



NOTICE OF MEETING

Meeting:	Overview and Scrutiny Committee
Date and Time:	Tuesday 19 March 2024 7.00 pm
Place:	Council Chamber
Enquiries to:	Committee Services Committeeservices@hart.gov.uk
Members:	Dorn (Chairman), Butler (Vice-Chairman), Smith, Butcher, Coburn, Davies, Engström, Harward, Farmer, Thomas and Vernon

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.

Please download all papers through the Modern.Gov app before the meeting.

- 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 4 - 11

The minutes of the meeting of 20 February 2024 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 PRESENTATION BY CORE GRANT RECIPIENTS - HAMPSHIRE INCLUSION

Members to receive a short presentation from core grant recipients outlining the impact the core grant has had on their organisation - Hampshire Inclusion.

7 REVIEW OF HOUSING COMPANY MANAGEMENT STRUCTURE 12 - 13

This report is to review the governance arrangements associated with the management of Hart Housing Property Management Company Limited (trading as Butterwood Homes).

Recommendation

The Committee expresses its views on the following issues:

A. That the independent layperson be replaced by a director appointed from the Council's Finance team

B. The Portfolio Holder be invited to attend scrutiny meetings between

the company and the Scrutiny Panel.

C. Unless otherwise agreed upon between the company and the Scrutiny Panel, only a single annual meeting is needed.

D. The terms of reference for the Scrutiny Panel meeting with the company as set out in para 9 of the report, are noted.

- | | | |
|-----------|--|---------|
| 8 | DRAFT SERVICE PLANS 2024-25 | 14 - 45 |
| | Overview & Scrutiny is requested to consider the draft Service Plans for 2024/25 and pass comments to Cabinet. | |
| 9 | CABINET WORK PROGRAMME | 46 - 52 |
| | To consider the Cabinet Work Programme. | |
| 10 | OVERVIEW AND SCRUTINY WORK PROGRAMME | 53 - 55 |
| | To consider and amend the Overview and Scrutiny Work Programme. | |

Date of Publication: Monday 11 March 2024

OVERVIEW AND SCRUTINY COMMITTEE

Date and Time: Tuesday 20 February 2024 at 7.00 pm

Place: Council Chamber

Present:

Dorn (Chairman), Butler (Vice-Chairman), Smith, Butcher, Coburn, Davies, Harward, Farmer, Thomas and Crisp

In attendance:

Officers:

Kirsty Jenkins, Executive Director - Community

Mark Jaggard, Executive Director - Place

Graeme Clark, Executive Director – Corporate and S151 Officer

Caroline Winchurch, CEO, Hart Voluntary Action

Mark Berry, Development Manager and Building Control Manager

Daniel Hawes, Planning Policy and Economic Development Manager

Christine Tetlow, Planning Policy Officer

Joanne Rayne, Finance Manager

Sharon Black, Committee Services Manager

105 MINUTES OF PREVIOUS MEETING

The minutes of 16 January 2024 were confirmed and signed as a correct record.

Proposed by Cllr Dorn; Seconded by Cllr Butcher

Unanimously agreed by those at the January meeting.

106 APOLOGIES FOR ABSENCE

Apologies had been received from Cllr Engstrom and Cllr Vernon.

Cllr Crisp was attending as substitute for Cllr Engstrom.

107 DECLARATIONS OF INTEREST

No declarations were made.

108 CHAIRMAN'S ANNOUNCEMENTS

The Chairman suggested reordering the agenda to take the presentation from HVA next, then item 5 on public participation, then item 10 on the Conservation Area Appraisal Task and Finish Group. These changes were unanimously agreed.

109 PUBLIC PARTICIPATION (ITEMS PERTAINING TO THE AGENDA)

In relation to Agenda item 10, Conservation Area Appraisal Task and Finish Group Report, Mrs Julia Ambler spoke on behalf of Crookham Village Parish Council.

It was noted that Crookham Village Parish Council had recently undertaken a conservation area appraisal and welcomed the updated guidance. Their process had been somewhat fraught, with some advice being unclear and contradictory. They had been pleased to see that the guidance and the template for submitting a conservation area appraisal had been improved and seemed easier to use.

Crookham Village Parish Council had one request in that they would like feedback from Officers to be clear and unambiguous. A clear statement of the issue, why it represented a problem and any reference to sections of the guidance should be stated, as well as a clear statement on what could be done and whether this was a mandatory change.

Members thanked Mrs Ambler for her comments, and Officers agreed to review the template to incorporate the comments on feedback.

110 PRESENTATION BY CORE GRANT RECIPIENTS - HART VOLUNTARY ACTION

Members received a short presentation from Caroline Winchurch, CEO of Hart Voluntary Action (HVA), a core grant recipient, outlining the impact the core grant has had on their organisation.

Members heard:

- That HVA was set up by Hampshire County Council (HCC) and Hart District Council (HDC), both of whom gave annual grants
- HVA had a membership of 148 organisations, all of whom were voluntary, community or social enterprise organisations
- That there were core activities and specific services paid for using the grants
- About the KPIs for Q1-Q3 for 2023/24
- About the value of the core grant and support that HVA received from HDC, both to the charity and also to Hart residents

Members asked:

- Whether the HCC and HDC grants were equal. This was the case for this year, but HCC were proposing a 30% cut in funding for 2024/25, meaning that the organisation would need to use its reserves or seek additional funding.
- Whether HVA had any links with Royal British Legion? This was not the case and Cllr Dorn undertook to provide some contacts.

Members thanked Ms Winchurch for her interesting presentation on the impact of the core grant provided by Hart.

111 HALF YEARLY COMPLAINTS ANALYSIS

Members received an update on the number and outcome of customer complaints for Quarters 2 and 3, July-December 2023.

Members heard:

- That there had been fewer complains in Q2 and Q3 than earlier in the year
- Planning complaints had been high in Q2/Q3 but were beginning to ease in Q4
- There had been an increase in response times. This would be acceptable as long as the complainant was kept informed
- All but one upheld complaint related to shared services
- There was an ongoing proactive campaign to raise the profile of complaints amongst officers
- Work had begun to survey complainants after the completion of the process – so far two responses had been received
- The Local Government Ombudsman had decided to issue a separate code for Local Government complaints, with an implementation date of 2026/27. Hart had volunteered to be part of the pilot project

Members questioned:

- Whether there would be a need for a significant number of changes to be made following the issuing of the updated Local Government complaints process
- What was driving the delays in responding to complaints
- Whether it was felt fair for residents to experience such delays vs the pressure needed to be put on Officers to respond to the complains
- Why there had been a spike in waste and council tax complaints in October 2023. As this was not clear, it was requested that the Officer provide a written answer to this question.
- How more complex complaints that crossed multiple service areas were managed and how any potential delays were communicated to residents
- Whether the causes of recurring issues were looked at in more detail to see what could be done to reduce these

In conclusion it was noted that some residents did not wish to complain as they felt that they would be treated “differently” by the Council. The Officer offered his details to be passed onto residents to help dispel this myth, where required.

