



NOTICE OF MEETING

Meeting:	Overview and Scrutiny Committee
Date and Time:	Tuesday 14 March 2023 7.00 pm
Place:	Council Chamber
Enquiries to:	Committee Services Committeeservices@hart.gov.uk
Members:	Dorn (Chairman), Smith (Vice-Chairman), Axam, Butcher, Butler, Coburn, Davies, Engström, Farmer, Wildsmith and Woods

Chief Executive

CIVIC OFFICES, HARLINGTON WAY
FLEET, HAMPSHIRE GU51 4AE

AGENDA

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

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- At the start of the meeting, the Lead Officer will confirm the Fire Evacuation Procedure.**
- The Chairman will announce that this meeting will be recorded and that anyone remaining at the meeting had provided their consent to any such recording.**

1	MINUTES OF PREVIOUS MEETING	3 - 9
	The minutes of the meeting of 14 th February 2023 are attached to be confirmed and signed as a correct record.	
2	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.	
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	CHAIRMAN'S ANNOUNCEMENTS	
5	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 online .	
6	DRAFT SERVICE PLANS	10 - 46
	To consider the draft service plans for 2023/24	
7	CABINET WORK PROGRAMME	47 - 49
	To consider the Cabinet Work Programme.	
8	OVERVIEW AND SCRUTINY WORK PROGRAMME	50 - 53
	To consider and amend the Overview and Scrutiny Work Programme.	

Date of Publication: Monday, 6 March 2023

OVERVIEW AND SCRUTINY COMMITTEE

Date and Time: Tuesday 14 February 2023 at 7.00 pm

Place: Council Chamber

Present:

Dorn (Chairman), Smith (Vice-Chairman), Axam, Butcher, Coburn, Davies, Engström, Farmer, Wildsmith and Woods

In attendance:

Officers:

Graeme Clark, Executive Director, Corporate Services & S151 Officer
Christine Tetlow, Programme Manager
Claire Lord, Committee and Members Services Officer

79 MINUTES OF PREVIOUS MEETING

It was proposed that the following clarifications and alterations were made to the January minutes

- Item 72 - the increase discussed was the increase in stage 2 complaints.
- Items 72 – when comparing the level of complaints to neighbouring councils it should be noted that the authorities varied in size.
- Item 74 – the query raised was about who was responsible for the decision of ‘what was exempt from the procedural rules’
- Item 75 – the Government Grant should show as a £700,000 improvement not surplus
- Item 75 – the capital receipts should show as being £480,000

Proposed Cllr Farmer, seconded Cllr Butcher

Recorded vote

For: – Axam, Butcher, Coburn, Davies, Dorn, Engström, Farmer, Smith

Abstain: -Wildsmith, Woods

With these changes the minutes of 17th January 2023 were confirmed and signed as a correct record. Councillor Farmer provided the detailed wording for these amendments to Mr Clark prior to the meeting who will now pass to the Committee Officer to incorporate.

80 APOLOGIES FOR ABSENCE

Apologies had been received from Councillor Butler

81 DECLARATIONS OF INTEREST

No declarations made.

82 CHAIRMAN'S ANNOUNCEMENTS

No announcements.

83 PUBLIC PARTICIPATION (ITEMS PERTAINING TO THE AGENDA)

None.

84 QUARTERLY BUDGET MONITORING

The Quarterly Budget was outlined to the meeting. It was highlighted that

- The forecast outturn is within the overall approved budget
- Capital overview remains similar to the previous quarter with the exception on Communities as 1 project has not been taken forward.
- The capital Spent is under budget as the Grant for affordable housing has not been taken forward and the SANGS schemes have been paused pending a Cabinet review
- Tier 2 savings are improving but there will still be a short fall over the year, however, they are included in full in the draft 2023/24 Budget.
- Corporate revenue is under budget partly owing to a short fall in and building control planning income, this is referred to in the Place Performance Panel report elsewhere on the agenda.

Confirmation on when the Leisure Centre Management contract was renegotiated was sought and Mr Clark agreed to provide this information. It was also noted that the downturn in management fees for the last 2 years had been covered by reserves. It was felt that a different solution should now be sought and the position should be monitored closely in future years.

A question was raised about why the Developer Contributions were so significant when planning fee income is falling. It was explained that there could be a time lag of a few years between the approval and payment of the planning fees and the S106 contribution becoming due. Mr Clark was asked for a breakdown of the £1.7m S106 income quoted in the report.

It was noted that there was a £36,000 overspend on Housing needs, it was explained that the Council had not received some funding that it was expecting.

The £63,000 overspend on Internal Audit was queried. It was explained that this was due to an interim appointment and that a new contract had now been signed which would reduce the spend in 2023/24 to the target budget amount.

85 UK SHARED PROSPERITY FUND

It was confirmed to the meeting that Hart District Council had received from Central Government £1 million.

Following on from workshops carried out in 2022 this money would be spent across 6 projects. These projects would be managed by Hart, working with project leads.

It was explained the projects would be planned in 23/24, working with Here for Hart, Cabinet and O&S.

It was clarified that Hart would receive £1 million, based on the investment plan not on goals being met. A query was raised as to how flexible the investment plan was and whether monies could be moved from one project to another. It was confirmed that any major divergences from the proposed investment plan would require approval from Central Government.

A question was raised about how inflation would be taken into consideration given that the £1m grant is fixed and costs will increase. It was asked that Cabinet be alerted to this in the report.

Discussion took place around resources for the projects and their funding. Members felt that it was important to detail exactly what resources would be required to fulfil the projects before they started so that the scope for project management could be well defined, with details of what resources would be required and how they would be funded. The Committee felt that it was important to outline these parameters at the start of the projects so that resources would be available throughout the project.

Concerns were raised over Governance and Compliance. The committee felt that, given there would be additional guidance on Governance given in Spring and that details of the project planning would then be forwarded to Cabinet, it wanted to request that Cabinet consider "**How will Governance work**". It was agreed that the projects involved should be subject to the Councils usual Overview and Scrutiny and Cabinet procedures and that "**In terms of**

Governance the report needs to be clearer in terms of the definitive process and the roles of particular individuals and committees within the process.”

A query was raised about the Climate Implications of the projects. It was confirmed that although climate was not one of the criteria used when selecting the projects, any alteration to make the projects more in line with Council policy would be considered.

86 SERVICE PANEL REVIEWS

Place

A report from the meeting was read out highlighting

- On going staff issues
- Changes to the department after the Traffic Management passes back to Hampshire
- Places contribution to the new website
- The Local Plan review

Discussion took place around the staffing issues and the difficulties getting a reply from the Planning department. It was explained that there was a national shortage of planning officers.

Community

The meeting was told that it had been a positive session, which indicated that everything was on track. There had been a loss of staff on the housing team, but this was due to natural attrition. It was commented that there had been a good take up on the Sustainable Warm Grant funding.

