council is committed to ensuring equality of opportunity for all. We will:

- Ensure equality of opportunity for all
- Ensure fair treatment of all
- Ensure equal access to services, to information and to employment
- Eliminate unlawful discrimination on the grounds of the protected characteristics of our employees and service users
- Promote good relations between different groups and individuals within our community

- Actively seek to address inequality, taking a lead where necessary, to ensure quality services for everyone in the community

2.9 In all enforcement activity it is important that Council adopts the legal concept that the guilt of an accused person cannot be presumed and that they must be assumed to be innocent until proven otherwise. All enforcement investigations will be kept confidential.

2.10 In designing this Plan we have sought to embed these principles and ensure our enforcement activities are undertaken in a way that supports businesses and people to comply and grow.

3. What We Deal With

3.1 The Council's Environmental Health & Licensing Enforcement Plan applies to the following functions:

- a) Animal Welfare
- b) Environmental Health including statutory nuisance, food safety, health and safety, public health, infectious diseases, and contaminated land
- c) Environmental Permitting
- d) Fly Tipping
- e) Hackney Carriage and Private Hire Vehicle Licensing (Shared Service with Basingstoke & Deane BC)
- f) Premises Licensing (Shared Service with Basingstoke & Deane BC)
- g) Scrap Metal Dealer Licensing
- h) Street trading
- i) Registration of Special Treatments

3.2 A list of some of the relevant legislation and guidance is included in the Annex to this Plan.

4. How to Make Contact with Us

4.1 If you are concerned with an environmental health or licensing matter, please inform us through one of the following channels:

Webform: www.hart.gov.uk/environmental-health-reporting-form

Email: eh@hart.gov.uk

Post: Hart District Council
Civic Offices
Harlington Way
Fleet
Hampshire
GU51 4AE

4.2 You will need to provide:

- The address of the site
- Your own contact details, including your name and address
- Details of the alleged breach, including the start date, if known
- An indication of what harm is being caused, and to whom
- Any details you have about the persons responsible

4.3 Complaints can be made by telephone, but will not be dealt with unless sufficient information is provided to allow the Officer to undertake an initial investigation. If the information given is found to be false, the enquiry will not be continued unless the breach is seriously harmful to the area. Similarly, anonymous complaints will not be investigated unless they are of a very serious nature, it is in the public interest to do so and the investigation is not reliant on the evidence of the complainant.

4.4 The identity of a complainant will be treated as confidential. However, if the complaint results in a court case, the success of that case may rely on evidence being given by the complainant. In such a case, the Council will discuss this with any potential witnesses before taking a decision about whether to prosecute an offender.

5. How we Prioritise our Investigations

5.1. Although we appreciate that all allegations of breaches of control are important to those they affect, to make the most effective use of the resources available, cases will be prioritised, taking into account the significance of the incident and the level of likely harm caused. These timescales are the longest period in which we intend to respond to a complaint and in all instances the service will seek to visit as soon as possible.

5.2 Any enforcement taken will aim to produce the highest reasonable standards of compliance within the shortest time. Officers will consider the following factors when determining the most appropriate enforcement action:

- a) Seriousness of the breach;
- b) Options for remedying the breach;
- c) Degree of risk;
- d) Circumstances of each case and the likelihood of recurrence;
- e) Previous history of the offender;
- f) Age and circumstances of the offender;
- g) Date of offence;
- h) Likelihood of achieving a satisfactory outcome;
- i) Precedent effect;
- j) Attitude of the offender;
- k) Legal imperatives, e.g. statutory requirement to serve a notice;
- l) Relevant guidance and codes of practice;
- m) Weight and admissibility of evidence;

- n) Public Interest; and
- o) Prevalence of the offence locally or nationally.

5.3 Our first response times are outlined as follows:

Priority 1 High Priority	Site visit up to 2 working days Major accident Notification of infectious disease Public health emergency Service of notice from date of witness of serious / urgent breach. Stray dog Notification of premises with imminent risk of health
Priority 2	Site visit up to 5 working days All other cases

6. Our Approach to Enforcement

6.1 We recognise that most people want to comply with the law. We want to cooperate with businesses and individuals to achieve compliance. If there is a problem, we want to resolve it by communicating clearly and encouraging people to behave responsibly. We will follow the “4 Es” approach to enforcement:



6.2 First, we will engage and explain how we think the person or business are not complying with the law and encourage them to change their behaviour to reduce the risk to public health, safety, welfare or to the environment.

6.3 Formal enforcement action is always a last resort. The Council consider facts of the case and assess them against the Regulators’ Code in determining whether it is expedient to take formal enforcement action.

6.4 The Council is committed to fair and objective enforcement ensuring that all its policies are applied in a non-discriminatory manner and aimed at promoting good community relations. This policy is applied in accordance with the principles of the Council’s Equality Policy.

6.5 Hart District Council is a public authority for the purposes of the Human Rights Act 1998. The Council will, therefore, apply the principles of the European Convention for the Protection of Human Rights and Fundamental Freedoms.

- 6.6 Should the Council conclude that a provision in this policy does not apply or is outweighed by another provision, it will ensure that any decision to depart from the policy will be properly reasoned, based on material evidence and documented.
- 6.7 Anonymous complaints, under normal circumstances, will not be actioned unless they are of a very serious nature and it is in the public interest to do so.

7. Enforcement Options

- 7.1 A variety of enforcement options available to the Council are set out below:

a. Advice

In the first instance, consideration will be given to whether advice regarding a breach or potential breach of legislation is appropriate. When advice is given it will normally be put in writing unless the breach is very minor or the matter is rectified on the spot.

b. Warning Letters

In certain circumstances it may be appropriate to issue a warning letter highlighting alleged offences to the person responsible for the alleged breach on how to avoid committing of similar offences in the future. A warning letter will set out what should be done to rectify the breach and the time-scale required for compliance. There must be sufficient admissible evidence available to substantiate the offence before a warning letter is issued.

c. Voluntary Undertakings

The Council may accept voluntary undertakings that breaches will be rectified and/or recurrences prevented. The Council will take any failure to honour voluntary undertakings very seriously and formal enforcement action is likely to result to secure compliance.

d. Statutory Notices

Subject to the specific rules governing the use of different statutory notices, they would generally be used where: there is a clear breach of the law, the degree of risk or environmental impact or harm from the situation is significant, and a remedy needs to be secured within a set period of time. In some instances, the service of a notice will be mandatory, for example, abatement notices under the Environmental Protection Act 1990. Subject to consideration of the evidence, it is likely that the negligent or wilful non-compliance with a statutory notice will result in prosecution.

Statutory notices may also be used to escalate enforcement action where a warning letter has been issued in relation to a breach but has not been complied with.

e. Seizure and Detention of Property, Documents and Equipment

Officers will, on occasion, require evidence for their investigation and will use their statutory powers to seize property, documents, samples and/or equipment. A receipt will always be given to the relevant person detailing what has been taken and why.

f. Fixed Penalty Notices

Fixed Penalty Notices (FPNs) can be issued for a variety of different offences. Prior to service, the officer must have sufficient evidence to support a prosecution should the FPN not be paid. The FPN provides the offender with an opportunity to pay a financial penalty as an alternative to being prosecuted and receiving a criminal conviction. If a fixed penalty is not paid, the Council will commence criminal proceedings or take other suitable enforcement action in respect of the breach. FPNs will not normally be considered where the breach is more serious or recurrent, for example, the offender has already received a FPN for the same offence in the same year.

g. Simple Caution

The Council may issue a Simple Caution where there is sufficient evidence to prosecute but where the public interest is not served by prosecution. A caution can only be administered where the offender consents to the caution and admits the offence. It will be formally recorded and may be cited in subsequent court proceedings.

h. Prosecution

The Council will take into account the criteria set down in the Code for Crown Prosecutors, when deciding when to prosecute. The Council will also consider whether there is a reasonable prospect of conviction based on the strength of the evidence against any statutory defence, mitigation and any other factors which may preclude a successful conviction.

i. Criminal Behaviour Orders (CBOs)

The Council has the power to apply to the court for a CBO where there has been successful conviction of a breach under the Anti-social Behaviour, Crime and Policing Act 2014. A CBO is an order designed to tackle the most serious and persistent anti-social individuals where their behaviour has brought them before a criminal court. The court can issue a CBO where it is satisfied that the offender has engaged in behaviour that caused or was likely to cause harassment, alarm or distress to any person, and it considers that making the order will help in preventing the offender from engaging in such behaviour in future.

8. Implementation

- 8.1 When considering formal enforcement action the Officer will discuss the circumstances with those suspected of a breach and take these into account when determining the best approach. This will not apply where immediate action is required to prevent or to respond to a serious breach or where to do so is likely to defeat the purpose of the proposed enforcement action.

- 8.2 The Officer will give clear reasons for any formal enforcement action to the relevant person or business at the time of the action. The reasons will be confirmed in writing at the earliest opportunity. The complaints and relevant appeals procedure for redress will also be explained.
- 8.3 If a business has a Primary Authority, the Officer will contact the Primary Authority before enforcement action is taken, unless immediate action is required because of imminent danger to health, safety or the environment. Officers will abide by OPSS guidance to Local Authorities in relation to the Primary Authority scheme.
- 8.4 When the Officer takes the view that enforcement action is required this will be discussed with their line manager who will decide on the appropriate action to be taken. This discussion should be recorded on the case file. Implementation will then be monitored by the Head of Place. The Council's Scheme of Delegation specifies the extent to which enforcement powers are delegated to Officers and is available at www.hart.gov.uk/EHDelegations

9. What you can expect from the Council

- 9.1 You are entitled to expect our Officer to:
- a) Be courteous, helpful and efficient.
 - b) Be consistent, transparent and accountable.
 - c) Identify themselves by name and show identification.
 - d) Provide a contact point for any communication.
 - e) Give clear advice in plain English.
 - f) Confirm advice in writing on request, explaining the action required and the time-scale for compliance.
 - g) Clearly distinguish between what you must do to comply with the law and what is recommended as best practice.
 - h) Minimise the cost of compliance by requiring action that is proportionate to the risk.
 - i) Give you reasonable time to comply (unless immediate action is necessary in the interests of public health or to prevent evidence being lost).
 - j) Notify you if the matter is to be escalated to legal proceedings.
 - k) Advise you how to make a complaint or representation in cases of dispute about our actions.
 - l) Maintain confidentiality, except where there is a legal obligation to disclose information.
 - m) Deal with applications for approval of establishments, licenses, registrations, etc. will be dealt with efficiently and promptly.
 - n) Ensure that, wherever practicable, our enforcement services are effectively co-ordinated to minimise unnecessary duplication and delay.
 - o) Coordinate enforcement activities, share data and good practice with other enforcement agencies to support compliance and to ensure consistency of approach.