The report was noted.

112 LOCAL ENFORCEMENT PLAN

This report was to enable Overview and Scrutiny to consider a new Local Enforcement Plan and pass comments to Cabinet. The plan brought together the Environmental Health & Licensing Enforcement Plan and the Planning Enforcement Plan under one overarching document.

Members questioned:

- That there was a number of areas that were duplicated in both Plans, and why they were not in the overarching document
- Whether the use of the word “complaint” in the Environmental Health & Licensing Plan should be changed to avoid confusion with the Hart complaints process
- Whether it would be beneficial to have some guidance clearly published on the website detailing what enforcement covers and the processes involved, so that residents were clear on what was covered
- Whether it would be possible to improve the information published on the website, especially to signpost to other areas, and/or whether a leaflet with information for residents would be beneficial
- What the number of legitimate number of complaints was compared to those that proved to be false
- The timescales involved in each stage of the process
- Whether it would be possible for ward councillors to be updated when the status of a case changes
- Whether the use of “FixMyStreet” could be referenced in the Plan as a method of reporting fly tipping, dog fouling etc.

Members noted:

- That currently there were approximately 200 live enforcement cases
- That staffing levels were one full time employee and two part time
- The majority of cases were either resolved informally, were found not to be a breach or were not worthwhile following up
- Only around one enforcement or breach of condition notice was issued a month
- The appeal process could be lengthy and took up a significant amount of resources
- There was an intention to provide an update to Councillors on outstanding cases in their wards

In conclusion, it was unanimously agreed that the report and Plans be sent to Cabinet for their March meeting, including the views of the Committee.

113 FEEDBACK FROM CORPORATE AND PLACE SERVICE PANEL MEMBERS

To receive feedback from Members on the Corporate and Place Service Panels.

Members heard:

- The Corporate service was good and well run
- The majority of the Corporate service priorities were green, and there were good explanations for those which were amber
- The only red was with the services risk register, which was due to the SERCO contract end date and changes in legislation relating to waste. However this was high risk due to the size of the area and work was in progress to mitigate this risk
- That savings of £30k had been made on the cost of mobile phones, although there were potential additional costs relating to the waste service if Government requirements were turned into legislation

- The service agreement with Shared Legal Services was being continued
- The Place service panel had heard of a number of large projects being worked on
- Most projects were on plan, but there had been some delays due to staffing, particularly around planning and tree officers

Planning applications took a dip in Q2 due to staffing issues, but had picked up in Q3.

114 CONSERVATION AREA APPRAISAL TASK AND FINISH GROUP

This report updated the Committee on progress addressing task and finish group recommendations regarding Parish & Town Council led conservation area appraisals (CAAs), in particular the production of a guidance note.

Members heard:

- Comments and recommendations from the Task and Finish Group had been taken on board when producing the updated guidance
- The guidance document was a “live” document and would be regularly updated following feedback from Parishes

Members queried:

- Whether the template had yet been “road tested” by any of the Parishes
- Why the recommendation of the Task and Finish Group to only let Officers have “one bite at the cherry” when commenting on appraisals had not been included
- Whether the timescale of 4 weeks under stage 9 (HDC review of the revised draft) was too long

Members noted:

- That Crookham Village Parish Council had used the template and provided some feedback which would be incorporated
- There was a need for Officers to make comments at various stages of the process, and therefore it was felt that the “one bite of the cherry” approach was not appropriate
- That Officers would provide advice and support to Parishes but were not there to write the documentation
- That the guidance was for Town and Parish Councils who either wanted to update their Area Appraisal or create a new one. The documentation wording would be amended accordingly.
- The timescale of 4 weeks for stage 9 allowed for annual leave and other extenuating circumstances

Members of the Task and Finish Group agreed that their recommendations had been addressed, and that the guidance note would be kept under review both within Place directorate and at Place service panel meetings.

Overview & Scrutiny Committee unanimously:

- noted the completion of Guidance Note for Parish & Town Councils at Appendix 1, and

agreed that the recommendations of the task and finish group, set out at Appendix 2, had been addressed.

115 FLY TIPPING TASK AND FINISH GROUP

Members heard the findings of the Task and Finish Group.

Members heard:

- that there was an increase in fly tipping
- that it was likely that issues with local household waste recycling centres (HWRCs) had contributed to the increase
- funding had been allocated in the 2024/25 budget to help address the issue of fly tipping
- officers do an outstanding job of collecting fly tipped rubbish
- it was felt by the Task and Finish Group that improvements in communications with residents around fly tipping could be made and that potentially a social media campaign targeted at carriers and householders could be run
- the use of interviews and cautions for carriers and householders found fly tipping could be reintroduced as a deterrent
- householders had a duty of care to ensure that any carriers they employed to remove rubbish had the correct licenses
- there was a definite need for more officer time and bringing the service under one Executive Director would be seen as being a step forward

Members discussed:

- that Hart sat 4 out of 16 authorities in Hampshire for fly tipping, although it was believed that a reasonable proportion of this was as a result of non-Hart residents coming into the District, either working or solely to fly tip
- there was a lack of confidence in Hart's approach to enforcement and prosecution. Parish Councils had been surveyed by the Task and Finish Group although responses had not been high
- Bring banks had not been included as fly tipping sites, as they were classed as littering
- There was a significant issue with dumping of large loads in rural roads and farmers areas just off highways
- Whether an increase in fines for fly tipping would act as a better deterrent.
- That comments had been received from South Warnborough Parish Council, which were seen to be very helpful
- The potential use of cameras for enforcement and prosecution would be worth investigating further

It was proposed that the report should be updated with the comments from Overview and Scrutiny, and then passed to Cabinet with a proposal that they carry out a review and options appraisal for the service.

Overview and Scrutiny members also expressed a wish to see the final document, with Cabinet's options appraisal, before any final decisions were made.

Proposed by: Cllr Dorn; Seconded by: Cllr Smith

Unanimously agreed

116 QTR 3 BUDGET MONITORING REPORT AND FORECAST OUTTURN FOR 2023/24 INCORPORATING TREASURY ACTIVITY

Members considered the latest projections of expenditure and income, including capital, for 2023/24 for review and any action necessary. The report included treasury activity and adherence to approved policy

Members noted:

- That the headline figure was similar to that in Q2 with an £871k surplus
- Employee costs had a £480k surplus - £117k due to the pay settlement; £98k due to pensions costs and the remainder due to staff vacancies
- Supplies and services additional costs were as a result of the decisions made by Cabinet at its December 2023 meeting
- Planning income had increased by £100k than previous, due to a number of larger projects
- Treasury net debt was the same at Q2, with interest yield at 5%+, so there may be additional income from this
-

(Cllr Davies left the meeting at 9:03pm and returned at 9:05pm)

Members queried:

- Whether there was any indication on interest rates for the future
- Why the revenue items spend was below budget by £130k (this was the Bramshot forest walk, which was not now going ahead)

Members thanked the finance team for a very clear report and noted the report and the four recommendations:

- Noting the projected outturn
- Noting the capital overview
- Noting the project overview

Noting the Treasury Management position

117 CABINET WORK PROGRAMME

Members considered and noted the Cabinet Work Programme.