A comment was made about the ASB figures, it was felt a better breakdown of the figures would give a clearer picture and better understanding of what was happening and why.

Discussion took place about the move of the CCTV camera service to Runnymede. It was acknowledged that the plan to move was tracking to the revised date and that the contract had now been signed. It was noted that there were no statistics in the report relating to CCTV. The meeting was informed that this absence had been highlighted in the service panel meeting by the Director. It was confirmed that the statistics and there breakdown would be available at a later date.

Corporate

It was reported that even though the service was going through a period of change there were no real concerns.

It was highlighted that there continued to be a lack of clear statistics on waste collection from Serco, however it was stated that there had been clarification since the Service Panel meeting.

It was confirmed that there continued to be a resource constraint on delivering the Climate Change Action Plan, however the Director was confident that he would be able to staff the department soon and the report elsewhere on the agenda sets out a resource proposal.

87 RESOURCES TO DELIVER THE CLIMATE CHANGE ACTION PLAN

It was confirmed that a report outlining the strengthening of resources was being sent to Cabinet.

A query was raised about the current staffing level. It was confirmed that we currently had only 0.7 FTE after the loss of the Sustainability Officer. It was also stated that the staffing level was going to be increased from 1.5 to 2.2 FTE and that a temporary resource is being sought in 22/23 funded from vacancy savings. There were no concerns expressed about the proposal included in the report.

88 BUTTERWOOD HOMES SCRUTINY REVIEW

The Scrutiny Panel reported back to the committee on the recent meeting. The report included details on:

- The makeup of the new board
- The movement of the book-keeping function to a local agent
- Voids
- The Website
- The performance of Bridges the management agent.
- Finances, including details of the £14,000 profit, which is reduced partly because of the introduction of the agreed Directors Fees and the increase in service charges.

Discussion took place around the Website and the difficulties in finding it. It was confirmed that the Website was currently only to establish an on-line presence and that there was a snagging issue with how the website appeared in on-line searches but this was being fixed.

A question was raised about the voids figure. It was explained that the figure had risen in the middle of last year, however had settled back at the lower level of 0.7% and so the assumption was that this level would continue.

Any potential investment growth by the council in affordable homes, to be operated by Butterwood Homes and how it was going to be financed was discussed. It was confirmed that any such investment would be likely to come from S106 reserves.

It was agreed that a report to Cabinet was not needed at this time.

89 CABINET WORK PROGRAMME

The meeting discussed whether the Risk Management Strategy should come to O&S before it went to Cabinet. It was decided that since the report was also going to Audit then it didn't need to come to O&S.

Comment was made on the lack of date for the Climate Action Plan to be reviewed by either Cabinet or O&S. It was confirmed that this was due to lack of staff and that some of the work was going to be outsourced, meaning that the revised action plan should be available in March or April.

90 OVERVIEW AND SCRUTINY WORK PROGRAMME

Discussion took place around inviting the Portfolio holders for Community and Environment to the next O&S meeting to give an update on the CCTV and to outline future plans for Off Street Parking. Members had been emailed earlier in the day by the Chairman with suggested scope of the reports that the Portfolio Holders should be asked to give to the Committee.

CCTV.

It was debated as to the value of asking the Portfolio Holder for Community to come just before or just after the move to Runnymede and whether or not it would be better to wait until the service was embedded following the move, and then invite the Portfolio holder. The point of view was raised that it would be better for the Portfolio Holder to come before and after the transition, to give the Committee a base line and then statistics to compare to it.

It was confirmed that moving the date of the invite to the Portfolio Holder would not affect the visit to the CCTV control room that had been agreed by the Committee at the last meeting.

Off Street Parking

It was debated as to the value of asking the Portfolio Holder for Environment to come to an O&S meeting, given that the car parks were unlikely to change. It was confirmed that this item had been on the work programme for many months. The view was expressed that members would welcome the opportunity to raise issues with the Portfolio Holder as well as helping to shape ideas for the future.

Decision

It was proposed "That the update visit from the CCTV Portfolio Holder be moved to a quarter after the implementation of the new service at Runnymede and to remove the Off-Street Parking item from the work programme until such time as there was something more solid to discuss."

Proposed by Cllr Wildsmith; Seconded by Cllr Axam

A recorded vote was taken

For:- Cllrs Axam, Davies, Engström, Wildsmith, Woods

Against:- Cllrs Butcher, Coburn, Dorn, Farmer

Abstain:- Cllr Smith

The motion was carried.

Cllr Farmer asked for it to go on record that he had concerns about Committee voting against a decision that was agreed at the last meeting 4 weeks ago.

The meeting closed at 9.10 pm

OVERVIEW AND SCRUTINY COMMITTEE

DATE OF MEETING: 14 MARCH 2023

TITLE OF REPORT: DRAFT SERVICE PLANS 2023/2024

Report of: Executive Directors of Community, Corporate Services and Place

Cabinet Portfolio: Leader and Portfolio Holder for Strategic Direction and Partnerships

1 PURPOSE OF REPORT

1.1 To consider the draft Service Plans for 2023/24 as set out in Appendix 1

2 RECOMMENDATION

2.1 That the Overview and Scrutiny Committee review the draft Service Plans for 2023/24 and pass comments to the Cabinet.

3 BACKGROUND

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. The majority of our work is the day-to-day service delivery (or business as usual) and this is monitored through the Key Performance Indicators. Individuals' performance is monitored through performance appraisals (PDRs) and 1:1s during the year. The Service Priorities set out in the service plans are those projects and initiatives which are being delivered over and above the day-to-day service delivery.

3.2 The draft Service Plans support the delivery of the new Corporate Plan and are set within the financial context of the approved revenue and capital budget for 2023/24. As such, any material change from what is proposed is likely to require further consideration, particularly in relation to staff resources and budgets. Whilst the draft service plans should be able to be delivered within the existing resources (both people and budget) they assume we will be able to recruit and maintain a full staff complement, and they do not allow for unforeseen or unexpected major events or incidents that the Council may have to respond to during the year.

3.3 A significant change this year is that there are 3 Service Plans following the restructure last year and the removal of the former Environment & Technical Services. It also reflects that the Traffic Management Agency will revert back to the County Council on 1 April 2023.

4 MAIN ISSUES

4.1 Service Plans and the Service Planning process form a key part of the Council's existing performance management framework. Progress against Service Plans are reviewed by the Overview and Scrutiny Committee Service Panels on a quarterly basis. The considerations of the Service Panels are reported to the Overview and Scrutiny Committee.

4.2 Cabinet also received quarterly updates on performance of Services through the monitoring of the Key Performance Indicators (KPIs).

4.2 In February 2023, the Council approved its new Corporate Plan 2023/2027. The four-year plan provides a high-level strategic framework for the decisions the Council takes. It describes our most important aims and the priority activities that we will focus on delivering. It will be implemented through service plans and key strategy and policy documents.