10. What to do if you are not satisfied with our service

- 10.1 We make every effort to provide good customer service and to follow correct procedures at all times. However, we are only human and make mistakes. If you are still not satisfied, the Council has a Complaints Procedure. Full details on how to make a formal complaint can be found at: www.hart.gov.uk/feedback
- 10.2 Please note that the Complaints Procedure only deals with processes and procedures in making a decision, it does not deal with matters where we have followed proper procedures, relevant legislation and guidance but came to a decision that you disagree with, i.e. that it was not expedient to take enforcement action or to serve an enforcement notice.
- 10.3 In some cases, there will be a legal right to appeal an enforcement decision, such as the right to appeal a legal notice. Where such a right exists, it will take precedence over Hart District Council's Corporate Complaints Procedure.
- 10.4 If, having gone through the formal Complaints Procedure, you remain dissatisfied, you may refer your complaint to the Local Government Ombudsman. Details of how to do this are on the Council's website at the link above, or on the Ombudsman's website www.lgo.org.uk

11. Review of Policy

- 11.1 This policy will be reviewed and updated with changes in legislation, guidance or other circumstances which may impact on the principles set out in this document. It will be routinely reviewed every 5 years.

Annex

All enforcement activities, including investigations and formal actions, will be conducted in compliance with delegated statutory powers and in accordance with formal procedures and codes of practice made under this legislation in so far as they relate to the Council's enforcement powers and responsibilities.

Legislation and guidance include, but is not limited to:

- [Anti-Social Behaviour, Crime and Policing Act 2014](#)
- [Code for Crown Prosecutors](#)
- [Co-ordination of Regulatory Enforcement \(Procedure for References to LBRO\) Order 2009 SI670/2009 \(The CRE LBRO Order\)](#)
- [Crime and Disorder Act 1998 – community safety](#)
- [Criminal Justice and Police Act 2001 – Community Safety](#)
- [Criminal Procedure and Investigations Act 1996](#)
- [Data Protection Act 2018](#)
- [The Enforcement Concordat: Good Practice Guide for England and Wales](#)
- [Human Rights Act 1998](#)
- [Legislative and Regulatory Reform Act 2006 \(LRRRA\)](#)
- [Legislative and Regulatory Reform \(Regulatory Functions\) Order 2007](#)
- [Police and Criminal Evidence Act 1984](#)
- [Primary Authority: A guide for Local Authorities](#)
- [Protection of Freedoms Act 2012 \(Code of Practice – Powers of Entry December 2014\)](#)
- [Regulation of Investigatory Powers Act 2000](#)
- [Regulators' Code, 6 April 2014](#)
- [The Regulatory Enforcement and Sanctions Act 2008 \(The RES Act\).](#)
- [Regulatory Reform Co-ordination of Regulatory Enforcement \(Enforcement Action\) Order 2009SI665/2009 \(The CRE Enforcement Order\).](#)

OVERVIEW AND SCRUTINY

DATE OF MEETING: 16 MARCH 2021

TITLE OF REPORT: HART DISTRICT COUNCIL EQUALITY OBJECTIVES

Report of: Head of Community

Cabinet member: Councillor Stuart Bailey Portfolio Holder for Community

1 PURPOSE OF REPORT

1.1 To highlight the progress made against the Council's Equality Objectives 2017-2021.

1.2 To seek Overview and Scrutiny Committee's comments on the proposed Equality Objectives for 2021-23.

2 RECOMMENDATIONS

2.1 That, subject to any suggested amendments, Overview and Scrutiny recommends to Cabinet the adoption of the Equality Objectives for the period 2021-2023.

3 BACKGROUND

3.1 Since April 2012, the Public Sector Equality Duty has required local authorities to publish one or more equality objectives at least every four years. Equality objectives help focus attention on the priority equality issues within an organisation in order to deliver improvements in policy making, service delivery and employment.

3.2 The Council's Equality Objectives for the period 2017-2021 are set out in Appendix 1. Good progress has been made against these objectives including:

3.2.1 Creation of a set of standard equality monitoring questions for use in surveys and consultations and embedding of these in the council's customer feedback survey.

3.2.2 Development and roll-out of a template and guidance to support services to assess the impact on equalities of any relevant new policy or service, or change to a policy or service.

3.2.3 Delivery of Equality Impact Assessment training for staff to support them in assessing the potential equality impacts of policies, projects, and service changes.

3.2.4 Delivery of a range of other training and awareness opportunities including Equality and Diversity Awareness training for staff and Members, and diversity awareness sessions as part of All Staff briefings, including Autism awareness, Deaf awareness, Sight awareness, Armed Forces awareness, and an introductory course in British Sign Language.

3.2.5 Continued engagement with communities and partners through forums such as the Ageing Well and Starting Well Networks, and the Domestic Abuse Forum, to maintain a current understanding of community need and put in place schemes to address this.

3.2.6 Testing of different ways of communicating with younger residents such as Instagram advertising and video as part of the Your Way Forward campaign launched by the Hart Community Recovery Working Group.

- 3.3** The pandemic has affected everyone but it has not affected everyone equally. Covid-19 has brought into sharp focus the inequalities in our society. National evidence and local impact assessment highlights certain groups as experiencing disproportionately negative impacts compared to the general population.
- 3.4** Although the full impacts of the pandemic are not yet known, plans are now underway to move the organisation and the district towards recovery. This will include targeted action to address inequalities, as part of the Community Recovery plan which was formally adopted by Cabinet in October 2020.
- 3.5** The Equality Objectives for 2021-2023 will help to ensure that equality is at the fore as we work towards recovery with our communities and partners, and continue to develop and deliver programmes and services during these challenging times.
- 3.6** Three Equality Objectives have been identified for the period 2021-2023. These have been developed through engagement workshops with Leadership Team, Management Team and the Change Champions. The Change Champions group is made up of staff representatives from across the organisation whose remit is to shape and support change within the organisation.
- 3.7** The Local Government Association's Equality Framework for Local Government was used to guide discussions about possible objectives. The framework helps organisations to review and improve their performance for people with characteristics protected by the Equality Act 2010, through 4 improvement modules including: Understanding and working with your communities; Leadership and organisational commitment; Responsive services and customer care; and, Diverse and engaged workforce.

4 CONSIDERATIONS

- 4.1** The draft Equality Objectives 2021-2023 are set out below and further detail can be found in Appendix 2:

4.3.1 To develop a communication and engagement strategy and guidance for the organisation in order to enhance our approach to engagement across the Council and to ensure we hear from our diverse communities.

4.3.2 To refresh our approach to assessing the equality impact of policies, programmes and services, to ensure this is integrated systematically into planning and decision-making across the organisation.

4.3.3 To refresh the equality information we hold about our staff and use this, alongside equality information from applicants and best practice from other organisations, in order to identify measures that encourage and support a diverse workforce.

4.2 These objectives are in addition to work which may take place within individual service areas and programmes such as the Community Recovery programme. The Equality Objectives will ensure the Council has a strong foundation on which to carry out this work.

5 FINANCIAL AND RESOURCE IMPLICATIONS

Is the proposal identified in the Service Plan?	Yes
Is the proposal being funded from current budgets?	Yes
Have staffing resources already been identified and set aside for this proposal?	Yes

The Community Service Plan includes an objective to support the organisation to deliver the 2 year Equality Objectives.

The Equality Objectives will be delivered within existing staff resources including the Council's Health and Policy Project Officer, Communications and Engagement Team, HR colleagues, and Change Champions group.

6 ACTION

6.1 It is requested that Overview and Scrutiny consider and provide comments on the draft Equality Objectives 2021-2023, and that subject to any amendments, recommends these to Cabinet for adoption.

6.2 Once adopted, a more detailed action plan will be produced to support delivery of the objectives.

Contact Details: Liz Glenn / 4228 / liz.glenn@hart.gov.uk

APPENDICES

Appendix 1 - Corporate Equality Objectives 2017-2021

Appendix 2 - Hart District Council Equality Objectives 2021-2023

Appendix 1

Corporate Equality Objectives 2017-2021

Objective 1: Improve our understanding of Hart’s community and its needs, through consultation and engagement, to complement existing data (e.g. Census data)

Specific actions	RAG
Introduce a set of standard equality monitoring questions to the council’s customer feedback survey and to other surveys and consultations as appropriate	
Continue to engage with a range of groups, organisations, and forums*, and establish further links where necessary, so that our understanding of Hart’s community and its needs remains current and gaps in our understanding are filled	
Continue to use a range of communication channels to reach a range of groups within Hart’s community, and develop new channels where gaps are identified including the use of video to reach younger generations	

*Such as, the Hart Health & Wellbeing Partnership, Hart Ageing Well Network, Over 55s Forums, Hart Military Covenant Partnership, Hart District Association of Parish & Town Councils, Community Safety Partnership, North East Hampshire Domestic Abuse Forum, Vulnerabilities Operational Group, Hart Local Children’s Partnership, Hart Housing Forum, Fleet Nepalese Community Group, Fleet Indian Community, Basingstoke & Deane, Hart & Rushmoor Learning Disability Local Implementation Group (LIG), Autism Friendly Fleet project group, Citizens Advice Hart, Hart Voluntary Action

Objective 2: Use our improved understanding of Hart’s community to continue to ensure our services are accessible and responsive to the needs of different groups, and to work with partners and communities to address needs and inequalities

Specific actions	RAG
Develop and roll-out guidance and templates to support services to assess the impact on equalities of any relevant new policy or service, or change to a policy or service, using local equality information and evidence of local need as much as possible	
Continue to develop and roll out learning opportunities for staff and councillors, to help mainstream equalities considerations into the council’s everyday business	
Continue to work with a range of groups, organisations, and forums, to address inequalities in health, wellbeing and quality of life of residents through partnership programmes such as the Homelessness Prevention Trailblazer	

Objective 3: To continue to celebrate diversity and promote inclusion within our workforce and community

Specific actions	RAG
Support local and national diversity awareness and inclusion activities such as Hampshire Pride, UK Older People’s Day, and disability awareness campaigns	
Set up a programme of diversity awareness sessions to help staff get to know different groups within Hart’s community	

Objective 4: Continue to monitor the impact of our employment policies and practices to ensure all groups have access to employment opportunities

Specific actions	RAG
Annual review and publication of workforce equality information and any adverse trends identified and addressed	Decision taken not to publish equality profile of staff due to some equality categories showing values of below 10 and therefore risk of individuals being identified. The Council has fewer than 150 employees and is therefore not required to publish this information under the Public Sector Equality Duty.