118 OVERVIEW AND SCRUTINY WORK PROGRAMME

Members considered and amended the Overview and Scrutiny Work Programme as follows:

- To add an item: UKSPF mid-year monitoring report to be added for October
- To add an item: Fly tipping task and finish group options appraisal report (before Cabinet) – date to be confirmed

Members were reminded that draft Service Plans for 2024/25 would be presented to the March Overview and Scrutiny meeting and that there would be a half yearly complaints analysis put to the April meeting, and then in October and April moving forward.

The meeting closed at 9.10 pm

Overview and Scrutiny

Tuesday 19 March 2024

Hart Property Maintenance Company: Governance Review

Report of: Chief Executive

Cabinet Portfolio: Climate Change and Corporate Services

Key Decision: No

Confidentiality: Non-Exempt

Purpose of report

1. The purpose of this report is to review the governance arrangements associated with the management of Hart Housing Property Management Company Limited (trading as Butterwood Homes).

Recommendation

The Committee expresses its views on the following issues:

- A. That the independent layperson be replaced by a director appointed from the Council's Finance team
- B. The Portfolio Holder be invited to attend scrutiny meetings between the company and the Scrutiny Panel.
- C. Unless otherwise agreed upon between the company and the Scrutiny Panel, only a single annual meeting is needed.
- D. The terms of reference for the Scrutiny Panel meeting with the company as set out in para 9 of the report, are noted.

Background

2. In June 2021, the council formed a company to manage two properties comprising 41 flats. The Council is the company's sole owner and aims to make these homes available for rent to key workers and affordable market rent housing. This helps the Council generate a steady income and own more assets.
3. As the Company's sole shareholder, the Council appoints directors and approves important decisions beyond what is agreed upon in the Business Plan. These decisions are made based on a formal agreement between the Council and the Company.
4. The company directors do not possess any executive powers except the ones granted by the shareholder. They are supposed to serve for two years unless the shareholder decides otherwise. Each Director holds the same voting power. A member of the Consultative Committee of Accountancy Bodies (CCAB) who is qualified in accounting should be appointed as the Finance Director. Of the three Directors, two are Hart District Council employees, and the third is a

layperson selected by the shareholder. The Chairman is nominated on an annual basis by the shareholders.

5. Cabinet and a four-member Company Scrutiny Panel oversee and control the company's activities on behalf of the shareholder.
6. At the January 2024 Cabinet meeting, it was reported that the Company's financial performance was solid. The 2023/24 projections show the company's stability beyond its initial set-up phase. The Scrutiny Panel was satisfied that the company was accomplishing the desired aims of Hart District Council.

Proposal

7. The Company has been operating for nearly three years. From an operational point of view, it is operating well, but upon reflection, the arrangements can be refined. A review is also appropriate as the company's operational model is now totally focused on property maintenance and management rather than pursuing growth and development options.
8. Although small, the company generates a reasonable number of day-to-day issues that must be addressed. To spread the workload, a more hands-on operational approach at the board level is needed. As originally envisaged, the company would also benefit from having a director more familiar with financial matters. The proposal, therefore, is that the independent layperson be replaced by a director appointed from the Council's Finance team.
9. The four-member Company Scrutiny Panel arrangement has worked very well. Its terms of reference are to receive a report from the Company on the following:
 - Financial performance in the previous quarter and year-to-date against the annual budget and latest business plan
 - Performance against agreed key performance indicators
 - Any matters previously agreed between the Company and the Shareholder
10. There is room for improvement. A solution that would encourage more effective engagement between the company, the Scrutiny Panel, and the Portfolio Holder is proposed. Inviting the Portfolio Holder to attend Scrutiny Panel meetings with the company enhances the potential for all parties to work together to achieve the best outcomes. It is also suggested that only a single annual meeting will be sufficient unless more is needed.

Action

The Committee's views will be forwarded to the Cabinet.

Contact: Daryl Phillips, Chief Executive

Overview and Scrutiny Committee

Meeting Date: 19 March 2024

IssueTitle: Service Plans 2024-25

Report of: Senior Leadership Team

Key Decision: Yes

Confidentiality: Non Exempt

Purpose of Report

To consider the draft Service Plans for 2024/25 and make comments to Cabinet

Recommendation

Overview & Scrutiny is requested to consider the draft Service Plans for 2024/25 and pass comments to Cabinet.

Background

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 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.
2. The draft Service Plans support the delivery of the Corporate Plan and are set within the financial context of the approved revenue and capital budget for 2024/25. As such, any material change from what is proposed is likely to require further consideration, particularly in relation to 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.

Main Issues

3. 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.
4. 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.

Relevance to the Corporate Plan

5. 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.

Financial and Resource Implications

6. The draft Service Plans are linked to the agreed budget for 2024/25. 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.

Risk Management

7. 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

Equalities

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

Climate Change Implications

9. The service plan sets out the 2024-25 delivery requirements to reflect the council's ambition to become a carbon neutral authority by 2035. There are no direct carbon/environmental impacts arising from the recommendations.

Action

10. The service plans will be considered and approved by Cabinet on 4/4/24.

Contact Details: Mark Jaggard (Place), Kirsty Jenkins (Communities), Graeme Clark (Corporate Services)

Appendices

Service plans for Place, Communities and Corporate Services



Service Plan: Place Service 2024/25

Version 1	Version to be considered by Overview & Scrutiny Committee in March 2024	6 March 2024
Version 2		

Introduction

Service Plans set out the key actions each service will undertake during the coming year to deliver the Council's objectives and priorities, and core services. Most of our work is the day-to-day service delivery (or business as usual), which is monitored through the Key Performance Indicators (KPIs). 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 that are being delivered over and above the day-to-day service delivery.

The 2024/25 Service Plans support the delivery of the Council's Corporate Plan 2023-2027 and are set within the financial context of the approved revenue and capital budget for 2024/25. As such, any material changes from what is proposed will likely require further consideration, particularly concerning 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.

Service Plans and the service planning process are key to the Council's existing performance management framework. Progress against Service Plans are reviewed by the Overview & Scrutiny Committee Service Panels every quarter. The considerations of the Service Panels are reported to the Overview and Scrutiny Committee.

Service Overview

The Place service consists of four teams working collaboratively to protect, enhance and promote our natural, built and historic environments and deliver sustainable growth to improve the quality of life for all. Place covers a range of services focussed on delivering excellent services to our residents, businesses, and other stakeholders:

- 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 become 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 important 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 of high quality, meeting the needs of our communities now and in the future.