4.3 The Council's focus for the next four years in partnership with the Hart community, is:

- Planet – make all areas directly under the control of the Council carbon neutral by 2035 and make Hart a carbon neutral district by 2040.
- People – fair treatment for all, help for those in need, and a sustainable economy that makes Hart a great place to live, work and enjoy.
- Place - delivering warmer, better homes in sustainable locations that people can afford to live in.

This will be underpinned by providing a resilient and financially sound Council – getting services right first time and delivering what matters to residents.

4.4 Hart District Council 2040 Vision was adopted in 2019. The Vision is for Hart to become the best place to live, work and enjoy by:

- The place to live – creating a connected space,
- The place to work – helping our local economy to thrive, and
- The place to enjoy – enhancing our environment and health.

4.5 Plus there are the Council-wide priorities of:

- Commercialisation
- Digitalisation

4.6 In April 2021 the Council declared a Climate Emergency. Taken together these priorities have informed the Service Priorities for the Place Service.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

It is important to have Service Plans for each Service of the Council which establish the priorities and performance indicators for that Service. Within the Service Plan the priorities have been assessed against the Council's Corporate Plan and other plans and strategies, and balanced against staff and budget resources.

CORPORATE GOVERNANCE CONSIDERATIONS

Relevance to the Corporate Plan and/or The Hart Vision 2040

The link to the Corporate Plan, Hart 2040 Vision, and the Climate Emergency is highlighted earlier in the report.

Service Plan

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

Legal and Constitutional Issues

It is considered that there are no legal or constitutional Issues raised by this report.

5 FINANCIAL AND RESOURCE IMPLICATIONS

5.1 The draft Service Plans are linked to the agreed budget for 2023/24. 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. The Corporate risk register will be considered separately by this committee and Cabinet and this will feature in the quarterly panel monitoring meetings.

7 EQUALITIES All activity will comply with the authority's statutory duties.

8 CLIMATE CHANGE The service plan sets out the 2022-23 delivery requirements to reflect the Council's ambition to become a carbon neutral authority by 2035.

ACTION

Any comments made Overview & Scrutiny Committee will be reported to Cabinet in April 2023 when the Service Plans are considered.

CONTACT Details: Kirsty Jenkins (Community) - kirsty.jenkins@hart.gov.uk, Graeme Clark (Corporate) – Graeme.clark@hart.gov.uk, Mark Jaggard (Place) - mark.jaggard@hart.gov.uk

APPENDICES: Appendix 1 – Draft Service Plans for 2023/24



Service Plan: Place Service 2023/24

Version 1	Version to be considered by Overview & Scrutiny Committee on 14 March 2023	

Service Overview

The Place Service consists of four teams covers a range of services focussed on delivering excellent services to our resident, businesses, and other stakeholders. The organogram below sets out the teams that deliver these services:

- Development Management & Building Control,
- Planning Policy & Economic Development, Flood Risk Management and Emergency Planning,
- Environmental Health & Licensing, and
- Data, Business Support & Facilities Management.

The Place service helps communities to be stronger and more resilient. We take an integrated place-based approach, working together as 'One Council' to develop the economy, ensure we protect and enhance the environment and meet our carbon-neutral commitments by 2035 and 2040.

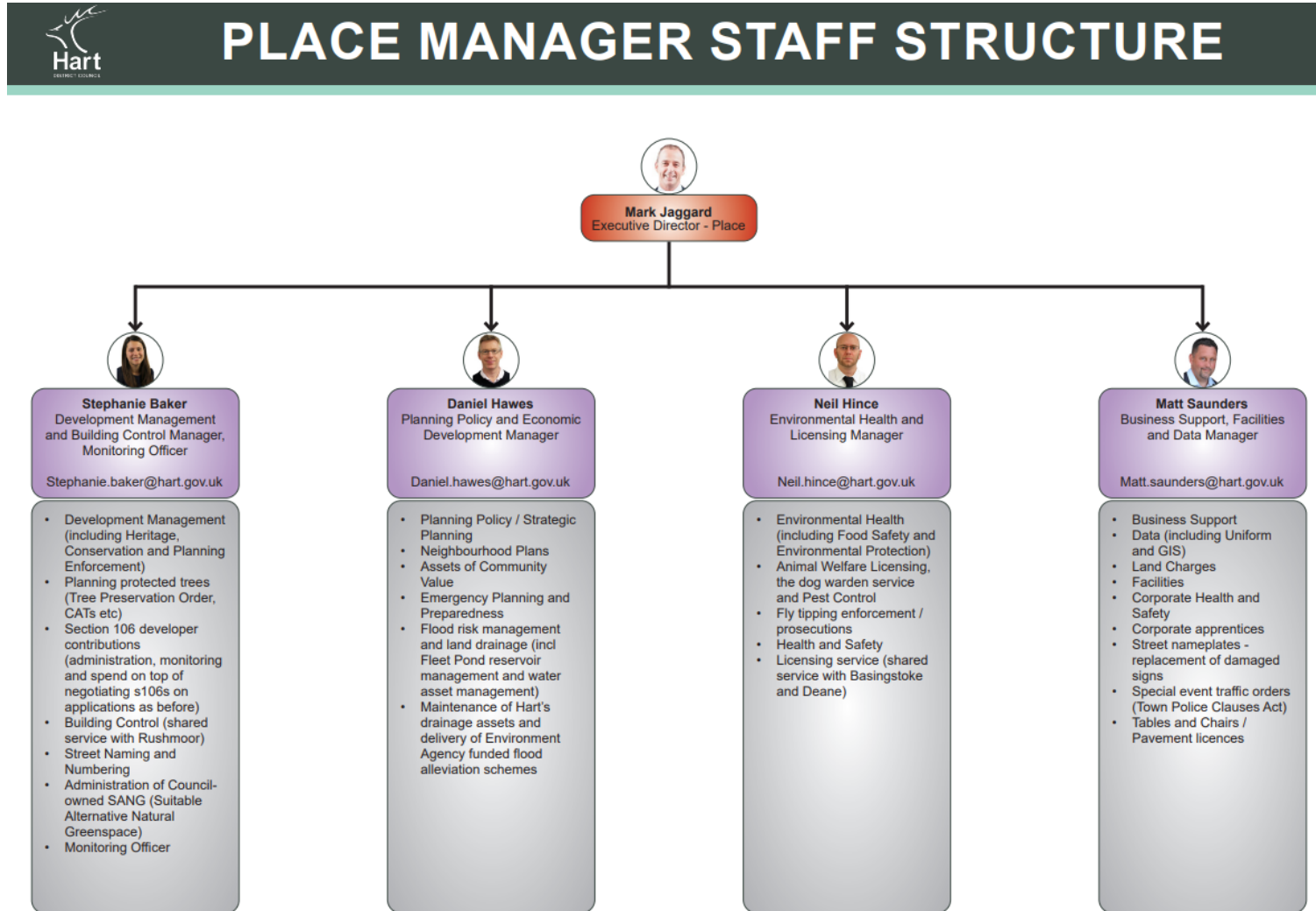
Every day, we deliver critical services such as Environmental Health and Licensing. We plan for the future in terms of homes, employment space and associated infrastructure and ensure that development is high quality, meeting the needs of our communities now and in the future.