Appendix 2

Hart District Council Equality Objectives 2021-2023

No.	Objective	High level actions
1	To develop a communication and engagement strategy and guidance in order to enhance our approach to engagement across the Council and to ensure we hear from our diverse communities.	<ul style="list-style-type: none">• Produce the strategy• Create practical guidance for staff and Councillors around effective and meaningful engagement• Deliver learning opportunities for staff around effective and meaningful engagement
2	To refresh our approach to assessing the equality impact of policies, programmes and services, to ensure this is integrated systematically into planning and decision-making across the organisation.	<ul style="list-style-type: none">• Refresh and streamline Equality Impact Assessment template and guidance• Embed Equality Impact Assessment in corporate project management and policy/service development process• Set up a process whereby the Council's Change Champions group becomes a sounding board/critical friend for all Equality Impact Assessments for major projects or policy development• Deliver a refresher workshop for relevant staff on equality impact assessment
3	To refresh the equality information we hold about our staff and use this, alongside equality information from applicants and best practice from other organisations, in order to identify measures that encourage and support a diverse workforce.	<ul style="list-style-type: none">• Review the equality data we currently hold about our staff and identify gaps in the information• Engage with staff to enhance the equality information• Analyse the equality information we hold about our applicants and staff to identify opportunities for encouraging and supporting a diverse workforce• Review of best practice to identify potential measures for encouraging and supporting a diverse workforce

OVERVIEW AND SCRUTINY COMMITTEE

DATE OF MEETING: 16 MARCH 2021

TITLE OF REPORT: QUARTER 3 PERFORMANCE REPORT - 2020/21

Report of: Joint Chief Executive

Cabinet member: Councillor David Neighbour, Leader

1 PURPOSE OF REPORT

- 1.1 To update Committee on the Council's performance indicator results for the third quarter of 2020/2021 (1 October 2020 – 31 December 2020).

2 OFFICER RECOMMENDATION

- 2.1 For any areas of concern,¹ Members recommend action considered necessary, either to the Head of Service responsible for that indicator, or to Cabinet.
- 2.2 For Members to consider revising the focus of performance reporting in light of the revised budget and service plans.

3 BACKGROUND

- 3.1 Performance information reports play a key role in ensuring that the Council manages performance effectively across the services it delivers.

4 CONSIDERATIONS

- 4.1 The commencing of the global pandemic at the start of this financial year prompted a fundamental reorganisation of the Council's resources. The response focused on maintaining essential Council services, providing support to local businesses, supporting the most vulnerable in our communities and delivering national funding packages.
- 4.2 This report continues to look different from past reports and provides commentary on areas that have changed or not been collected.
- 4.3 Additional information has been provided again this quarter regarding shared service and contractual arrangements for a wider perspective on commissioned services.

5 FINANCIAL IMPLICATIONS

- 5.1 None identified.

¹ If Members have questions about individual performance information on data they are recommended to ask the respective Heads of Service in advance of the Committee meeting so that a full answer can be provided.

Contact Details: Ashley Grist - email: ashley.grist@hart.gov.uk

APPENDICES

Appendix 1 – 2020/21 Quarter 3 performance indicator report

2020/21 Quarter 3 performance indicator report

Corporate Services

KPI	Description	Q1 20/21	Q2 20/21	Q3 20/21	Trend (+ or -)	Comment
IA01	Percentage of Audit Plan completed during the year	0	10%	45%	+	The Audit Plan for 2020/21 has been reduced as the in-house resource has been used on other corporate priorities to respond to COVID19. We will still complete all planned financial reviews.
IA04	% of High Risk Audit Recommendations Implemented	n/a	n/a	n/a	=	
CS01	Quality of Customer Service Call Handling - % score from monitoring sample	93%	85%	79%	-	Calls performance has improved for Q3 in terms of response times, dip in quality score due to training issue where wrong information was given out by an individual, this has now been addressed.
CS02	% of telephone calls answered by Contact Centre in 30 seconds	64%	55%	84%	+	
RB05	Percentage of Non-domestic Rates Collected	26.4%	56.0%	75.3%	-	Demand on the service remains high. Collection rates for NNDR and Council Tax about 8% and 2% and lower respectively than this time last year which compares similarly to other authorities.
RB06	% of Council Tax collected	28.4%	51.5%	83/5%	-	
IT05	% uptime of key systems	100%	99.9%	100%	+	The Council's IT infrastructure was relatively well prepared for remote working. Core challenge for the IT service has been provision of remote access to legacy systems and equipment to enable home-working on a large scale.
IT06	% uptime of Hart DC website	100%	99.9%	100%	+	

Community Services

KPI	Description	Q1 20/21	Q2 20/21	Q3 20/21	Trend (+ or –)	Comment
H02	Number of applicants for whom homelessness is relieved	2	5	17	+	Whilst these figures represent the data the Council is required to report to Central Government, the Housing team have given advice and assistance to an additional 168 people who were at risk, perceived risk of homelessness or rough sleeping since the 1 st April 2020 (which is not captured on our government returns.)
H03	Number of applicants owed the full housing duty	0	2	1	-	
H04	Households living in Temporary Accommodation (Including Bed and Breakfast)	11	10	20	+	
P06	Number of families in B&B for more than 6 weeks	0	0	0	=	
H08a	Number of Properties advertised	92	41	52	+	We have continued to successfully advertise available Housing Association properties throughout the pandemic to minimise disruption to the flow of support for those in housing need.
H10	Number of gross affordable homes delivered (Values are cumulative)	19	60	122	+	Delays to delivery of new affordable housing, particularly in Q1, as construction industry adjusts to covid secure requirements, but works have generally continued, with numbers increasing by Q2 and picked up further by Q3. (Cumulative so all 3 Q's added together – so total for 2020-21 so far is 122).
H11	Number of energy efficiency measures installed (Values are cumulative)	0	0	0	=	No Minor Works Grants for energy efficiency measures have been installed this year to date.

H15	Number of Hart residents assisted into employment or training each year through the skills café	1	2	1	-	We had one job start in October to December. New Vivid Employment & Support worker now recruited to work alongside Hart. She reports good engagement from Hart residents, and they are offering courses online and telephone support.
H16	Disabled Facilities Grant spend against budget (Values are cumulative)	7%	29%	50%	+	Figure is below target due to Disabled Facilities Grant activity being put on hold during lockdown.
H17	Number of gypsy / traveller illegal encampments	0	5	1	+	All encampments were on private land.

Environmental & Technical Services

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KPI	Description	Q1 20/21	Q2 20/21	Q3 20/21	Trend (+ or -)	Comment
ET03	Number of Green Flags held	3	3	3	=	Team sought to ensure minimal closures to sites to provide open space opportunities for people to exercise during lockdown through signage, monitoring and guidance. Only the internal grazing areas within the Elvetham Heath Nature Reserve needed to close due to the high volume of traffic and the lack of options to create a feasible one way route.
ET04	Number of complaints received for Street Cleaning	301	374	414	+	Street care teams have focused on emptying litter bins, litter picking and clearing fly-tips. KPIs for street care service currently being reviewed together with SLA for the service.

ET05	Number complaints received for Grounds Maintenance	76	93	26	+	Grounds Maintenance teams had to move to a slightly reduced rota to maintain social distancing. KPIs for street care service currently being reviewed together with SLA for the service.
ET06	Number of missed collections excluding garden waste (per 100,000)	26	25	24	+	Target = 40 (Performance of waste service in Hart for agreed KPIs is better than target).
ET07	Number of missed garden waste collections (per 100,000)	196	168	Awaiting data	N/A	Target = 250.
ET08	Overall cost of waste per household	£19.00	£20.00	£19.00	-	
ET09	Total recycling rate	35.74%	43.64%	41.83%	-	Q1 lower because garden waste and glass bring site collections suspended. Q2 figure close to 45% target this figure has now been amended. Q3 figures is lower at 41.83% due to minimal garden waste and higher contamination rate.
ET10	Carbon footprint for Council operations	Data to be compiled at year end.	Data to be compiled at year end.	Data to be compiled at year end.	N/A	Data currently being compiled and will be reported at end of year.
ET11	Number of hours of CCTV camera downtime per month	864	992	2,712	-	Increase in Q3 figures due to a high level of camera downtime in October. Downtime for November and December was 1,920 & 888 hrs.

ET12	Number of hours of litter enforcement work carried out per month	0	Data to be compiled at year end.	Data to be compiled at year end.	N/A	Service suspended for Q1 and again for 2 nd & 3 rd lockdown.
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Place Services

	Description	Q1 20/21	Q2 20/21	Q3 20/21	Trend (+ or -)	Comment
R01	% of proactive inspections (including food, health and safety, animal welfare and licenced premises) completed within prescribed time	0	0	32%		32% of Food Hygiene inspections completed that were due to 31 December 2020. 114 high risk food hygiene inspections overdue to end of Dec 2020. Small number of riding establishment inspections carried out; no other Animal Welfare visits.
R02	% of Environmental Health complaints (including noise, public health, food) responded on time	91.5	88	65%	-	Staff also dealing with COVID related issues and increase in complaints Re: noise and bonfires. 58 out of 89 service requests responded to within response time.

R07	Major development application decisions made within the statutory determination period	100%	100%	91.7%	-	Note: Detailed update on the performance of the Development Management team was presented to Planning Committee in February 2021. Determined 10/11 applications within target. Total number of Major applications determined in Q3 has increased significantly (more determined than in Q1 and Q2 together)
R08	Non-major development application decisions made within the statutory determination period	79%	91%	77%	-	A number of delayed applications have now been determined hence the drop in performance.
R09	Other application decisions made within the statutory determination period	72%	75%	96%	+	Performance has steadily improved throughout the year both in terms of numbers determined as well as the number determined in time.
R11	% of Tree Preservation works applications determined within eight weeks	76%	96%	Awaiting data		Replacement Tree Officer post currently out to advert
R12	Number of fly-tipping enforcement actions	6	12	8	-	Q3: 7 Warning letters and 1 FPN (Household Duty of Care).
R13	Number of fly-tipping complaints received by service	12	32	24	-	Continue to see high levels of complaints regarding fly tipping but has tailed off from peak in Q2.

Service Level Agreement Performance

Voluntary sector service level agreements (Quarter 3)

During the Covid-19 crisis, our grant funded voluntary sector partners have worked tirelessly to ensure Hart residents continue to receive the support they need. They have done this by adapting existing services where possible to offer remote/virtual support and establishing new provision to meet needs arising from the pandemic.

Fleet Phoenix

Outcomes and KPIs 2020-21

The outcomes below have been designed using Hart District Council Corporate Objectives and Fleet Phoenix charities mission statement.