We are responsible for effective and creative place-shaping through the local plan and other planning documents. We help support communities undertaking neighbourhood plans or conservation area 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.

Delivering sustainable growth and developing vibrant and diverse economies provides opportunities for communities to access affordable homes supported by essential infrastructure while protecting and enhancing the natural and built environment.

Resourcing

The team structure of the Place service is set out below:



Development Management & Building Control team	Planning Policy & Economic Development team	Environmental Health & Licensing team	Business Support, Facilities and Data team
<p>Development management (including heritage, conservation and planning enforcement) Protected trees (tree preservation orders, CATs etc) Application registration / validation Section 106 developer contributions (administration, monitoring and spend) Street naming and numbering Administration of Council-owned SANG (Suitable Alternative Natural Greenspace)</p> <p><u>Client manage:</u> Building Control</p>	<p>Planning policy / strategic planning Neighbourhood plans Assets of community value Conservation area appraisals Emergency planning and preparedness Flood risk management and land drainage (inc Fleet Pond reservoir management) Management of Hart's drainage assets</p>	<p>Environmental health (including food safety and environmental protection) Health & safety Animal welfare licensing</p> <p><u>Client manage:</u> Licensing Dog warden Pest control</p>	<p>Business support Data (including Uniform and GIS) Facilities Corporate health & safety Corporate apprentices Street name plates replacement of damaged signs Special event traffic orders (Town & Police Clauses Act) Table & chairs / pavement licenses</p> <p><u>Client manage:</u> Land charges</p>

Service priorities

The table below sets out the service priorities for 2024/25, 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	Resources	Expected Outcomes	Target Completion Date
1	Local Plan assessment	Planet People Place	Staff resource: ART, DH, MH	An assessment of whether the adopted local plan needs updating	April 2025 (5 years post adoption of the Local Plan)
2	Affordable homes supplementary planning document (SPD)	Planet People Place	Staff resource: ART, DH, MH	Guidance for provision of affordable homes on sites and off-site contributions	Adopt by March 2025
3	Commission a review of the Article 4 directions relating to Conservation Areas	Planet People Place Resilient & financially sound Council	Staff resource: CT, DH Commission external consultant	Detailed review of the existing Article 4 directions to consider whether they are still justified/necessary/appropriate	March 2025
4	Kingsway flood alleviation scheme	Planet People	Budget: £53,500 remaining from previous grant and an	Survey and support the delivery of Property Flood Resilience measures to those	March 2025

		Place	additional £287,500 available from: the EA (£249,500) and HCC (£38,000). Total = £341,000 Staff resource: AJ & DH	residents who sign up to the scheme	
5	To review the recommendations of the Overview & Scrutiny task & finish group on fly tipping	Planet People Place Resilient & financially sound Council	Commission Consultants to carry out an options appraisal, including costing.	To produce an options paper for Cabinet to consider	Summer/Autumn 2024
6	Implement process review recommendations to increase the speed of Planning Application Decisions focussing specifically on the decision-making process and the removal of bureaucratic barriers and constraints,	Place	Existing Staff Resources	Improved planning performance on determining planning applications	Summer 2024

Performance indicators and targets

KPI	Description	Annual Target
Development Management		
DM1	Context: Number of Major development applications determined	<i>Data only</i>
DM2	Percentage of Major development application decisions made within the statutory determination period (including Extensions of Time)	60%
DM3	Context: Number of Minor development applications determined	<i>Data only</i>
DM4	Percentage of Minor development application decisions made within the statutory determination period (including Extensions of Time)	70%
DM5	Context: Number of Other applications determined	<i>Data only</i>
DM6	Percentage of Other application decisions made within the statutory determination period (including Extensions of Time)	80%
DM7	Context: Number of Tree preservation works applications determined	<i>Data only</i>
DM8	Percentage of Tree Preservation works applications decisions within the statutory determination period (including Extensions of Time)	75%
DM9 (NEW)	Context: Number of Major development planning appeals lost	<i>Data only</i>
DM10 (NEW)	Percentage of Major development planning appeals compared with the number of major planning applications determined. (National target is less than 10% over 2 year period)	10%
DM11	Context: Number of all planning appeals	<i>Data only</i>

KPI	Description	Annual Target
(NEW)		
DM12 (NEW)	Percentage of all planning appeals won (includes split decisions, and appeals withdrawn)	60%
DM13 (New)	Detailed profile of applications on hand which have not yet been determined and are beyond statutory determination periods.	<i>data</i>
Environmental Health		
EH1	Percentage of scheduled/proactive Food Safety inspections undertaken within timeframe [Based upon routine programme of interventions in accordance with the frequencies set out in the Food Law Code of Practice]	80%
EH2	Percentage of Environmental Protections service requests (including noise, statutory nuisance and public health) responded within time	80%
EH3	Percentage of Food and Health & Safety service requests (including RIDDORs, HSADV, food poisoning investigations) responded to within time	80%
EH4	Percentage of formal consultation responses made within time (including Planning and Licensing)	80%
EH5	Number of fly-tipping service requests received by service	<i>Data only</i>
EH6	Number of fly-tipping enforcement actions	<i>Data only</i>
Licensing		
L1	Percentage of driver and vehicle applications and renewals issued within response time (including Hackney Carriage, Private Hire, Vehicle Operators) (Target 10 working days)	80%

KPI	Description	Annual Target
L2	Percentage of LA2003 premises and personal licences issued within response time. (Target 2-5 working days)	80%
L3	Percentage of TENs responded within time (Target 1 working day)	80%
Planning Policy		
PP1	Brownfield Register [Statutory Duty to publish at least annually an update to the register of previously developed land deemed as suitable for residential development]	Publish by: 31 December
PP2	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 December
PP3	Infrastructure Funding Statement (IFS) [Statutory duty to publish annually, reporting on s106 (and where relevant CIL) monies secured, received, allocated and spent]	Publish by: 31 December
PP4	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: Community Services 2024/25

Service Overview

Community Services comprises six teams focused on delivering people-centred services to the community. The diagram below sets out the teams that provide these services: Housing Solutions, Community Partnerships and Projects, Housing Strategy and Development, including Housing Business Support, Private Sector Housing, Environmental Promotion, and Community Safety, including Parking.