We have the responsibility for effective and creative place-shaping through the Local Plan and other planning documents. We help to support communities undertaking their own neighbourhood plans or conservation appraisals. We carry the statutory responsibility for determining planning applications. We also utilise our discretionary planning enforcement powers where it is expedient in the public interest to take enforcement action. The Place Service includes the statutory function of Local Planning Authority (LPA) for Hart district.

By delivering sustainable growth and developing vibrant and diverse economies this provides opportunities for communities to access affordable homes that is supported by essential infrastructure; whilst protecting and enhancing the natural and built environment.

Resourcing

The staffing structure for Place Service is below:



Service Priorities

The table below sets out the service priorities for 2023/24, over and above day to day service delivery. Delivery against these is monitored via the quarterly O&S Service Panel.

	Service Priority	Link to Corporate Plan	Expected Outcomes	Target Completion Date
1	Local Cycling & Walking Infrastructure Plan (LCWIP) part of the Green Grid	Planet People Place	A network plan for walking and cycling - preferred routes and core zones for further development, and a prioritised programme of infrastructure improvements for future investment.	Adopt December 2023
2	Local Plan Review (Assessment)	Planet People Place	Undertake a Local Plan Review involving an assessment of whether the adopted local plan needs updating	Will take place once the Levelling Up & Regeneration Bill becomes an Act, plus the associated policy and guidance are updated
3	Settlement Capacity Study	Planet People Place	Understanding of the scope to accommodate future homes within settlements (Cabinet decision Nov 21).	December 2023
4	Cycle and car parking in new development Supplementary Planning Document (SPD)	Planet People Place	Guidance on well designed and appropriate quantum of cycle and car parking provision on new	Adopt by December 2023

			developments to encourage use of cycles.	
5	Viability assessments in new development Supplementary Planning Document (SPD)	Planet People Place	Viability assessments submitted which follow Council's preferred approach and contains the necessary information.	Adopt by December 2023
6	Delivery of affordable homes through planning Supplementary Planning Document (SPD)	Planet People Place	Guidance for provision of affordable homes on sites and off-site contributions.	Adopt by March 2024
7	Review and project plan the flood Schemes at: <ul style="list-style-type: none"> • Kingsway, Blackwater • Mill Corner, North Warnborough • Phoenix Green, Hartley Wintney 	Planet People Place	Full review of the current schemes, new project plans, project management, resources, timeframes	Report to Cabinet Summer 2023
8	Water environment asset management plan (Phase 1)	Planet People Place	Identification of the Council's existing drainage assets and existing information on condition and maintenance.	March 2024
9	Planning Local Enforcement Plan	Planet People Place	To update the Planning Local Enforcement Plan which was adopted in January 2016	March 2024

10	Review the Planning Pre-Application Advice Service	Planet People Place	To ensure the Service provides a great customer service which also covers its costs. Will feed into the 2024/25 Fees and Charges	December 2023
11	Review of Council wide fly tipping activity and to establish best practice	Planet People Place Resilient & financially sound Council	<p>The Council is involved with fly tipping across all Service areas:</p> <ul style="list-style-type: none"> • deterrents • reporting • detection • collection • investigation • prosecution / warnings <p>The review is to ensure a fully coordinated approach, and assessment against best practice elsewhere</p>	March 2024

Performance indicators and targets

KPI	Description	Annual Target
Development Management		
DM1	Percentage of Major development application decisions made within the statutory determination period (including Extensions of Time)	60%
DM2	Percentage of Minor development application decisions made within the statutory determination period (including Extensions of Time)	70%
DM3	Percentage of Other application decisions made within the statutory determination period (including Extensions of Time)	80%
DM4	Percentage of Tree Preservation works applications determined within eight weeks	75%
DM5	Planning application fee income	<i>Data only</i>
DM6	Income from Pre-Application Advice and PPAs (including LBCs)	<i>Data only</i>
Building Control		
BC1	Number of Building Control Applications Received	<i>Data only</i>
BC2	Building Control income	<i>Data only</i>
Environmental Health		
EH1	Percentage of scheduled/proactive Food Safety inspections undertaken within time	<i>Data only</i>
EH2	Food Recovery Plan (prioritised)	<i>Data only</i>

KPI	Description	Annual Target
EH3	Percentage of Environmental Protections service requests (including noise, statutory nuisance and public health) responded within time	80%
EH4	Percentage of Food and Health & Safety service requests (including RIDDORs, HSADV, food poisoning investigations) responded to within time	80%
EH5	Percentage of formal consultation responses made within time (including Planning and Licensing)	80%
EH6	Number of fly-tipping service requests received by service	Data only
EH7	Number of fly-tipping enforcement actions	Data only
EH8	Environmental Health Commercial fee income	Data only
EH9	Environmental Health Protection fee income	Data only
Planning Policy		
PP1	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
PP2	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
PP3	Authority Monitoring Report (AMR) [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
PP4	Infrastructure Funding Statement (IFS)	Publish by 31 st

KPI	Description	Annual Target
	[Statutory duty to publish annually, reporting on s106 (and where relevant CIL) monies secured, received, allocated and spent]	December
PP5	Statutory returns to Government [Collation and submission of data relating to housing delivery and self-build including Housing Flows Reconciliation (HFR), Housing Delivery Test information, Self and Custom Build]	Various deadlines throughout the year

Service Plan 2023/24: Corporate Services

Service Overview

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

- Audit and performance
- Communications and website
- Elections, electoral registration and data governance,
- Committee services
- Commercialisation
- IT, digitalisation and change
- Contracts* and procurement
- Finance
- Human resources and payroll
- Delivering government schemes of financial assistance to residents
- Climate change

*A range of outsourced services are contract managed by the corporate team including

- Revenues and Benefit Services
- Leisure Centre operation
- Waste and recycling collection (through the joint client team hosted by Basingstoke and Deane Council)
- Contact Centre

Version 1	Version to be considered by O&S Committee	

Resourcing

The staffing structure for Corporate Services is below:

To be inserted –showing just CExec, Director and direct report levels

Service Priorities 2023/24

The table below sets out the service priorities for 2023/24, over and above day to day service delivery. Delivery against these is monitored via the quarterly O&S Service Panel.