Activity	Outcome(s)	Indicators	Annual target	Quarterly target	Q1	Q2	Q3	Total to date	HDC Strategic Plans link
Activities to improve the emotional health, wellbeing and resilience of young people including clubs, training opportunities, advice & information, mentoring, mediation, and other support	Young people have access to support to build their resilience to life transitions	No. of young people participating in Fleet Phoenix activities	600	150	53	71	87	211	Corporate Plan Healthy communities and people
	Young people have improved knowledge and understanding of how to deal with issues facing them	No. of young people reporting improved knowledge and understanding of how to deal with the issues facing them	400	100	48	79	67	194	Health & Wellbeing Plan Promoting emotional wellbeing and mental health
	Young people make positive lifestyle changes	No. of young people reporting positive life style changes	250	63	34	58	62	154	Empowering residents to

	Young people have improved emotional wellbeing and mental health	No. of young people reporting improved emotional wellbeing and mental health	300	75	12	51	62	125	take control of their own health and wellbeing
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The Fleet Phoenix team continue to show unprecedented commitment, flexibility, and creativity in supporting our clients during these troubling times. They very quickly learnt new ways of supporting our young people and families.

With the support of grants from both HDC and HCC County Councillor grants we extended our communication capacity with new phones and IT resources to enable us to have virtual face very quickly to offer supportive and creative projects with our clients.

This has supported their mental health, reduced isolation, and kept them engaged with services. These resources continue to be incredibly valuable to the service deliveries we can offer. Our virtual presence has increased dramatically, and we even offer young people virtual games sessions which are proving extremely popular.

We managed to open some face to face projects for 6 weeks but then had to close them again due to lockdown 3. Our daytime service for vulnerable young people and families remains open for face-to-face support but only for Vulnerable and high risk young people.

We are seeing a very worrying trend in the decline of young people and parents' mental health and capacity to cope. Lockdown 3 is taking its toll. We are seeing more family with relationship issues, more incidents of domestic violence, more concerns raised around mental health, particularly depression and anxiety and our partnership work with Childrens Services referrals has increased 19% in 3 months. We are seeing increased pressure from other services to take referrals and waiting times are increasing daily. As a middle tier support service this means our services are too becoming stretched. Fleet Phoenix are planning for 2021/22 and the trend of increased referrals. We see this getting worse before it gets better.

The team have continued to support our higher needs clients and families with safeguarding concerns and environments and attend all relevant Childrens Services support meetings.

Although the figures above are down on our PRE-COVID predictions we are incredible proud of the outcomes considering.

A grant from HDC COVID response, enabled us to purchase all the essential PPE equipment and resources we needed to keep our staff team safe and open our daytime face to face work as soon as HSE and National Youth Agency permitted. This was essential for our higher need and vulnerable clients.

Our more able Community members have also rallied to the cause and have responded to all our requests for support with finances, products, food, and just voluntary support.

Additional Statistics for 1st, 2nd & 3rd Quarter.

With the outbreak of COVID hitting us in March 2020 Fleet Phoenix were forced to diversify its activities to responded to our Communities immediate needs. This included a delivering food bank for essential dry store, fresh & essential items, working in partnership with Fleet Aid & Relief to deliver hot meals, acquiring essential large household items for delivery, childrens toys, clothes, bikes and starting a school uniform collection and donation service.

This has been an incredibly stressful time for our Community, but Fleet Phoenix have been flexible, and responsive to our Communities immediate needs. The staff team have worked tirelessly to support ANY need from and age member of the Community.

Below are some of the additional figures for work delivered:

Item	Amount
Adults supported	914 + 510
Children supported	906 + 665
Hot Meals delivered	1212
Fresh Food parcels delivered	187 + 183
Dry store food parcels delivered	270 + 107
Household items delivered: (beds, chairs, cots)	5 +8
Childrens Clothes and toys delivered	11 children + 15
Craft Kits delivered	233 + 2
Uniform items donated	424 + 13
Frozen Meals delivered	99 + 1
School Lunches delivered	148
Winter Coats delivered	187
Xmas Hampers delivered	112
Xmas Toys delivered	912

Citizens Advice Hart

Outcomes and KPIs 2020-21

The outcomes below have been designed using Hart District Council Corporate Objectives and Citizens Advice standard reporting framework.

	Hart District Council -SLA RAG			
Citizens Advice Hart KPI's 2020-21	G=82%+ A= 74%-82% R= 73% or under	G=82%+ A= 74%-82% R= 73% or under	G=69%+ A=61%-68% R= 60% or under	G=85%+ A=61%-68% R=76% or under
Quarter 20 - 21	Easy or Difficult to access	Found a Way Forward	Problem now resolved	Would Recommend Service
Q1 (Apr- June)	80%	90%	81%	96%
Q2 (Jly- Sept)	96%	96%	86%	96%
Q3 (Oct- Dec)	82%	89%	85%	96%
Q4 (Jan- Mar)				
12 month rolling	86%	92%	84%	96%

Key Statistics

Hart District (member)

01/10/2020 31/12/2020



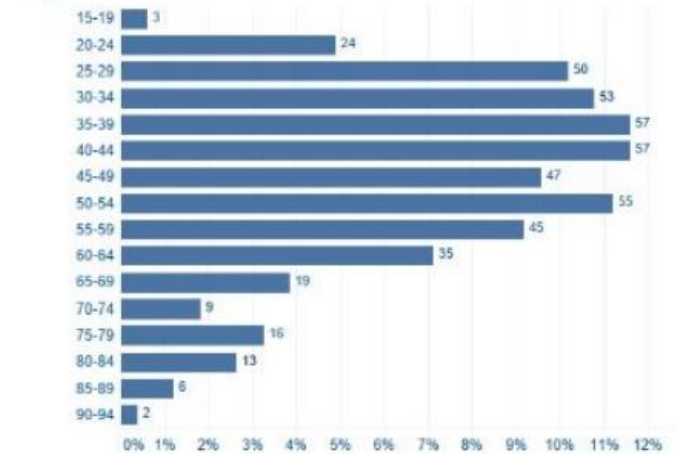
Summary

Clients	650
Quick client contacts	20
Issues	1,742
Activities	1,759
Cases	616
Outcomes	
Income gain	£169,658
Re-imbursments, services, loans	£345
Debts written off	£22,031
Payments rescheduled	£20
Other	£550

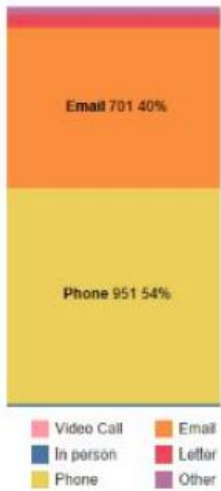
Issues

Issues	Clients
Benefits & tax credits	146
Benefits Universal Credit	84
Consumer goods & services	43
Debt	65
Discrimination & Hate & GVA	19
Education	12
Employment	92
Financial services & capability	31
Health & community care	22
Housing	108
Immigration & asylum	25
Legal	51
Other	107
Relationships & family	67
Tax	12
Travel & transport	12
Utilities & communications	16
Grand Total	1,742

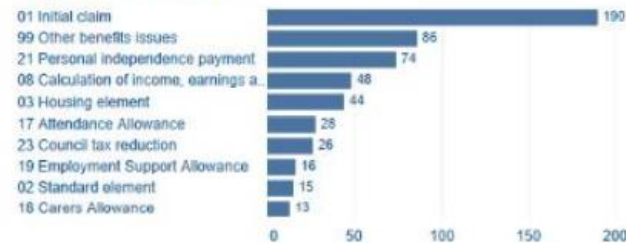
Age



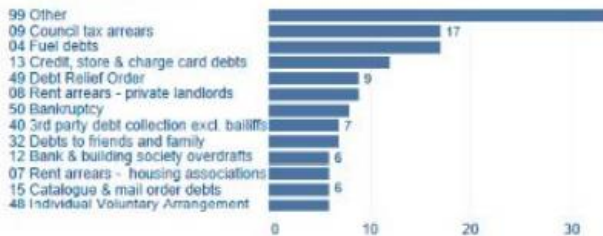
Channel



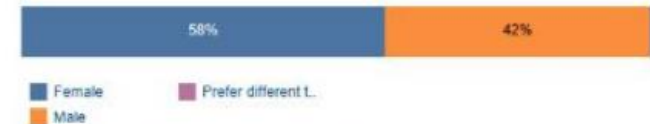
Top benefit issues



Top debt issues



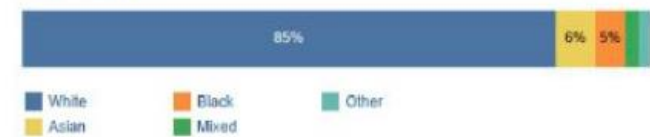
Gender



Disability / Long-term health



Ethnicity



Hart Voluntary Action

Outcomes and KPIs 2020-21

The outcomes below have been designed using Hart District Council Corporate Objectives and Hart Voluntary Action's mission statement.

Activity	Outcome(S)	Indicators	KPIs (annual target)	Can this be reported quarterly?	If quarterly, please provide quarterly target	Qtr 1	Qtr 2	Qtr 3	HDC Strategic Plans link
Volunteer Centre	Increased involvement of Hart residents with the local voluntary and community sector.	Number of new volunteers referred to a volunteer placement organisation	280	Yes	70	14	107	148	Corporate Plan Healthy Communities and People. Support residents in becoming economically active. Health & Wellbeing Plan Improve mental wellbeing and emotional resilience. Increase social connections.
		Number of new volunteers placed with a volunteer placement organisation	180	Yes	45	2	47	46	
Practical support, innovation and financial resilience	Enhanced capability of the Voluntary and Community Sector in Hart	Number of individual voluntary and community organisations supported	40	Yes	10	14	15	10	Corporate Plan Healthy Communities and People Supporting residents to be economically active

Activity	Outcome(S)	Indicators	KPIs (annual target)	Can this be reported quarterly?	If quarterly, please provide quarterly target	Qtr 1	Qtr 2	Qtr 3	HDC Strategic Plans link
Health and Wellbeing Projects	Improved physical and mental health and wellbeing for young and adults in Hart.	Number of new people (who are Hart residents) accessing Hart Voluntary Action's Health and Wellbeing projects. (Health Walks, Youth Counselling, Making Connections, Sunshine & Showers, Home from Hospital, Young Carers)	200	Yes	50	80	43	52	Corporate Plan Healthy Communities and People Health & Wellbeing Plan Promote healthy weight and physical activity Promote emotional wellbeing and mental health
Health Walks	Improved fitness for adults with a new and ongoing medical condition.	Percentage of walkers reporting an improvement in their fitness and physical wellbeing	60%	No		N/A	N/A	N/A	Corporate Plan Healthy Communities and People Health & Wellbeing Plan Promote healthy weight and physical activity Promote emotional wellbeing and mental health

Notes: Quarter 3

Volunteer placement statistics: These statistics do not include Covid-19 volunteer recruitment. An additional 80 volunteers were recruited during the third quarter to support Hart Response Hub activity, volunteer car transport and just before Christmas, vaccination site marshals for the first batch of coronavirus vaccinations at Monteagle Surgery for Yateley/Blackwater patients.