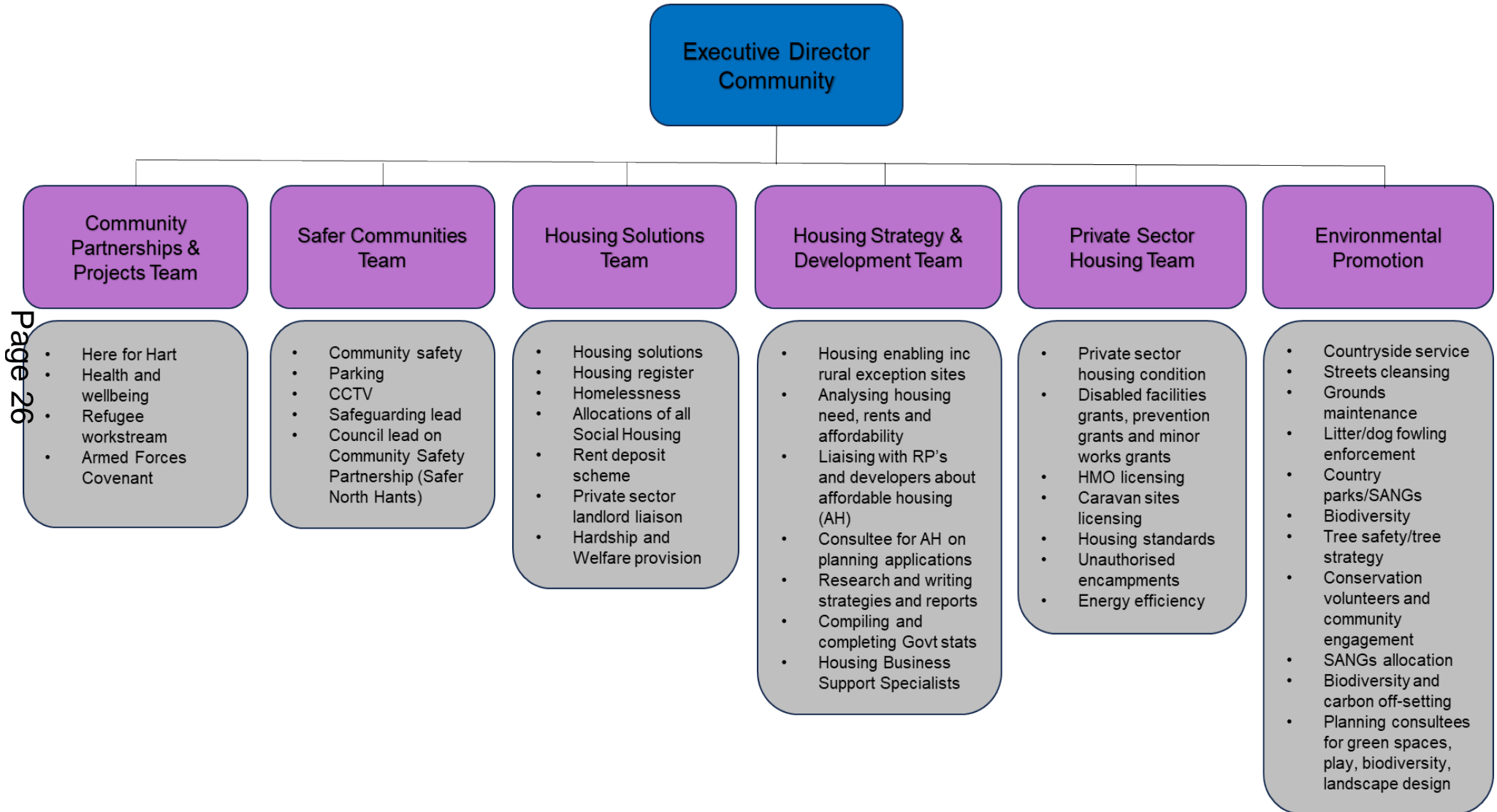
The services are funded from a mixture of the council's General Fund, Homelessness Prevention Grant Funding, and Better Care Fund, distributed by the central government, and other small pockets of funding secured through various opportunistic bidding rounds.

This year, the service plans focus only on projects that are over and above business-as-usual work. The core work of the team, therefore, is not reflected in this plan. This will include the delivery of all services described in the chart below and the delivery of actions within the key strategies and plans that form the backbone of these services, including the Housing Strategy, the Homelessness Strategy, the Countryside Vision and the North Hampshire Community Safety Partnership Plan.

Version 1	23 January 2024	
Version 2	5 March 2024	

Resourcing

The staffing structure for Community Services is below:



Service Priorities

The table below sets out the service priorities for 2024/25, 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	Resources	Expected Outcomes	Target Completion Date
1	Employment and Skills – Launch of Hart into Employment	People	Human – Community Partnerships & Projects Team	<ul style="list-style-type: none"> • Launch by May 2024 • To offer ongoing support to all residents, with a focus on Ukrainian households 	May 2024 and ongoing
2	Delivery of the Armed Forces Covenant Duty	People	Human – Community Partnerships & Projects Team	<ul style="list-style-type: none"> • Deliver Silver Employer Recognition Award 	May 2024
3	Delivery of the actions of the CCTV Review	People	Budgetary – agreed with Cabinet Jan 2024 - £15k Human – Community Safety Team	Delivery of the following Actions identified as part of the CCTV Review undertaken in Q3 of 2023/24: <ul style="list-style-type: none"> • Further data analysis on the public realm hot spot figures • Review the current CCTV provision along Fleet Road (cameras - FL902, FL903, FL905, FL906 and FL907) • Produce a plan for upgrading cameras with capital budget secured • Review and further consider any other opportunities identified in the Review under section 4M • Investigation and implementation of upgraded IP lines to replace the remaining 9 analogue lines 	April 2024 April 2024 July 2024 September 2024 March 2025

	Service Priority	Link to Corporate Plan	Resources	Expected Outcomes	Target Completion Date
4	Delivery/installation of touchscreen parking machines	People	Capital Budget setting as agreed at Full Council Feb 2024 - £74k Human – Parking Team	Installation of machine upgrades to 22 of the existing car park machines.	March 2025
5	Parking review, following changes to the service during 2023	Place	Human – Safer Communities Manager, Parking Manager & Project Officer	<ul style="list-style-type: none"> Review of the Parking Service in line with best practices, including benchmarking Review of charging, inc benchmarking Review of countryside car parks 	<p>June 2024</p> <p>March 2025</p>
6	Review Housing Allocations Policy	People	Human – Housing Solutions Team and Project Officer	<ul style="list-style-type: none"> Full review of allocations Policy to ensure compliance with all new legislation Take revised Policy (if change is needed) to Cabinet for approval 	March 2025
7	Produce an Annual Community Services Update	People Place Planet	Human – Housing Strategy Team	Publication of an annual update and associated promotion/communication on key outputs	July 2024

	Service Priority	Link to Corporate Plan	Resources	Expected Outcomes	Target Completion Date
8	Review the Preferred Partners Scheme	Place People Planet	Human – Strategy and Development Team and Project Officer	<ul style="list-style-type: none"> • Refresh the process and application requirements • Select Registered Providers who demonstrate that they meet the requirements and standards 	March 2025
9	Heathlands remodelling project	People Place Planet	<p>Human – Housing Strategy Team with Technical Specialist</p> <p>Budgetary – agreed with Cabinet Jan 2023 - £80k</p>	<ul style="list-style-type: none"> • Recruitment of technical specialist • Delivery of feasibility study • Development of project programme 	March 2025 and ongoing
10	Progressing Housing Capital Projects	Place People	<p>Human – Housing Strategy Team</p> <p>Budgetary - Accessible Homes - £1m Larger Homes - £1.5m</p>	<ul style="list-style-type: none"> • Purchase of wheelchair-accessible homes • Purchase of larger 4-bedroom family homes • Temporary accommodation for single people 	March 2025 and ongoing