	Service Priority	Link to Corporate Plan	Expected Outcomes	Target Completion Date
1	Review Medium Term Financial Strategy to ensure the Council's financial resources and commitments are aligned with its strategic priorities, underpinned by robust financial controls and effective monitoring	Resilient and financially sound council	<p>Produce budget strategy to address forecast MTFS shortfall 2024/25 and to strengthen resources to priority areas, developed in conjunction service managers and councillors</p> <p>Review S106 balances and procedures to ensure transparency, regular reporting and swift approval to spend</p> <p>Detailed budget review and rebase, including staff and central cost allocations</p> <p>Review reserves, including SANGs, as per Council approval Feb 2023</p> <p>Revised MTFP including risk and sensitivities, submit for Council approval</p> <p>Strengthen staff cost budgeting and monitoring</p>	<p>Oct 2023</p> <p>Aug 2023</p> <p>Aug 2023</p> <p>Aug 2023</p> <p>Feb 2024</p> <p>Nov 2023</p>

	Service Priority	Link to Corporate Plan	Expected Outcomes	Target Completion Date
2	Update the Commercial Strategy to ensure it supports the MTFS and reflects the latest statutory framework	Resilient and financially sound council	Restated priorities and actions with associated savings/income targets, linked to overall MTFS	August 2023 Cabinet
3	Ensure an effective transition from the Mendip/Capita outsourced arrangement and the production of high quality statutory Accounts	Resilient and financially sound council	Smooth transition and knowledge transfer 22/23 pre-audit Accounts published Ensure adequate skills and experience in the HDC finance team Effective forward planning for technical accounting changes, including new lease accounting standards	July 2023 June 2023 Ongoing March 2024
4	Plan and implement changes as a result of the Elections Act 2022 for May 2024	Resilient and financially sound council	Elections team fully trained and aware. All IT and procedural changes implemented and tested. Staff, councillors, T&P councils and the public informed through effective comms strategy	Throughout the 23/24 year
5	Successfully deliver May 2023 local elections	People	Implementation of all new statutory requirements Achievement of full staff recruitment for election duties Smooth running on the day with positive feedback from candidates, agents and voters	May 2023

	Service Priority	Link to Corporate Plan	Expected Outcomes	Target Completion Date
6	Improving external communication	<p>People</p> <p>Resilient and financially sound council</p>	<p>Deliver phase two of website development – outcomes including:</p> <ul style="list-style-type: none"> • form enhancements • integrated payments • resident newsletter • mapping capabilities • media library • accessibility • pdf pages into publications • microsite scoping <p>Development of marketing and advertising policy</p> <p>Hart News review and re-launch</p> <p>Social media policy development</p> <p>Achieve accessibility standards across internal and external channels</p>	March 2024
7	Committee services	<p>People</p> <p>Place</p>	<p>Ongoing rollout of ModGov Report Manager for Portfolio Holders and Shared services</p> <p>Review effectiveness of ModGov at Hart</p>	<p>July 2023</p> <p>March 2024</p>

	Service Priority	Link to Corporate Plan	Expected Outcomes	Target Completion Date
8	Refresh Hart's Digital Strategy and customer offer	People Resilient and financially sound council	2019 Digital Strategy review measuring the outcomes delivered as part of the original programme of activity. Draft, consult and deliver new Digital Strategy across service areas setting out new focus for the next three years	March 2024
9	Improve customer offer and access to services and council information	People Resilient and financially sound council	Review of current customer offer across all channels in preparation for contract review for outsourced services with BDBC Review of current telephone choices for customers accessing 01252 622122 with proposal for new IVR	March 2024
10	IT - On-premises server upgrade/ move to cloud - Windows 2012 support ends in Oct 2023	Resilient and financially sound council	Full supported IT infrastructure	September 2023
11	Implement Cloud based telephony system	People Resilient and financially sound council	Migrate away from on-premises based telephony system	December 2023

	Service Priority	Link to Corporate Plan	Expected Outcomes	Target Completion Date
12	Rationalise/ decommission on-premises IT equipment	Resilient and financially sound council	<p>Complete final stage of the server room refresh</p> <p>The Council controls its overhead costs for direct dial telephony whilst expanding the flexibility for staff via a non desk-based solution</p>	July 2023
13	Review and develop a strategy for key outsourced and shared services	Resilient and financially sound council	<p>Cabinet approval for options appraisal and direction to ensure lead-in times are adequately prepared for and a pathway to secure value for money and robust services is agreed – to include:</p> <ul style="list-style-type: none"> • Capita services contract • Council provided outsourced contracts including legal, licensing and building control <p>Forward plan for new financial systems currently part of Capita contract</p>	<p>Sept 2024</p> <p>March 2024</p>
14	Waste and recycling - develop options for new legislation and contract renewal, and ensure robust contract monitoring through the client management arrangement	<p>Resilient and financially sound council</p> <p>Planet</p> <p>Place</p>	<p>Cabinet approval for options appraisal and direction to ensure lead-in times are adequately prepared for and a pathway to secure value for money and robust services is agreed</p> <p>Implement new legislation in the most cost-effective way possible</p> <p>Reduce carbon impact of service</p> <p>Review performance monitoring of the contract and the client team</p>	Ongoing

	Service Priority	Link to Corporate Plan	Expected Outcomes	Target Completion Date
15	Robust and effective procurement process and practice across the council that secures value for money and is legally compliant	Resilient and financially sound council	Prepare for Procurement Bill and update guidance and rules as required Guidance and the Contract Procurement Rules are up to date and in line with the updated legislation expected to be passed in 23/24	Feb 2024
16	Achieve the Council's Climate change aspirations and targets through a strengthened staff resource and robust action plan	Planet	New appointments made to complete the revised sustainability team Present a revised climate change action plan, including financial implications, to Cabinet via O&S	May 2023 April 2023
17	Ensure effective Internal audit provision that adds value to services, gives assurance about controls and governance and confidence to the Audit Committee	Resilient and financially sound council	Implement the new service provided by Southern Internal Audit Service and quickly embed the new arrangements Service managers and Audit Committee receive clear reports with high level of buy-in to recommendations	Sept 2023
18	Highly effective, skilled and well-motivated staff at the Council supported by an excellent HR service	People Resilient and financially sound council	Review HR policies and procedures to ensure all are current and effective Undertake audit of JDs to ensure a full set of up-to-date documents is held with good controls on access and revisions Improve staffing management information including FTEs, turnover and pay and conditions	Dec 2023 Aug 2023 March 2024

	Service Priority	Link to Corporate Plan	Expected Outcomes	Target Completion Date
19	To have strong, effective and transparent governance for corporate and service projects, with adequate skills and capacity in project resources	Resilient and financially sound council	<p>Consolidating project resource and strengthen reporting lines</p> <p>Implement actions arising from audit reports and lessons learned analysis from closed projects</p> <p>Implement new Terms of Reference for corporate Project Board and improve report back to Cabinet and O&S</p>	<p>June 2023</p> <p>Ongoing</p> <p>April 2023</p>