Membership support: This includes support to groups who accessed the Hart District Council Community Emergency Response grant.

Covid-19 response: Hart Voluntary Action has received financial support from Hart District Council to take over the running of the Hart Response Hub as first point of contact. Hart Voluntary Action is now also feeding local information into the national VCS Emergencies Partnership which links to Local Resilience Forum activity nationally and regionally. This is funded via DCMS.

Hart Health Walks: Due to government restrictions on outdoor physical activities, it will not be possible to survey walkers in this year as walk activity has been severely reduced this year.

HVA Projects: HVA has been successful in securing funds for all of its frontline services for the 2020/21 FY, including funding to start a new pilot Adult Counselling project, which will commence in early 2021. Another new initiative which launched successfully in September was a Level 5 Counselling Adolescents Diploma – an accredited course for counsellors wanting to work with 11-17 year olds. This course will continue to May 2021 and will provide counselling placements for 4 volunteer counsellors with 121 Youth Counselling. Start-up funding for this course came from the Berkeley Foundation – link with the Foundation was facilitated by Patricia Hughes.

Hart Residents accessing HVA Health and Wellbeing Projects (new engagement): Qtr 3 – 30 out of the total of 52 are young people accessing 121 Youth Counselling. Also, to note that 3 young carers living in Hart joined the project in Qtr 3, but the project received a total of 11 referrals for Hart young carers in Qtr 3, which is significantly higher than usual compared with referrals for young carers living in Rushmoor.

Inclusion Hampshire

Outcome	Indicator	Target	Q1 Apr-Jun	Q2 Jul-Sept	Q3 Oct-Dec
Hart young people attending Inclusion Hampshire re-engage in learning.	% of Hart young people reported to be making progress at Inclusion at the point of review with their School.	70%	-	100%	90%
Hart young people referred to Inclusion show academic progress in Maths and English.	% of Hart young people developing Maths and English skills based on half term assessments.	75%	-	60%	70%
Hart young people make improvement in their life skills and social skills	% of Hart young people achieving the personal, social and development goals agreed with them during referral.	75%	-	80%	90%
Hart young people attending Inclusion Hampshire transition successfully to mainstream education, training or employment by end of year 11	% of Hart young people returning back to mainstream school or securing a college place, apprenticeship or employment.	80%	-	100%	100%
Number of Hart young people and their families enrolled at Inclusion Hampshire		Data only	8	5	10
Hart parents and professionals working with young people in Hart have up-to-date knowledge, as well as skills and confidence to manage issues impacting on young people	Number of Hart parents and professionals attending Inclusion Hampshire workshops to develop their knowledge, skills and confidence to manage issues impacting on young people	Data only	Face to face courses postponed due to COVID-19 restrictions. 57 bookings by Hart parents and professionals moved to online courses planned for Q4		

Shared Service / Contracted Service Performance

Shared Licensing Service

Data from April 2020 to December 2020

Application Type	volume of valid applications received	% meeting KPI	KPI measure
New TX Driver	4	100%	10 working days
TX Driver renewal	15	100%	10 working days
TX Vehicle New	5	100%	10 working days
TX Vehicle Renewal	30	100%	10 working days
TX Operator New	0		10 working days
TX Operator Renewal	0		10 working days
LA2003 TRANS	14	100%	1 working day
LA2003 Transfers	6	100%	2 working days
LA2003 New Premises/full variation	2	100%	5 working days
LA2003 Minor Variation	4	100%	5 working days
GA2005 New Premises	0		5 working days
GA2005 Variation	0		5 working days
Small Society lottery	0	100%	5 working days
Street Collection	4	25%	10 working days
Street Trader New/Renewal	6	70%	28 working days
Hearings	0		No. per months
Objections to Street trading	0		No. per month
Taxi hearings	0		No. per month
Complaints/enquiries	195	94%	Acknowledged in 2 working days

Building Control

Building Control has continued to deliver a full daily service throughout the year.

The figures below indicate the numbers of applications through the whole of 2020 and the drop in numbers overall is not surprising but better than expected. The Christmas period was a marked slow down in applications and income in Hart and the income chart attached provides a clear indication of the huge impact the winter lockdown had on our income.

The lockdown coincided with the Christmas period which can be slower anyway but the period was the quietest in memory. Thankfully February has been closer to normal and we have had a lot of pre-application interest and pricing for future projects in 2021.

The Team is also now commencing a digital transformation from a paper based system with an aim to be totally paper free in two years. The plan includes creating a single data platform for the Partnership, improved online application processes and remote working capability for surveyors. The hope is to both provide an improved experience for the customer and enable the staff to take more control of their work environment.

January 1 st 2020 to December 31 st 2020	HART
Building Notice	279
Full Plans	298
Initial Notice (Private)	153 (21% of Total)
Regularisation	20
Totals	750 (10% drop from 2019)

5 Councils Performance Report – January

Land Charges, and **IT** met all their measures.

Exchequer achieved all measures except for a PI004 Cash Management.

This forms part of a rectification plan where the remedy is to arrange an alternative supplier; However, the authorities are deciding how to manage the cash collections and therefore Capita are not able to make such arrangements until those decisions have concluded.

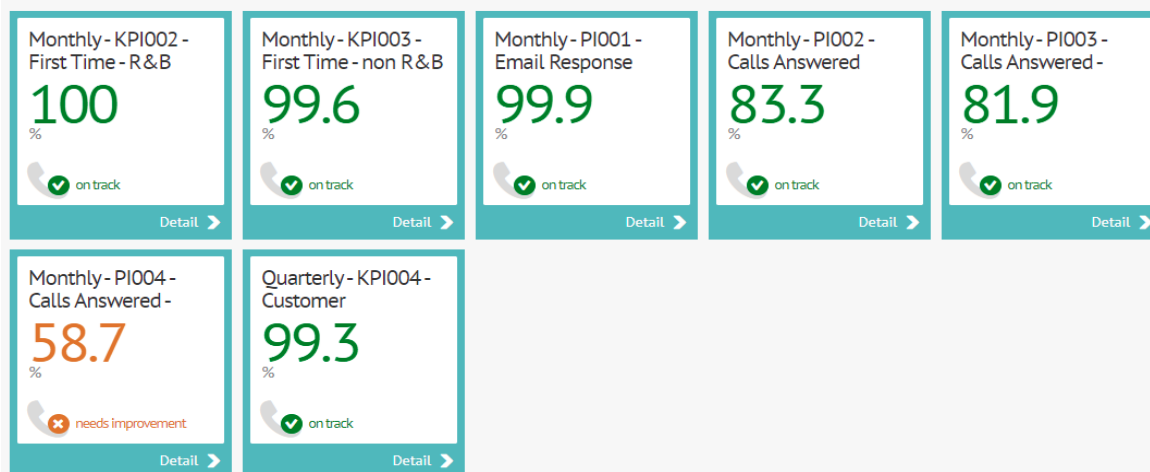
Customer Services had PI Failure PI004;

Note: Hart is only partially contracted into this service (in relation to Revenues and Benefits and reception only) and is less impacted by these failures. Detail provided for context:

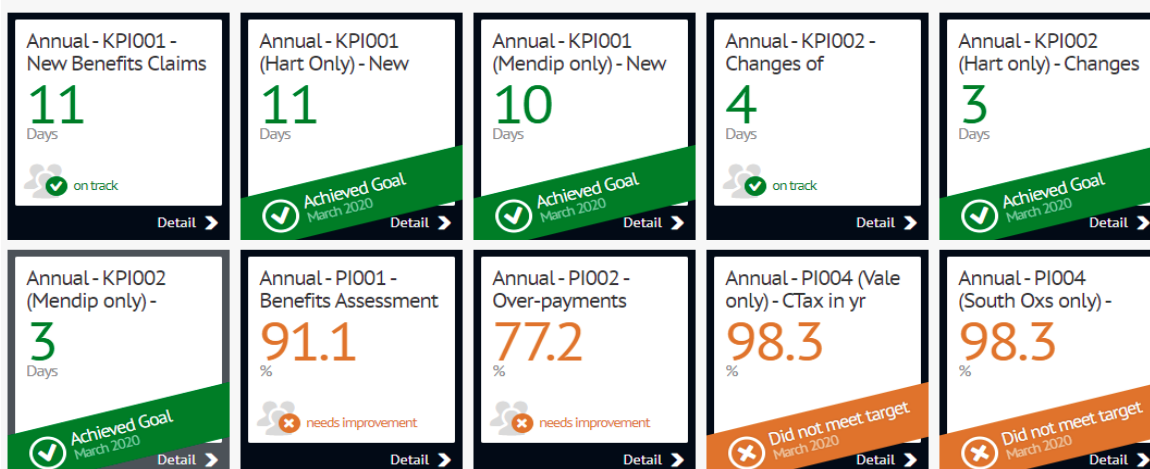
This was primarily as a result of 10,000 reminders being sent across both South Oxford and Vale of White Horse. There were also several calls regarding the e-billing mailing to residence whereby they were calling to check the validity of the mail.