	Service Priority	Link to Corporate Plan	Resources	Expected Outcomes	Target Completion Date
11	Bring empty homes back into use (Homes for Ukraine – HCC funding)	Place People	External funding from HCC	Recruitment of resources – Empty Homes Officer Bringing properties back into use for occupation by Ukrainians	March 2025 and ongoing
12	Identify biodiversity and climate change offsetting opportunities	Planet	Human – Environmental Promotion Approved Grant Funding Project with support from Earmarked Reserves	<ul style="list-style-type: none"> • Submit Biodiversity Strategy, with BNG financial model and costed delivery plan, to Cabinet for the approach to and delivery of BNG - subject to Government guidance • Complete the delivery of “pilot” projects (delivery of the physical works on site) 	August 2024 Sep 2024 to Feb 2025
13	Delivery of (Phase 2) Ecological Mitigation works at Fleet Pond	Planet	Human – Environmental Promotion Approved Capital Earmarked Reserves.	Fleet Pond Improvement Strategy for the delivery of ecological mitigation and improvement works to be produced and approved by Cabinet	March 2025
14	Grounds & Street Care Audit	Place Planet	Human Will need support from GIS officer	Mapping Grounds Maintenance areas to develop a schedule of rates with consideration of biodiversity and carbon footprint considered	March 2025

	Service Priority	Link to Corporate Plan	Resources	Expected Outcomes	Target Completion Date
15	Litter Enforcement review	Place Planet	Human	Options appraisal for the future provision of the Litter Enforcement Service following on from the withdrawal of the current supplier.	July 2025

Performance indicators and targets

KPI	Description	Annual Target
1	Number of households receiving acute intervention	<i>INFO ONLY</i>
2	Number of households prevented or relived from becoming homeless	<i>50% of all presentations recorded on HCLIC (Homelessness Database)</i>
3	Number of families in B&B for more than 6 weeks	<i>zero</i>
4	Number housed into the PRS (cumulative)	<i>30</i>
5	Number of gross affordable homes delivered (cumulative)	<i>100 (INFO ONLY)</i>
6	% Disabled Facilities Grant spent against budget	<i>100%</i>
7	No. of DFGs and Prevention Grants completed	<i>80</i>
8	Community events attended to promote service accessibility, across Community including Countryside	<i>16</i>
9	Number of countryside "Green Flags Awards" held	<i>5</i>
10	% Countryside major sites with current Management Plan	<i>90%</i>
11	Number of grass verge cuts per annum (typically undertaken between March – October)	<i>9</i>
12	% Watercourses cleared out each year	<i>75%</i>

13	Hedge and shrubs maintained to service standard	<i>2 cuts a year</i>
14	% of adopted roads swept within the 15-week cycle	<i>75%</i>
15	Of the 585 bins we own (1200 empties a month) no more than 5 missed a month	<i>60 missed bins</i>
16	Provide system resilience levels of above 98% per calendar year for the CCTV control room system. The measurements will be hourly downtime as a % over 365 days	<i>The Control Room is manned 24/7, so is there any point in keeping this in as data will always be 0 unless there is a civil emergency?</i>
17	Illustration of activity being picked up and issues with CCTV cameras as follows: <ul style="list-style-type: none"> • breakdown of incidents per camera • camera faults identified 	<i>INFO ONLY</i>
18	Report requests for CCTV footage, by whom and in what locations	<i>INFO ONLY</i>



Service Plan: Corporate Services 2024/25

Service Overview

Page 34

Contents

- 1 Service Overview
- 2 Service Priorities
- 3 Key Performance Indicators and targets

Version 1 – 20 Feb 2024	Produced following a workshop with Corporate service managers, reviewed by SLT	
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1 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
- Climate change
- Corporate projects coordination and governance
- IT, digitalisation and change
- Contracts* and procurement
- Finance including treasury
- Human resources and payroll
- Delivering government schemes of financial assistance to residents

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

- Revenues and Benefit Services (Capita)
- Reception and some elements of IT (Capita)
- Leisure Centre operation (Everyone Active)
- Waste and recycling collection (through the joint client team hosted by Basingstoke and Deane Council)
- Contact Centre (hosted by Basingstoke and Deane Council)
- Shared legal service with Basingstoke and Deane Council

Service Priorities

The table below sets out the service priorities for 2024/25, 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	Resources	Expected Outcomes	Target Completion Date
1	Finance Medium Term Financial Strategy that underpins strong financial resilience and ensures that the Council's financial resources and commitments are aligned with its strategic priorities	Place/Plane t/People Building a resilient council	Cross service staff input, councillors and external agencies	Produce budget and reserves strategy to address forecast MTFS shortfall 2025/26 and beyond, and to strengthen resources to priority areas, developed in conjunction service managers and councillors	September 2024
				Develop capital/project accounting and budgeting to improve monitoring and forecasting	October 2024
				Refinement of budget, including fees and charges, staff and central cost allocations and simplification of chart of accounts	December 2024
				Include stress test, risks and sensitivities in monitoring reports to O&S and Cabinet	July 2024
				Strengthen staff cost budgeting and monitoring and improve establishment control with service managers	April 2024
2	Implement new comprehensive corporate financial systems	Building a resilient council	Budget approved £200k for implementation – significant staff time and project management resource	New system implemented before the current system contract end at 30/9/25 More flexible and modern system that better meets business needs for service managers, finance team and other colleagues Ongoing annual cost no more than current budget Increased reporting and functionality Greater control and more responsive maintenance and support	Throughout 2024/25 – project plan will determine milestones Aim for go live by 31 July 2025

	Service Priority	Link to Corporate Plan	Resources	Expected Outcomes	Target Completion Date
3	Production of high quality 2023/24 Accounts with positive unqualified external audit	Building a resilient council	Internal staff and External partners	Pre-audit accounts and AGS published by 31 May deadline Develop skills and experience in the HDC finance team for resilience and continuity Effective forward planning for technical accounting changes, including new lease accounting standards and IAS1 (presentation and disclosure)	31/5/24 Ongoing March 2025
4	IT Network Segmentation	Building a resilient council	Internal staff and External partners £15k in capital programme	Segmented network meeting Govt Standards Improved security in on-premise network	December 2024
5	Preparation for required upgrade to Windows 11 in 2025	Building a resilient council	New Hardware and internal staff £10k in capital programme	Proof of concept to inform laptop and windows upgrade to W11 Test compatibility of corporate systems and applications to inform upgrade	Sept 2024
6	Corporate user account 'Azure AD' integration with applications and corporate systems	Building a resilient council	Internal Staff and external partners	Integrate and mandate access where possible to all corporate systems Improved security and reduced IT resource admin for user accounts	March 2024