Performance Indicator	Target
<p>CP1 - Percentage of the Internal Audit Plan completed during the year</p> <p><i>Year to date figures, values are cumulative (higher is better)</i></p>	100% by year end
<p>CP2 - Percentage customer satisfaction with Internal Audit.</p>	90%
<p>CP3 - Quality of customer service call handling</p> <p><i>This indicator is measured from the scoring of a recorded call against quality standards from a monitoring sample (higher is better)</i></p>	90%
<p>CP4 - Implementation of savings schemes targets to meet MTFS requirements.</p>	100%
<p>CP5 - Percentage of telephone calls answered by the Contact Centre in 30 seconds.</p> <p><i>Percentage value given is as at end of the quarter (higher is better)</i></p>	70%
<p>CP6 - Percentage of Non-domestic Rates collected.</p> <p><i>Year to date figures, values are cumulative (higher is better)</i></p>	98%
<p>CP7 - Percentage of Council Tax collected.</p> <p><i>Year to date figures, values are cumulative (higher is better)</i></p>	98%

CP8 - Percentage uptime of key systems	99%
<i>Percentage value given is for the quarter and rounded to one decimal place (higher is better)</i>	
CP9 - Percentage of uptime of Hart's website	98%
<i>Percentage value given is for the quarter and rounded to one decimal place (higher is better)</i>	
CP10 - Number of missed collections excluding garden waste (per 100,000)	Target aims to miss no more than 40 bins per 100,000 collected for all bin collections except garden
<i>A missed collection is where a round has taken place and a bin (or bins) has been missed, this excludes any mutually pre-agreed suspension of service, usually applied where events are beyond the control of either the authorities' or their contractor. (lower is better)</i>	
CP11 - Number of missed garden waste collections (per 100,000)	Target aims to miss no more than 250 bins per 100,000 collected for garden waste services.
<i>A missed collection is where a round has taken place and a bin (or bins) has been missed, this excludes any mutually pre-agreed suspension of service, usually applied where events are beyond the control of either the authorities' or their contractor. (lower is better)</i>	
CP12 - Overall cost of waste per household	£25
<i>Set annually based on the number of households served and reported in Q4. Calculated as net cost of HAWCLT, HAWCOM, HAWSTE for the 22/23 budget divided by the Council Tax Stock of properties produced by the VOA (lower is better)</i>	

CP13 - Total recycling rate

46%

Percentage value given is for the quarter (higher is better)

Service Plan: Community Services 2023/24

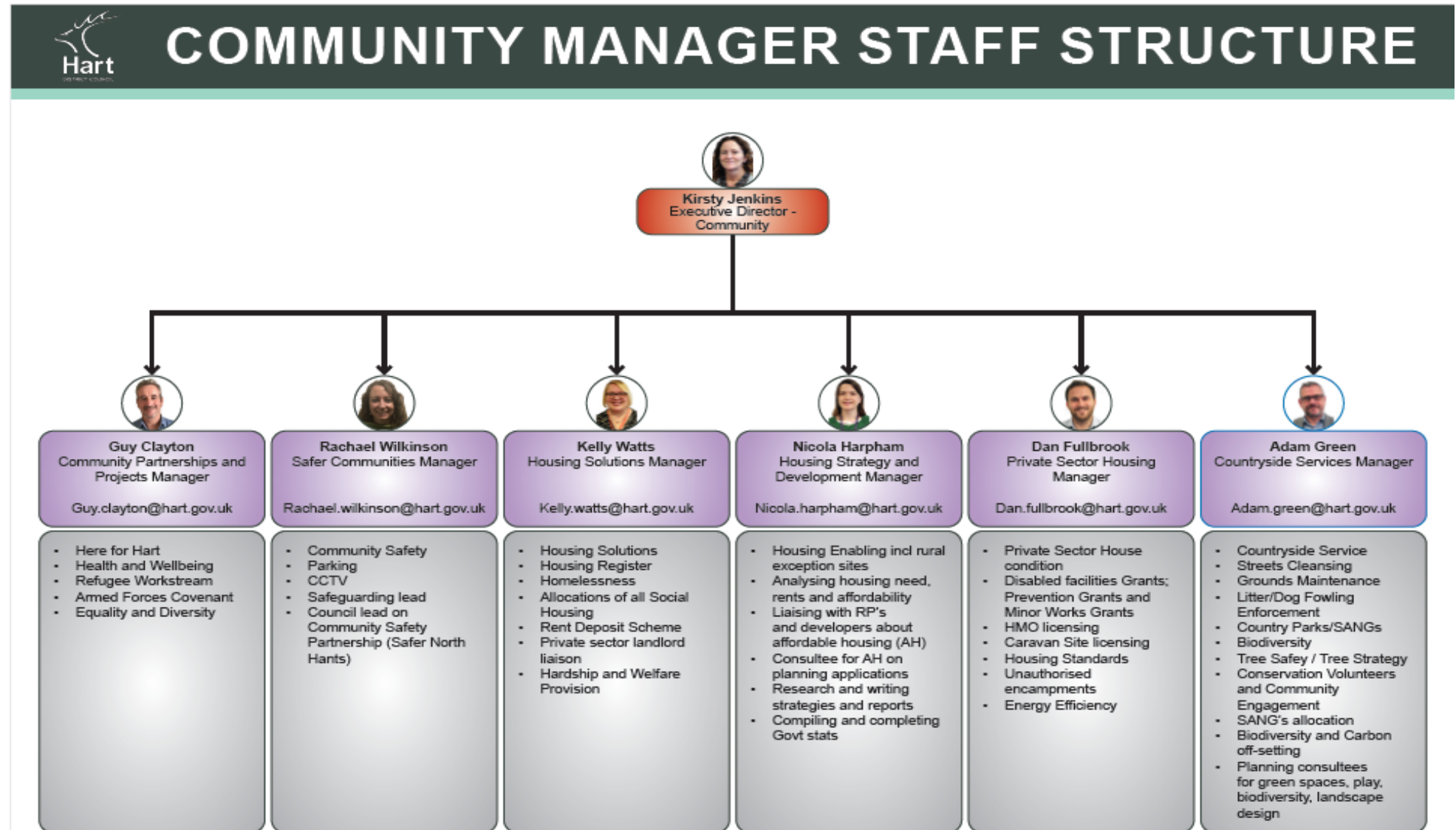
Service Overview

Community Services consists of six teams, focussed on delivering services to residents in the community. The organogram below sets out the teams that deliver these services: Housing Solutions, Community Partnerships and Projects, Housing Strategy and Development, including Housing Business Support, Private Sector Housing, Countryside and Community Safety including Parking. The services themselves are funded from a mixture of the council's own General Fund, Homelessness Prevention Funding and Better Care Fund, both distributed by central government and other small pockets of funding secured through various opportunistic bidding rounds.

Version 1	Version to be considered by Overview & Scrutiny Committee on 14 March 2023	

Resourcing

The staffing structure for Community Services is below:



Service Priorities

The table below sets out the service priorities for 2023/24, over and above day to day service delivery. Delivery against these is monitored via the quarterly Overview and Scrutiny Service Panel.