*Note: the screenshots below include Monthly, Quarterly and Annual KPIs, for this report, only **monthly and quarterly** figures are relevant.*

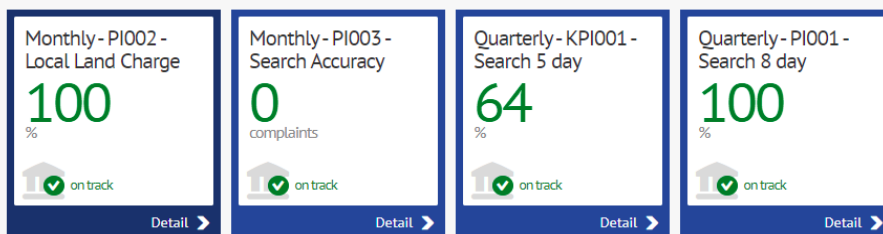
Customer Services



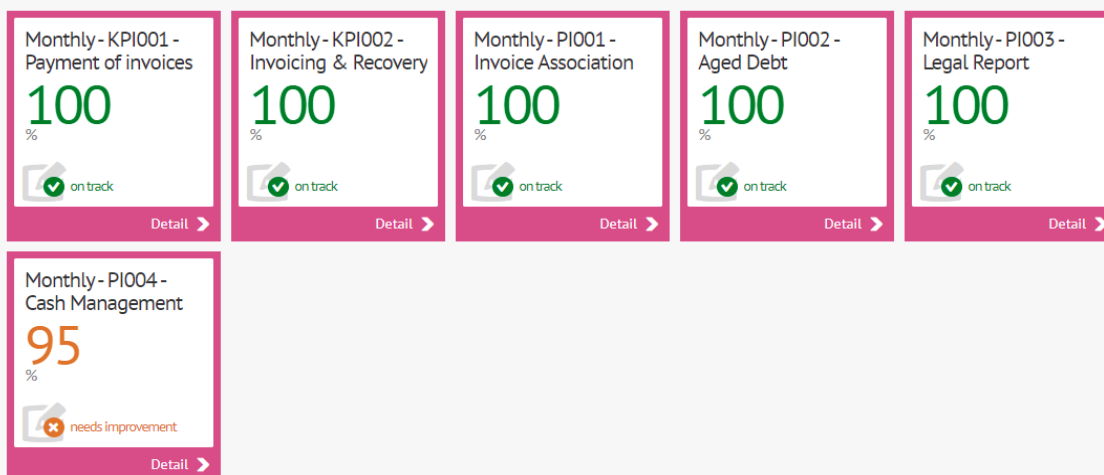
Revenues & Benefits



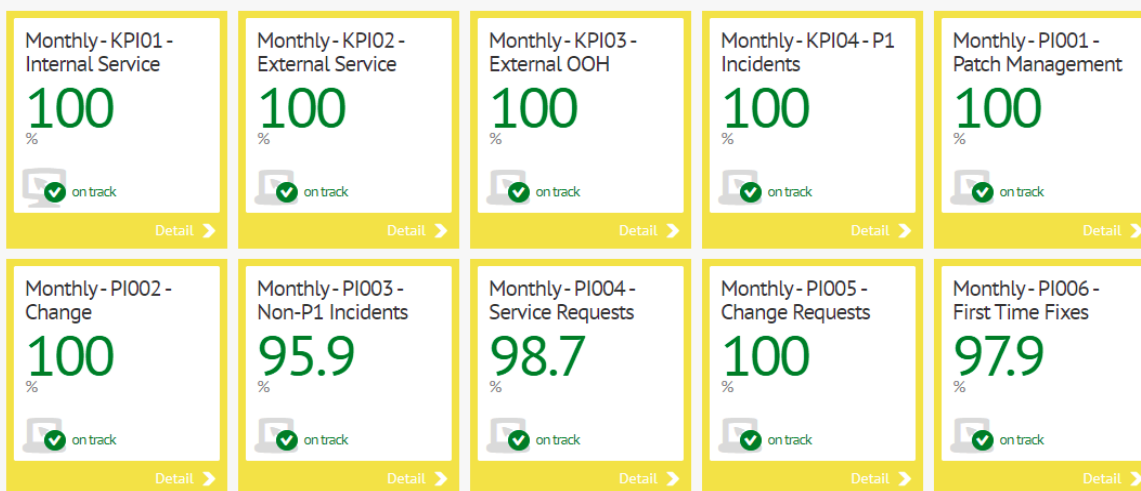
Land Charges



Exchequer



IT



OVERVIEW AND SCRUTINY COMMITTEE

DATE OF MEETING: 16 MARCH 2021

TITLE OF REPORT: CORPORATE RISK REGISTER

Report of: Internal Audit Manager

Cabinet member: Councillor James Radley, Finance and Corporate Services

1. PURPOSE OF REPORT

- 1.1 As part of the Council's governance framework it is essential that it identifies and manages risk that it is exposed to.
- 1.2 The Council has a Corporate Risk Register which should be reviewed by management on a regular basis and reported to members to provide assurance that appropriate arrangements are in place to mitigate identified risks.

2. OFFICER RECOMMENDATION

- 2.1 That the Committee reviews the content of the Corporate Risk Register.

3. BACKGROUND

- 3.1 This report provides members with an update on the content of the Corporate Risk Register for the Committee to review. A report on the effectiveness of the risk management framework in place is reported to the Audit Committee.
- 3.2 It is important to recognise that responsibility for risk management lies with management. Internal Audit will facilitate the process which will include reporting on both the content of the Corporate Risk Register and the effectiveness of the framework.

4. FINANCIAL IMPLICATIONS

- 4.1 There are no financial implications directly associated with this report.

Contact: Neil Carpenter, Ext 4140, neil.carpenter@hart.gov.uk

Appendices:

Appendix 1 - Corporate Risk Register

Ref Number	Group	Description	Impact	Source of Risk	Prior Assessment			Existing Controls	Effectiveness of Controls	Current Assessment			Further Mitigations	Risk Owner	Notes
					Likelihood	Consequence	Risk Rating			Likelihood	Consequence	Residual Risk			
Fin01	Financial	Changes to Local Government Funding. Awaiting results from Local Government Funding Review.	Reduction in overall income.	Local Government Funding Review has been delayed but is still almost certain to happen in the medium term.	4 - Likely	4 - Critical	16	Medium Term Financial Strategy is in place. Commercialisation strategy due for renewal in November.	Satisfactory	4 - Likely	3 - Major	12	Review diversified, increased sources of income and cost reduction. Lobby via LGA for clarity of funding review outcome and	Head of Corporate Services	
Fin02	Financial	Loss of key income stream and subsequent budget implications. (For example Leisure Concession and loss of recycling income)	Reduction in overall income.	Poor financial performance of key partners, resulting in either a reduction or loss of concession payment. A change of policy from Hampshire County Council on recycling credits.	5 - Almost Certain	3 - Major	15	Ongoing monitoring of financial performance of key contractors. Maintain good working relationships with partners. Early consideration of financial impact of the loss of recycling income. Revised budgets to take into account Leisure Concession reduction.	Satisfactory	4 - Likely	3 - Major	12	Consideration of new income streams	Head of Corporate Services	
Fin 03	Financial	Loss of New Homes Bonus from 22-23 onwards and subsequent budget implications as the council places reliance on the New Homes Bonus for its revenue budget. Changes to the calculation of New Homes Bonus.	Reduction in overall income.	The government has stated that there will be changes to the calculation of the New Homes Bonus.	4 - Likely	4 - Critical	16	Plan for reduced income, including service cost reductions.	Satisfactory	4 - Likely	4 - Critical	16	Lobbying for improved arrangements Cost reduction options Working with LGA and MHCLG. Series of workshops has taken place and options for savings and income generation to be	Head of Corporate Services	Triggering of this risk is outside the control of the council.
Fin04	Financial	Loss of Grant Funding, e.g. Disabled Facilities Grant.	Ability to fund services to customers.	Central Government funding reductions.	3 - Possible	2 - Moderate	6	Will be taken into account as part of budget process, cost & service reductions may be considered.	Satisfactory	3 - Possible	2 - Moderate	6	Lobbying for improved arrangements Cost reduction options	Head of Community Services	Cost reduction actions within Fin01
Fin 05	Financial	Demand for services increases with less funding to provide them.	Quality of services is reduced Potential delays in service provision Other KPIs not met	Population of Hart is increasing, demand for services will also increase, it is likely that funding won't match	5 - Almost Certain	4 - Critical	20	Effective budget setting process in place. Statutory and priority services are identified. Aim to encourage our residents to use the most cost effective ways to gain service delivery (via our website)	Substantial	5 - Almost Certain	2 - Moderate	10	Investigate options to reduce costs, Explore other ways to provide services	All Heads of Service	
Fin 06	Financial	Lack of up to date guidance and rules on financial management	Inconsistent approach to financial management. Fraud and error Up to date good practice is not promoted	Out of date policies and procedures. Awareness of financial management requirements.	3 - Possible	2 - Moderate	6	Revised and updated Financial Regs and Contract Standing Orders have now been put in place.	Satisfactory	3 - Possible	2 - Moderate	6		Head of Corporate Services	
Gov01	Governance	Failure in governance framework, resulting in poor decisions or not complying with the law, policies or procedures. (Not having the right processes in place)	Loss of reputation Poor Decisions Financial penalties	Non-compliance with constitution, one of the statutory officers not being in post.	2 - Unlikely	3 - Major	6	Committee Structure in place. All Statutory Officers are in post, Shared Legal Services Team in place, compliance with the law, Member and Officer Codes of Conduct in place.	Substantial	2 - Unlikely	2 - Moderate	4	Improved processes and more standardised approaches	Joint Chief Executives	

Gov02	Governance	Governance arrangements for outsourced and shared services are not always robust. Decisions are made outside of the control of the council for services we provide. <i>(Not doing what we should)</i>	Poor performance for shared and outsourced services with no consequences.	Governance frameworks for shared or outsourced services are not always effective.	3 - Possible	3 - Major	9	Client monitoring roles in place. Level of risk is reducing as elements of services are removed from the 5C's contract Joint Service Group meetings with Basingstoke and Rushmoor, 5 Councils Client Team in place.	Satisfactory	3 - Possible	3 - Major	9	Shared Services Review has been carried out, actions to be taken from report.	Joint Chief Executives	Transitions will introduce whole new sets of risks to be managed within the transition process.
Gov03	Governance	Political risks. New members and succession planning for members. Political uncertainties.	Decision reversals, less informed or slower	Political pressure, limited experience and knowledge	3 - Possible	2 - Moderate	6	Manage political relationships. Political Awareness Training provided to management. New member briefings. No Elections in May 2020 due to Covid-19	Satisfactory	3 - Possible	2 - Moderate	6	Encourage political groups to manage their own training to ensure Cllrs are effective on day 1.	Joint Chief Executives	
Emp01	Employee	Single Points of failure/Expertise.	Service continuity, delays in service provision to customers both external and internal.	Capacity and resilience issues. Cost and practicality limitations on multiple people and processes.	4 - Likely	2 - Moderate	8	Sharing Knowledge, Opportunities to leverage expertise from other councils. Robust policies/procedures and guidance notes in place for some areas.	Satisfactory	4 - Likely	2 - Moderate	8	Need to ensure controls in place are consistent. More use of automated systems (eg, case management) that enable smoother handover and	Joint Chief Executives	Wider and better succession planning?
Emp02	Employee	Resilience issues. Capacity for additional duties. Unable to respond to customer needs in a timely manner increasing risk under Covid-19 (see below)	Adverse impact on service delivery. Reputational risk	Budget and inconsistent sharing of knowlegde.	4 - Likely	3 - Major	12	Robust policies/procedures and guidance notes in place for some areas.	Satisfactory	4 - Likely	3 - Major	12	Improve sharing of knowledge. Embed Organisational Development Plan.	Joint Chief Executives	
Emp03	Employee	Resources are not allocated appropriately. Ability to respond to customer needs, resource is insufficient in some areas.	Poor customer service.	Capacity and resilience issues.	4 - Likely	2 - Moderate	8	Cabinet approves Corporate Plan. Service Plans approved by O&S. Individual PDR's to align employee objectives. Organisational Review has started. Resources are allocated to front line and priority services.	Satisfactory	4 - Likely	2 - Moderate	8	Consideration of matrix management approaches	Joint Chief Executives	
Emp04	Employee	Pressure. Risk of error due to less time to carry out tasks. Possibility that the quality of service provided to customers and partners may reduce and work may not be carried out in a timely manner.	Risk of error Poor decisions Customer dissatisfaction	Capacity insufficient to work comfortably and limited resilience to staff or equipment gaps	4 - Likely	3 - Major	12	Priorities are focused on statutory services. Services are delivered in accordance with Corporate Plan and Service Plans. Organisation Development Review has now started.	Satisfactory	4 - Likely	2 - Moderate	8	More flexible working and tasking arrangements.	Joint Chief Executives	Balance to be struck between availability, experience and knowledge to provide service continuity.
Emp05	Employee	Staff morale. Risk of poor retention and wellbeing of staff including stress which has been identified as an issue from a recent wellbeing survey. Poor staff morale will also have an impact on performance. Increasing risk under Covid-19 and the requirement for staff generally to be working from home	Impact on performance Quality of services provided to customers reduces Employee wellbeing Cost of cover or replacements	Capacity and pressure. The benefits of good practice linked to the wellbeing of employees is not consistently applied.	4 - Likely	3 - Major	12	Health & Wellbeing Officer is in place. The culture encourages open discussion on employment issues, soft opportunities such as volunteering being explored. A variety of social events available to all staff are now running.	Limited	4 - Likely	3 - Major	12	Survey to really understand the core issues Adopt good ideas when relevant and helpful Recognise and reward success	Joint Chief Executives	Will always be a sensitive issue and may be closely linked to key staff.