	Service Priority	Link to Corporate Plan	Resources	Expected Outcomes	Target Completion Date
7	<p>Climate Change</p> <p>Ensure effective and transparent governance for all climate change projects within the 2023-27 action plan</p> <p>Successfully deliver prioritised climate change projects from the action plan using a sustainable and controlled project methodology</p> <p>Deliver meaningful engagement with internal and external stakeholders in a measurable and planned programme for climate change and sustainable activities across the district</p>	Planet	<p>Human within existing</p> <p>External funding from a range of opportunities incl. swimming pool and PSDS funding – to be confirmed</p>	<p>Support the council and Everyone Active to reduce their emissions from energy consumption</p> <p>Delivery of a range of projects to help meet carbon neutrality by 2035 for council operations</p> <p>Increase stakeholder engagement to contribute to the councils target of carbon neutrality across the district by 2040</p>	March 2025
8	<p>Digital</p> <p>Achieve the Council's ambitions through the delivery of the approved Digital Strategy with fully resourced and prioritised action plan</p>	Build resilient council	<p>Human to be confirmed by project</p> <p>Financial To be</p>	<p>Programme of projects for the next three years that are scoped, costed, and delivered to help improve quality of transactions across a range of services</p> <p>Ensure council is as sustainable by digitalising inefficient paper based services</p>	March 2025

	Service Priority	Link to Corporate Plan	Resources	Expected Outcomes	Target Completion Date
	Establish the approach and toolkit for internal digitalisation including governance, change control and decision making		confirmed by project	Improve prioritisation across digital projects and tighten relationship with IT	
9	Committee Services Establish a process to check reports, minutes and agendas published on the website are WCAG 2:2 accessible	Build resilient council	Human – within existing but only where resources and time allow, Otherwise it will require external support. This will require Financial support.	Agendas, minutes, reports, and other committee-related documents are checked for compliance with WCAG 2:2 level AA guidelines. All internal Councillor Pecuniary interests and other published documents are compliant with WCAG guidelines. Paish Councils to be encouraged to submit documentation in an accessible format. Responsible officers are aware of the guidelines and their responsibilities in producing accessible content The Constitution is transferred from a pdf document to an accessible html webpage The Council is prepared for the Government Digital Service assessment for WCAG 2:2	March 2025
10	Communications Scope and deliver improvements to corporate website as part of phase 3 works	Build resilient council	Human to be confirmed by project Financial	Deliver a range of enhancements on the website including: <ul style="list-style-type: none"> • Directory for events (Digital) • Publications (linked to accessibility) • Enhance the customer payment experience (Digital) • Integrate into Uniform (Digital) • Review mapping capabilities (Digital) 	March 2025

	Service Priority	Link to Corporate Plan	Resources	Expected Outcomes	Target Completion Date
	Procure new website agency for hosting and support Scope and deliver comms related projects within the digital strategy		To be confirmed by project	To include: <ul style="list-style-type: none"> Enhancements to SharePoint intranet Digitalise events, recruitment, and e-learning (if approved) 	
11	Customer Update the current complaints policy to reflect the anticipated Local Government and Social Care Ombudsman complaint handling code	Build resilient Council	Human within existing	Clear and transparent policy that meets the LGSCO criteria for complaint resolution Early, effective, and accessible complaints pathway that helps residents report issues with the services Robust and transparent reporting mechanism that captures key learning and informs decision-making and service improvements	March 2025
12	Elections Plan and implement changes because of the Elections Act 2022 for May 2024	People Building a resilient council	Human – within existing New Burdens Funding	Elections team is fully trained and aware. All IT and procedural changes implemented and tested. Staff, councillors, T&P councils and the public are informed through an effective comms strategy.	May 2024
13	Successfully deliver May 2024 local elections	People Building a resilient council	Human – within existing MRA funding	Implementation of all new statutory requirements. Achievement for full staff recruitment for election duties. Smooth running on the day with positive feedback from candidates, agents and voters.	May 2024
14	Successfully deliver UK Parliamentary general election	People	Human – within existing	Implementation of all new statutory requirements and boundary changes.	Jan 2025 (if not sooner)

	Service Priority	Link to Corporate Plan	Resources	Expected Outcomes	Target Completion Date
		Building a resilient council	MRA funding	<p>Achievement for full staff recruitment for election duties.</p> <p>Smooth running on the day with positive feedback from candidates, agents and voters</p> <p>Cross boundary working to run smoothly according to the requirements.</p>	
15	<p>HR</p> <p>Implementation of NJC Local Government Services Job Evaluation to replace HAY - approved by Staffing Committee Nov 2023</p> <p>&</p> <p>New HR/Payroll system</p>	<p>People</p> <p>Building a resilient council</p>	<p>HR/External partners</p> <p>One-off cost £2k included in 24/25 Budget</p> <p>A budget will be required</p>	<p>Move from the HAY job evaluation (JE) scheme to the National Joint Council for Local Government Services (NJC) JE scheme and the Joint National Council (JNC) Senior Manager JE Scheme for Chief Officers</p> <p>Review Tier 3 (manager) job descriptions under the new NJC JE arrangements to provide greater clarity about levels of duties, responsibilities, and accountabilities for resources.</p> <p>Evaluate tier 3 (manager) posts under the NJC JE scheme so that they are all consistent.</p> <p>Tender and procure new HR System in preparation of ending of 5C contract in June 25</p>	<p>Sept 2024</p> <p>Nov 2024</p> <p>Dec 2024</p> <p>Throughout 2024/25 – project plan will determine milestones</p>
16	Staff training – Last year's staff survey revealed a need for more investment in Learning and Development across the Council	<p>People</p> <p>Building a resilient council</p>	<p>Staff, OMG, SLT</p> <p>Cabinet approved a virement of £25k to the staff training budget</p>	The HR team is working with providers, to include, public sector specialists to develop a comprehensive staff development program.	Throughout 2024/25

	Service Priority	Link to Corporate Plan	Resources	Expected Outcomes	Target Completion Date
			from the 2023/24 staff budget		
17	Workforce Planning	People Building a resilient council	Staff, OMG, SLT	A Workforce strategy with a defined vision and outcomes to be developed based on the Council's needs, with departmental engagement.	Sept 24
18	Contracts/Procurement Deliver against 2023/24 strategy for key outsourced and shared services	People Building a resilient council	Human – within existing and via specialist resources funded from earmarked reserve	Complete or progress delivery of: -Reception and Contact Centre review -Legal shared service and Licensing new Deed and strengthened governance arrangements -Review of Street Cleaning and Grounds Maintenance -Oversee successful pathway to the end of the Capita 5Cs contract, including arrangements for the future land charge service and revenues and benefits	March 2025