	Service Priority	Link to Corporate Plan	Expected Outcomes	Target Completion Date
1	Development of revised Supporting Communities Plan for 2023-2025	People	Gain approval at Cabinet	September 2023
2	Delivery of the Supporting Communities Plan via the Here for Hart programme	People	Delivery against action plan set out in Supporting Communities Plan 2023-2025	March 2024 and ongoing
3	Monitoring and reporting on the funded Service Level Agreements (SLA's) with key agencies	People	Delivery against set outcomes and value for money achieved via SLA's: <ul style="list-style-type: none"> • Citizens Advice, • Hart Voluntary Action, • Fleet Phoenix, • Inclusion Hampshire 	March 2024
4	Delivering the Refugee Workstream	People	Delivering the LAHF homes Prevention of homelessness due to breakdown in hosting arrangements	November 2023 March 2024

	Service Priority	Link to Corporate Plan	Expected Outcomes	Target Completion Date
5	Delivery of the Armed Forces Covenant Duty	People	<p>Delivery of activities in line with Armed Forces Covenant Duty</p> <p>Deliver Health & Wellbeing events at Bases and in community locations.</p> <p>Support veterans and armed forces families with employment signposting</p> <p>Gain Silver' Employer Recognition Award'</p>	March 2024
6	Contribute to the delivery of the North Hampshire Community Safety Partnership (CSP) Partnership Plan	Place People	<p>Delivery of initiatives in support of key objectives of the CSP Plan</p> <p>Promotion of crime prevention and safety initiatives through project work</p> <p>Joint work with the Police on ABC's and CPN's</p>	March 2024

	Service Priority	Link to Corporate Plan	Expected Outcomes	Target Completion Date
7	Review Allocations Policy	People	<p>Full review of allocations Policy to ensure compliance with all new legislation</p> <p>Take revised Policy (if change is needed) to Cabinet for approval</p>	March 2024
8	Review Homelessness Out of Hours Provision	People	<p>Homelessness Out of Office Hours or due Office Closure is reportable and actioned</p> <p>Fair remuneration for staff involved in delivering the out of hours service</p> <p>Good value for money service in place</p>	September 2023
9	Ensure we have an active private rented sector, engaging with landlords and hosting landlord events. Delivery of landlord support and tenancy sustainment services	Place	Annual landlord event and bi-annual landlord newsletter	March 2024 and onwards

	Service Priority	Link to Corporate Plan	Expected Outcomes	Target Completion Date
10	Produce an Annual Community Services Update	Planet People Place	Publication of an annual update and associated promotion / communication on key outputs	July 2023
11	Establish processes and documentation for First Homes	Place	Setting up a system to process and monitor first homes in the district	March 2024
12	Review the requirements for and establish a new vehicle for recording shared ownership	Place	Review options for the recording of shared ownership need and demand following the closure of the Government agency. Set up a system to record and advertise shared ownership properties for sale within the district.	December 2023
13	Delivery of Disabled Facility Grant service	Place	Enabling residents to remain in independent living accommodation (80 DFGs per year) Provision of discretionary Prevention Grants, focused on providing quick solutions to those in urgent need Promotion of prevention grants	March 2024
14	Review private sector renewal policy in relation to DFG recharges and homeowner loan provision	Place	Benchmark against best practice Explore opportunities for increasing return	March 2024

	Service Priority	Link to Corporate Plan	Expected Outcomes	Target Completion Date
15	Support the delivery of the climate change action plan	Planet	Participate in the officer working group	March 2024
16	Identify biodiversity and climate change offsetting opportunities	Planet	Submit a costed plan to Cabinet for the delivery of offsetting “pilot” projects on the ground	August 2024
			Submit to Cabinet for approval of the “model” for project and financial delivery	January 2024
			Deliver “Phase 2” of the offsetting model	March 2024
			Complete the delivery of “pilot” projects (delivery of the physical works on site)	Sep 2024 to March 2026
17	Tree Strategy	Planet Place	Produce a Tree Strategy that will benefit sustainability, global warming, carbon and biodiversity	March 2024
			Complete a Tree Planting project as an example of good practice and to support biodiversity and carbon offsetting strategy	March 2024 to 2025
18	Reduce Operational Carbon Emissions	Planet	Instal electric vehicle (EV) charging points at Civic Offices	March 2023
19	Green Grid Strategy	Planet People Place	Production of Local Walking and Cycling Strategy	September 2023
			Identify opportunities for Green Networks in Hart with key partners	July 2023

	Service Priority	Link to Corporate Plan	Expected Outcomes	Target Completion Date
			Stakeholder consultation, Completion of Strategy and Cabinet approval.	June 2024
			Identification of "Phase 2" Green Corridor with costed plan	September 2024
20	Delivery of Hart Green Grid East	Planet People Place	Installation of signage through to Hartland Park.	September 2023
			Working with HCC and St Edwards on provision of temporary crossing of Bramshot Lane	September 2023
			HCC to develop: A3013 Cove Road crossing; Southwood Lane, cattle grid bypass improvements; pavement and drainage improvements	September 2024
21	Delivery of (Phase 2) Ecological Mitigation works at Fleet Pond	Planet	Approve updated project plan with proposed financial strategy	May 2023
			Tender Phase 2 to develop a costed strategy for approval	June 2023
			Costed Strategy Completed Draft Presented to O&S Cabinet approval	Feb 2024 Mar 2024 Apr 2024
22	Delivery of agreed works at Edenbrook Country Park	Place	Review and agree programme for delivery of works	March 2024

	Service Priority	Link to Corporate Plan	Expected Outcomes	Target Completion Date
23	SANGs Adoption	Place	Progress adoptions at the following sites: <ul style="list-style-type: none"> • Moulsham Lane • Poulters Meadow • Hawley Park Farm • Edenbrook extension (Grove Farm) 	March 2024 and ongoing
24	Review of concession opportunities	People	Agree new strategy for delivery at Project Board	July 2023
			Concessions to be operational	March 2024
25	Closed Cemeteries	Place	Minimum standard of maintenance that is Biodiversity and Carbon Friendly	July 2023
			Legal process to hand areas over to Parishes considered with options	July 2023
26	Countryside Vision	Planet People Place	Aspirations and priorities for the future of the countryside service to deliver the best service possible to our customers and to enhance and protect biodiversity	Nov 2023
27	Grounds & Street Care Audit	Place	Mapping Grounds Maintenance areas to develop a schedule of rates with consideration biodiversity and carbon footprint considered	August 2023
			Investigate options in the delivery of contracted services for consideration	August 2024