Corp01	Corporate	5 Councils Risk. Workstreams within the contract are not performing as expected. Central Client Team is not properly embedded and does not meet the needs of the council.	Performance and quality issues (missed KPIs) Quality of service to both internal and external customers reduces Increased costs and statutory failings	The transition to the target operating models has not been made for all workstreams within the 5 Councils Contract.	3 - Possible	3 - Major	9	Governance framework is in place, which includes: The Inter Authority Agreement Joint Committee Strategic Board Operational Management Board Joint Client Team Hart Client Team Transition in progress to in-house service provision on services that were considered to be performing below expectations.	Satisfactory	3 - Possible	3 - Major	9	Further services to be brought back in hose during 2021/22	Joint Chief Executives	
Corp02	Corporate	Performance of key partners, robust governance arrangements are not always in place for all outsourced and shared services. Client roles are not always sufficient, particularly for the 5 Councils Contract.		Performance has not been sufficient to meet the council's needs. The transition to the target operational models for the 5 Councils workstreams has required a significant resource, from an already stretched team.	3 - Possible	3 - Major	9	Monitor financial performance of key partners. Financial due diligence checks on key partners. Regular meetings with key partners to discuss performance. Performance reporting to O&S. Client Teams are in place to monitor contracts.	Satisfactory	3 - Possible	3 - Major	9		Joint Chief Executives	Largely historic for 5Cs, but similar issues to addresses for transition to new solutions.
Corp03	Corporate	Options to take services out of the 5 Councils Contract. Financial impact of providing in-house and time scales required to establish and resource in-house services are tight. Lack of capacity and project management resource to deliver transition.	Service continuity and business as usual.	Performance issues with some workstreams within the 5 Councils Contract.	4 - Likely	3 - Major	12	Regular Discussions with Mendip on Finance function transition and set up of new working relationship. Project Group set up for Exchequer Services Transition from Capita to In-house. New in-house teams being established	Satisfactory	4 - Likely	3 - Major	12	Project Plan to be established Identify resource required to potentially bring services back in-house	Joint Chief Executives	On-going contractual negotiations with Capita are taking place.
Corp05	Corporate	Cyber Security risks are increasing as everybody makes More use of technology as a way of managing sensitive data and business critical functions. Organised crime and opportunists are continually looking for control weaknesses to use our sensitive data for a wide range of criminal activities or ransom.	Security of data Reputation risk Data Breach Non-compliance with GDPR Fraud and extortion risks	Increased use of technology to manage and share data, exposes the council to cyber risks and threats.	3 - Possible	3 - Major	9	Cyber Security Training provided to all employees and members Network security controls Personnel management	Satisfactory	3 - Possible	3 - Major	9	Increased briefing and training Disaster recovery exercises	Head of Corporate Services	May link to sub-set of more specific cyber risks.

Corp06	Corporate	Data Management Risk. The council holds a significant amount of personal data which we need to protect, some of which is held by partner organisations such as Capita. Compliance with GDPR. Risk of data breach and data misuse.	Unauthorised release of data Non-compliance with GDPR Personal risk to vulnerable individuals	Inherent risk. Significant amount of data held on our systems Local (machine) storage of sensitive data 3rd party suppliers don't manage data effectively	3 - Possible	3 - Major	9	Data Management Plan has been put in place. Resource has been agreed to assist with data migration Data Protection Officer in place and active GDPR Training provided during 2019/20 to all employees and members. Oversight of 3rd parties Transfer of data from Fileservers to Sharepoint Older servers have been closed down	Satisfactory	3 - Possible	3 - Major	9	Audit for unauthorised data (especially in archives) Further use of propriety products to manage personal data.	Joint Chief Executives	More specific actions with DPO.
Corp07	Corporate	Potential changes to Shared Waste Contract, introduces a range of new risks	Reduced performance Higher costs Data management issues	Potential changes to partnership, new contractors, different equipment and processes.	3 - Possible	3 - Major	9	Discussions with partners based on existing frame contracts.	Satisfactory	3 - Possible	3 - Major	9	Specific review of risks and mitigation actions	Head of Environment & Technical Services	
COVID 01	COVID-19	Financial Financial impact to the council due to COVID-19 could result in significant shortfalls in income and the ability of the council to effectively fund current services. In addition, reduced income to residents and businesses will affect Collection Fund recovery and surplus. Finally, an uncertain economy may result in volatility around our commercial income and treasury management income streams.	Reduced recovery of income, reduced levels of income, volatility of financial markets and delays in delivery of Commercial Strategy.	COVID-19	5 - Almost Certain	3 - Major	15	Revised Budget agreed Cashflow being monitored regular reporting of financial position to management and members	Satisfactory	5 - Almost Certain	3 - Major	15	Stress testing of MTFS and revised MTFS presented to Members. Revised budget built on lower income levels and cloth cut accordingly. Commercial Strategy being re-worked currently along with Treasury Management Strategy to maximise investment income.	Head of Corporate Services	
COVID 02	COVID-19	Services The council implemented its Business Continuity Plan to respond to the impact of COVID-19. Most of the councils services are not being provided as they normally would be, however our residents are still able to access the full suite of services, albeit with an impact on 'in premises visits'. The council has focussed resources on priority and new functions required by central government.	Service provision is reduced during the response to COVID-19. Customer contact is reduced as offices are not open to the public. Potential increase in customer complaints during the period where reduced or no service is provided.	COVID-19	5 - Almost Certain	2 - Moderate	10	All front line services are being provided, albeit at a reduced level in some areas. Regular updates on services provided to members both formally and informally	Satisfactory	5 - Almost Certain	2 - Moderate	10	Recovery Plan is being established.		

COVID 03	COVID-19	Employees Employees are encouraged to work from home. Staff wellbeing during the COVID-19 lockdown period Some employees are not carrying out their normal role	Some services are operating at reduced levels. In particular non priority services. New Health and Safety requirement for the Civic Offices to take into account social distancing. Employees have not been able to work under normal working conditions. Staff have not been able to access some of the systems and information that would normally be available to them in the office. There is the potential for some wellbeing issues.	COVID-19	5 - Almost Certain	2 - Moderate	10	Weekly Newsletter being used to update all staff on what the Council is doing. Monthly virtual staff briefing for all staff Regular catchups between managers and team members. Use of Staff Survey to feed into the overall recovery plan. Building an office environment to take into account COVID-19 health and safety requirements. Changes being made to IT environment to enable better home working.	Satisfactory	5 - Almost Certain	2 - Moderate	10		Joint Chief Executives	
COVID 04	COVID-19	Community	Potential change in demographics of the district, which may mean a change in people's needs. Potential of an increase in the number of vulnerable people within the community.	COVID-19	4 - Likely	2 - Moderate	8	Recovery Plan is in place and is under on-going review and updating. Continue to monitor support for vulnerable people.	Satisfactory	3 - Possible	2 - Moderate	6		Joint Chief Executives	
Comm01	Corporate	Rental income from commercial properties is reduced.	Budget implications	Financial difficulties of tenants.	3 - Possible	2 - Moderate	6	Engage with occupiers and operators (Hart LC)	Satisfactory	3 - Possible	2 - Moderate	6			Asset register is being updated to identify income streams. Leisure Centres on operational contract. income almost
Comm02	Corporate	Rental income is not maximised from existing properties.	Budget implications	Existing contractual agreements with current tenants and occupiers.	5 - Almost Certain	3 - Major	15	Asset Management Plan has identified opportunities to maximise income however delayed due to political pressures	Satisfactory	5 - Almost Certain	3 - Major	15			Harlington Centre, Frogmore Day Care Centre, CAB in Civic Offices, CAB Yateley, Odiham Cross Barn
Comm03	Corporate	Maintenance costs of existing buildings impact future potential commercial opportunities..	Budget implications	Condition of buildings	3 - Possible	3 - Major	9	Asset Management Plan has identified properties requiring refurbishment to improve income profile	Limited	3 - Possible	3 - Major	9	Upon completion of Asset Register, AMP must be updated to identify buildings requiring repair and a		Civic Offices, Harlington Centre, Swan PH

CABINET

KEY DECISIONS/ WORK PROGRAMME, AND EXECUTIVE DECISIONS MADE

April 2021

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	Date item agreed for report	Outline/Reason for Report/Comments	Original Due Date	Revised Due Date	Key Decision Y? Note 1	Cabinet Member (Note 2)	Service (Note 3)	* This item may contain Exempt Information
Consideration of the arrangement for the future Client Management function for the Waste Contract	Apr 21	Further to a report to Staffing Committee to consider the arrangements for the Client Management function for the Waste Contract shared with Basingstoke and Deane Borough Council	Apr 21		Y	AO		
Housing Re-Procurement	Sep 20	To inform Cabinet of new software to manage the allocations, choice-based lettings, housing options and homelessness aspects of Housing Services	Mar 21	Apr 21	Y	SB	H	Y
Climate Change Working Group	Mar 21	To update on the action plan of the Working Group.	Apr 21			AO	TS	

Report Title	Date item agreed for report	Outline/Reason for Report/Comments	Original Due Date	Revised Due Date	Key Decision Y? Note 1	Cabinet Member (Note 2)	Service (Note 3)	* This item may contain Exempt Information
Service Plans	Annual	Post consideration by Overview & Scrutiny Committee, agree the 2021/22 Service Plans	Apr 21			DN	All	
Equality Objectives 2021-2023	Mar 21	Post consideration by Overview & Scrutiny of Hart's equality objectives for 2021-2023	Apr 21			SB	CS	
Car Boot Sales	Sep 20	To update Cabinet on car boot sales	Jan 21	Jun 21		RQ	JCX	
Debt Recovery Policy	Nov 20	Post consideration by Overview & Scrutiny to update Cabinet on the Debt Recovery policy	Jun 21			JR	F	
Outside Bodies	Annual	Post consideration by Overview & Scrutiny of the effectiveness of the Council's involvement with outside bodies	Jun 21			DN	JCX	
Corporate Vehicle for Property Holding Purposes: Business Plan	Mar 21	Post consideration by Overview & Scrutiny Committee, to consider the business plan for the Corporate Property Holding Company	Jun 21			JR	F	

Report Title	Date item agreed for report	Outline/Reason for Report/Comments	Original Due Date	Revised Due Date	Key Decision Y? Note 1	Cabinet Member (Note 2)	Service (Note 3)	* This item may contain Exempt Information
Budget Monitoring	Quarterly	Post consideration by Overview & Scrutiny Committee, to consider a report on Quarterly Budget Monitoring	Jun 21 Sep 21 Dec 21			JR	F	
Shared Licensing Service	Mar 21	Approval required for new deed for the shared Licensing Service with Basingstoke and Deane which expires July 21	Jul 21			SK	P	
Food and Health and Safety Service Plan	Annual	Recommend to Council that the annual Food Safety Plan be adopted	Jul 21			SK	P	
Revenue and Capital Outturn 2020/2021	Annual	Post consideration by Overview & Scrutiny Committee, to consider the Annual report on outturn	Aug 21			JR	F	
Treasury Management 2020/2021 (Annual Report)	Annual	Post consideration by Overview & Scrutiny Committee, to consider the Annual report on Treasury Management Activities 2020/21	Aug 21			JR	F	

Report Title	Date item agreed for report	Outline/Reason for Report/Comments	Original Due Date	Revised Due Date	Key Decision Y? Note 1	Cabinet Member (Note 2)	Service (Note 3)	* This item may contain Exempt Information
Treasury Management 2021/22 (Half Year Report)	Annual	Post consideration by Overview & Scrutiny Committee, to consider a Half Year review report on Treasury Management Strategy 2020/21	Dec 21			JR	F	
Budget and Medium Term Financial Strategy	Annual	To give an early consideration of the emerging budget for 2021/22 and the MTFS	Dec 21			JR	F	
Frogmore Day Care Centre	Jan 21	To update Cabinet on the position.	Jan 21	TBC		JR	F	
Draft 2021/22 Revenue Budget, Capital Programme and Council Tax Proposals	Annual	Post consideration by Overview & Scrutiny Committee, to agree to recommend to Council the 2021/22 Revenue Budget, Capital Programme and Council Tax Proposals	Feb 21			JR	F	
Draft 2021/22 Capital Strategy, Treasury Management Strategy Statement and Asset Management Plan	Annual	Post consideration by Overview & Scrutiny Committee, to agree to recommend to Council the 2021/22 draft Capital Strategy, the 2021/22 Treasury Management Strategy Statement and Asset Management Plan	Feb 21			JR	F	

Note 1

A “key decision” means an executive decision which, is likely to -

- a) result in Council incurring expenditure or the making of savings which amount to £30,000 or 25% (whichever is the larger) of the budget for the service or function to which the decision relates; or
- b) be significant in terms of its effects on communities living or working in an area comprising two or more wards within the area of the district of Hart.

Note 2

Cabinet Members

DN	Leader	SA	Digital	RQ	Commercialisation (Cn)	SB	Community (Cy)
SK	Regulatory	AO	Environment	JR	Finance and Corporate Services	GC	Place

Note 3

Service:

JCX	Joint Chief Executive	CS	Corporate Services	P	Place Services
CSF	Community Safety	PP	Planning Policy	TS	Environmental & Technical Services
F	Finance	H	Community Services		
SLS	Shared Legal Services	MO	Monitoring Officer		

Note 4

* **This item may contain Exempt Information** - Regulation 5 of the Local Authority (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012

EXECUTIVE DECISIONS

OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME – March 2021

Issue and Description of Topic	Current Position Objective	Original Due Date	Revised Due Date	Resources Required	Contact	*This item may contain Exempt Information
Fleet Road Pedestrianisation	Scrutiny review of the implementation monitoring and reporting of the scheme to pedestrianise Fleet Road.	Mar 21		Report	Audit Manager	
Performance Monitoring	Quarterly Highlights report.	Mar 21 Jul 21 Nov 21		Report	Contracts and Performance Manager	
Regulatory Services Enforcement Policy	To consider the adoption of an enforcement policy as recommended by the Government.	Mar 21		Report	Head of Place	
Corporate Risk Register	Half-yearly update on corporate risk profile.	Mar 21 Sep 21		Report	Audit Manager	
Equality Objectives 2021-2023	To update and consider Hart's equality objectives for 2021-2023 prior to consideration by Cabinet.	Mar 21		Report	Health & Policy Project Officer	
Presentation by the 2021 Census team	Presentation on the implementation of the 2021 Census which will begin at the end of March.	Mar 21		Presentation	Communications Team	

Service Planning Review	To make recommendations to draft 2021/22 Service Plans prior to consideration by Cabinet.	Annual	Mar 21	Report	Joint Chief Executive	
Climate Change Working Group	To scrutinise the proposed Climate Change action plan prior to consideration by Cabinet.	Mar 21	Apr 21	Minutes & Updated Plan	Portfolio Holder & Waste & Recycling Officer	
Housing Company Business Plan	To scrutinise the proposed Housing Company Business Plan prior to consideration by Cabinet.	Apr 21		Report	Head of Corporate Services	
Debt Recovery Policy	To update Overview & Scrutiny on the Debt Recovery Policy prior to consideration by Cabinet.	Apr 21		Report	Head of Corporate Services	
Modern.Gov	To update on the implementation of Modern.Gov.	Apr 21		Report	Portfolio Holder for Digitalisation and Change and Digital Manager	
Recovery for Re-engagement of Members	To consider how to encourage and re-engage Members.	Apr 21		Report	Joint Chief Executive	
Flooding	Update from twice yearly meeting of multi-agencies.	Apr 21		Minutes of meeting only	Head of Environment & Technical	

Chairman's Annual Review of the Work of the Committee.	To consider the Chairman's draft report to Annual Council on a review of the work carried out in the past year by Overview and Scrutiny Committee.	Annual	Apr 21	Report	Chairman of Overview & Scrutiny Committee.	
Presentation on Employment and Skills Work by St Edwards at Hartland Park	St Edward to update the Committee on their work at Hartland Park to support jobs, Apprenticeships and career opportunities.	Apr 21		Presentation	External body	
Waste Management Contract	To seek Committee's input if material changes to the contract are brought forward for decision.	Apr 21		Report	Portfolio Holder	
Quarterly Budget Monitoring	Quarterly update on budget position.	Jun 21 Oct 21 Feb 22		Report	Head of Corporate Services	
Community Safety	Introduction of the Community Safety Team.	Jun 21		Oral	Head of Community & Community Safety Officers	
Treasury Management 2020/21	To consider a Half Year review report on Treasury Management Strategy 2020/21 prior to consideration by Cabinet.	Annual		Report	Head of Corporate Services	
Medium Term Financial Strategy and Capital Strategy, Treasury Management Strategy Statement and Asset Management Plan	To comment on the annual reports setting out the Council's Medium-Term Financial Strategy position and future Capital Strategy, Treasury Management Strategy Statement and Asset Management Plan, prior to consideration by Cabinet.	Annual		Report	Head of Corporate Services	

Draft Budget	To make comments on the draft 2022/23 Budget prior to consideration by Cabinet .	Annual		Report	Head of Corporate Services	
Heads of Service Attendance	Once a quarter the respective Heads of Service (in rotation) each be invited to attend Committee to update on performance, targets, and delivery against Service Plans. Mar – Head of Environment & Technical Apr – Head of Place	Monthly		Oral	Heads of Service	
JANUARY 2021	COMPLETED					
Climate Change Working Group	The Portfolio Holder to update on the proposed interface between the Climate Change Working Group and Overview and Scrutiny.	Jan 21		Update	Portfolio Holder	
Civic Regeneration Working Group	To update on the Civic Regeneration Working Group.	Jan 21		Report	Portfolio Holder for Commercialisation and Commercialisation Manager	
Car Parking Charges	The Portfolio Holder for Technical Services to be invited to update Committee on progress to agree with parish and town councils any localisation of car park charges.	Jan 21		Update	Portfolio Holder	

Draft Budget 2021/2022	To discuss the framework and structural position of the budget for 2021/22 prior to consideration by Cabinet.	Jan 21		Report	Head of Corporate Services	
Treasury Management Strategy Statement and Annual Investment Strategy	To present the draft Treasury Management Strategy Statement for 2021/22 which incorporates the Annual Investment Strategy and Prudential and Treasury Indicators.	Jan 21		Report	Head of Corporate Services	
Overview of Member Training	To discuss training required for Members and outstanding subjects and courses already attended.	Jan 21	Feb 21	Report	Joint Chief Executive	
Draft Budget 2021/2022	To scrutinise cabinets recommendations to council on the draft budget for 2021/2022.	Feb 21		Report	Head of Corporate Services	
Quarterly Budget Monitoring	Quarterly update on budget position.	Feb 21 Jun 21 Oct 21		Report	Head of Corporate Services	
Corporate Vehicle for Property Holding Purposes	To consider the draft business case prior to consideration by Cabinet.	Feb 21		Report	Head of Corporate Services	
<u>FEBRUARY 2021</u>	<u>COMPLETED</u>					
Overview of Member Training	To discuss training required for Members and outstanding subjects and courses already attended.	Jan 21	Feb 21	Report	Joint Chief Executive	

Draft Budget 2021/2022	To scrutinise Cabinet's recommendations to Council on the draft budget for 2021/2022.	Feb 21		Report	Head of Corporate Services	
Quarterly Budget Monitoring	Quarterly update on budget position.	Feb 21 Jun 21 Oct 21		Report	Head of Corporate Services	
Corporate Vehicle for Property Holding Purposes	To consider the draft business case prior to consideration by Cabinet.	Feb 21		Report	Head of Corporate Services	
Nominations for implementation of Planning Improvement Action Plan monitoring	To confirm nominations to join a cross party working group to monitor the action plan for the Planning Performance Peer Review.	Feb 21		Oral	Members	