	Service Priority	Link to Corporate Plan	Expected Outcomes	Target Completion Date
			Investigate options of carbon friendly fuels and electrification of vehicles and equipment.	March 2024
			Investigate a digital recording system for trees and site H&S	June 2023
28	Countryside Policy review	Planet People Place	Review all Policies relating to open spaces and ecology and identify any gaps. Proposals for filling gaps in policy will be prioritised and brought to Project Board for approval	March 2023 to 2025
29	Car Park Maintenance	Place	Develop and implement car park planned maintenance programme	September 2023
30	Litter Enforcement	Place	Investigate viability of bringing Litter Enforcement service inhouse and produce options paper for consideration Consider options for enhancing fly tipping prevention and enforcement	November 2023
31	Review of CCTV	People Place	Following the transfer of the service to Runnymede, a review of camera provision across the district, including placement, quality and support of parish council CCTV	November 2023

Performance indicators and targets

KPI	Description	Annual Target
1	Number of Households given advice to across the quarter	<i>INFO ONLY</i>
2	Number of households prevented or relived from becoming homeless	<i>50% of all formal presentations</i>
3	Number of families in B&B for more than 6 weeks	<i>zero</i>
4	Number housed in to the PRS (cumulative)	<i>30</i>
5	Number of gross affordable homes delivered (cumulative)	<i>100</i>
6	% Disabled Facilities Grant spent against budget	<i>100%</i>
7	No. of DFGs and Prevention Grants completed	<i>80</i>
8	Number of gypsy / traveller illegal encampments (all land, not just Hart land)	<i>INFO ONLY</i>
9	Community Trigger reviews to be carried out	<i>1</i>
10	Community Events attended to promote service accessibility, across Community	<i>6</i>
11	Number of "Green Flags Awards" held	<i>4</i>
12	% Countryside major sites with current Management Plan	<i>90%</i>
13	Number of Service requests for Grounds and Street Cleansing Services	<i>1800</i>

CABINET

KEY DECISIONS / WORK PROGRAMME AND EXECUTIVE DECISIONS MADE

April 2023

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	Outline/Reason for Report/Comments	Due Date	Original Due Date	Key Decision Y? (Note 1)	Cabinet Member (Note 2)	Service (Note 3)	*This item may contain Exempt information
Climate Change Action Plan	Cabinet to receive the proposed Action Plan to facilitate Hart's Carbon Pathway for endorsement			No		CS	
Draft Service Plans 2023/24	To consider the draft service plans for 2023/24	6 Apr 2023		No		ALL	
Risk Management Strategy	To ask Cabinet to approve the Council's updated risk management strategy	6 Apr 2023		No		CS	
Corporate Risk Register	To ask Cabinet to review and approve the updates made to the Corporate Risk Register	6 Apr 2023		No		CS	
Appointment of Representatives on Outside Bodies	To confirm membership of Representatives of the Council on Outside Bodies	1 Jun 2023		No		CS	
Q4 Performance Plan Review	Q4 performance plan review report, following information reviewed at O&S	1 Jun 2023		No			
Review of CCTV Service	To review the CCTV service following the move to Runnymede,			No		H	

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Agenda Item 7

Report Title	Outline/Reason for Report/Comments	Due Date	Original Due Date	Key Decision Y? (Note 1)	Cabinet Member (Note 2)	Service (Note 3)	*This item may contain Exempt information
	including any requirement for additional funding for replacement cameras/additional maintenance as required						
Revenue and Capital Outturn 2023/24		3 Aug 2023		No		F	
Review of Reserves including SANGS Funding	To review the Council's Reserves, including funding allocated to SANGS	3 Aug 2023		No		F	
MTFS and Capital Strategy		7 Sep 2023		No		F	
Corporate Risk Register (Half Yearly Review)		7 Sep 2023 4 Apr 2024		No		CS	
Treasury Management Strategy and Asset Management Plan		5 Oct 2023		No		F	
Draft Budget 2024/25		1 Feb 2024		No		F	
Q3 Forecast 2023/24 and Revenue Outturn		1 Feb 2024		No		F	
Draft Service Plans 2024/25		7 Mar 2024		No		ALL	

Report Title	Outline/Reason for Report/Comments	Due Date	Original Due Date	Key Decision Y? (Note 1)	Cabinet Member (Note 2)	Service (Note 3)	*This item may contain Exempt information
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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	TCI Digital	RQ Commercialisation (Cn) and Corporate Services	SB Community (Cy)
TCo Regulatory	AO Environment	JR Finance	GC Place

Note 3

Service:

CX Chief Executive	CS Corporate Services	PL Place Services
CSF Community Safety	PP Planning Policy	
FI Finance	COM 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

Mar 2023	OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME					
Issue and Description of Topic	Current Position Objective	Original Due Date	Revised Date	Resources Required	Contact	*This item may contain Exempt Information
Climate Change Action Plan	O&S to review proposed action plan to facilitate Harts Carbon Pathway	TBC				
Draft Service Plans 2023/24	To consider the draft service plans for 2023/24	Mar 23				
Corporate Risk Register	To consider the latest corporate risk registers, agreeing any corrective action necessary	Mar 23	Apr 23			
Chairman's Annual review of the work of the Overview and & Scrutiny committee	Prior to consideration by Annual Council, the Chairman to report on the work over the past year of overview & Scrutiny Committee	Apr 23				
LCWIP		TBC				
Multi Agency Flood Forum (MAFF)	Update from the bi-annual meeting of multi-agencies.	Apr 23		Minutes only	Place	

Agenda Item 8

Feedback from Conservation Task and Finish Groups		Apr 23				
UK Single Prosperity Fund – Annual monitoring report	To review progress in the year against the Investment Plan and £1m funding allocation over three years	Apr 23				
Budget outturn	To note the final position against the revenue and capital budgets for the previous year, agree any actions necessary affecting reserves and note any carry forward requests	Apr 23				
CCTV	To invite Portfolio Holder responsible for CCTV to give an update	Jul 23				
Treasury Outturn	To note the activity under the treasury management strategy for the previous year, including adherence to prudential indicators and investment limits, and consider any changes to the strategy or criteria as necessary	Jun 23				
Budget monitoring	To note the forecast outturn for the year against revenue and capital budgets using the latest actual position and assumptions based on best information, and consider any corrective action required.	Aug 23				

MTFS emerging pressures and budget strategy	To note emerging pressures on the Council's finances, agree a budget strategy for the forthcoming year and consider any changes to the Medium Term Financial Strategy	Oct 23				
Treasury mid-year	To note the activity under the treasury management strategy for the first 6 months of the year, including adherence to prudential indicators and investment limits, and consider any changes to the strategy or criteria as necessary	Oct 23				
UKSPF Budget allocation	To request approval for how the 22/23 and 23/24 grant funding allocation is allocated and request a further report to be submitted regarding the principal tranche in the third year	Feb 24				
Climate Change resources	To seek approval for a proposal to strengthen resources to deliver the Council's climate change agenda	Feb 24				
Review of Affordable Housing Efficiency Measures	To review the effectiveness of the policy agreed by Cabinet in March 2021.	Mar 24			Community Services	
Climate Change Action Plan refresh	To approve a refresh to the Council's climate change action plan to reflect the	Mar 24				

	findings of the Eunomia report from Sept 2022					