	Service Priority	Link to Corporate Plan	Resources	Expected Outcomes	Target Completion Date
19	Waste and recycling – prepare implementation of new legislation and contract renewal	People Building a resilient council	Human – within existing and via specialist resource Financial – significant consultancy funded from earmarked reserve	Implementation of all new statutory requirements, including weekly food waste collection service by 31 March 2026 Securing a new waste and recycling collection arrangement to prepare for the end of the existing contract on 30 Sept 2026 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.	March 2025
20	Corporate Projects Delivering the UKSPF Investment Plan outcomes	All	£1m of external funding, of which £850k is to be spent in 2024/25 across approved themes. Staff time - project resource included in £1m but other staff time not	Deliver all aspects of the approved investment plan including overseeing of 16 projects across two funding schemes, as approved by Cabinet in Feb 2024 Community outcomes to be monitored during year and reported to O&S/Cabinet	31 March 2025

3 Performance indicators and targets

Performance Indicator	Target
CP1 - Percentage of the Internal Audit Plan completed during the year <i>Year-to-date figures, and values are cumulative (higher is better)</i>	100% by year-end
CP2 - Percentage customer satisfaction with Internal Audit. (Southern Internal Audit Partnership SIAP)	90%
CP3 - Quality of customer service call handling <i>This indicator is measured from the scoring of a recorded call against quality standards from a monitoring sample (higher is better)</i>	90%
CP4 - Implementation of savings scheme targets to meet MTFS requirements.	100%
CP5 - Percentage of telephone calls answered by the Contact Centre in 30 seconds. <i>Percentage value given is as at end of the quarter (higher is better)</i>	80%
CP6 - Percentage of Non-domestic Rates collected. <i>Year to date figures, values are cumulative (higher is better)</i>	96%
CP7 - Percentage of Council Tax collected. <i>Year to date figures, values are cumulative (higher is better)</i>	98.5%
CP8 - Percentage uptime of key systems <i>Percentage value given is for the quarter and rounded to one decimal place (higher is better)</i>	99%
CP9 - Percentage of uptime of Hart's website <i>Percentage value given is for the quarter and rounded to one decimal place (higher is better)</i>	99.5%
CP10 - Number of missed collections excluding garden waste (per 100,000) <i>Target aims to miss no more than 65 bins per 100,000 collected for all bin collection types except garden waste. A missed collection is where a round has taken place and a bin (or</i>	Data only

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)

CP11 - Number of missed garden waste collections (per 100,000) Data only

Target aims to miss no more than 250 bins for garden waste services during the summer, and 150 during the winter. 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)

CP12 - Overall cost of waste per household

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)

£25

CP13 - Total recycling rate

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

46%

CABINET

KEY DECISIONS / WORK PROGRAMME AND EXECUTIVE DECISIONS MADE

April 2024

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	Key Decision Y? (Note 1)	Cabinet Member (Note 2)	Service (Note 3)	*This item may contain Exempt information
Fly Tipping Task and Finish Group Report	To ask Cabinet to review the recommendations and to carry out an appraisal of options for service delivery moving forward	4 Apr	No	Portfolio Holder - Regulatory	PL	Open
Draft Service Plans 2024/25	Cabinet to review and approve draft service plans for 2024/25 having regard to O&S comments and the approved budget.	4 Apr	No	Chief Executive	ALL	Open
Management Structure of Butterwood Homes		4 Apr	Yes	Leader and Portfolio Holder - Strategic Direction and Partnerships	CX	Open

Report Title	Outline/Reason for Report/Comments	Due Date	Key Decision Y? (Note 1)	Cabinet Member (Note 2)	Service (Note 3)	*This item may contain Exempt information
Food Safety Plan	To recommend to Council that the Food Safety Plan for 2024-2026 is adopted.	4 Apr	Yes	Portfolio Holder - Regulatory	PL	Open
Capital carry forward requests	To consider capital carry forward budget requests for schemes that have commenced or are committed but not completed by 31 March 2024, to avoid pausing progress until the outturn report in August	4 Apr	Yes	Portfolio Holder - Finance	FIN	Open
Appointment of Representatives on Outside Bodies	To confirm membership of Representatives of the Council on Outside Bodies	6 Jun	Yes	Leader and Portfolio Holder - Strategic Direction and Partnerships	CX	Open
Corporate Risk Register (Half Yearly Review)	To ask Cabinet to review and approve the Corporate Risk Register	6 Jun	Yes	Portfolio Holder - Climate Change and Corporate Services	ALL	Open

Report Title	Outline/Reason for Report/Comments	Due Date	Key Decision Y? (Note 1)	Cabinet Member (Note 2)	Service (Note 3)	*This item may contain Exempt information
Climate Change Update	Cabinet to receive than update on progress against plans to facilitate Hart's Carbon Pathway	11 Jul	Yes	Portfolio Holder - Climate Change and Corporate Services	CS	Open
Update on the 5Cs Contract	To provide an update on the contract as it approaches its final year, and to agree any actions necessary.	11 Jul	No	Portfolio Holder - Climate Change and Corporate Services	CS	Fully exempt
Q4 Performance Plan Review	Q4 performance plan review report, following information reviewed at O&S	11 Jul	Yes	Portfolio Holder - Finance	ALL	Open
Revenue, Capital and Treasury Outturn 2023/24	To report the final position against budget and agree carry forward requests	1 Aug	Yes	Portfolio Holder - Finance	FIN	Open

Report Title	Outline/Reason for Report/Comments	Due Date	Key Decision Y? (Note 1)	Cabinet Member (Note 2)	Service (Note 3)	*This item may contain Exempt information
Corporate Risk Register (Half Yearly Review)	To ask Cabinet to review and approve the Corporate Risk Register	7 Nov	Yes	Portfolio Holder - Climate Change and Corporate Services	ALL	Open
MTFS Emerging Pressures and Budget Strategy	To note emerging pressures on the Council's finances and agree a budget strategy for the coming year and consider changes to the Medium Term Financial Strategy	7 Nov	Yes	Portfolio Holder - Finance	FIN	Open
Q2 Forecast 2024/25 Revenue, Capital and Treasury Outturn	To report the forecasted position against budget	7 Nov	Yes	Portfolio Holder - Finance	FIN	Open
Ongoing Items throughout the year						
Climate Change updated and request for funding allocations for projects to deliver Action Plan	To update Cabinet on progress against Hart's Climate Change Action Plan		No	Portfolio Holder - Climate Change and Corporate Services	CS	

Executive Decisions

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

D Neighbour	Leader and Strategic Partnerships
J Radley	Deputy Leader and Finance
A Oliver	Development Management and Community Safety
T Clarke	Digital and Communications
T Collins	Regulatory
R Quarterman	Climate Change and Corporate
S Bailey	Community
G Cockarill	Planning Policy and 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

Report Title	Outline/Reason for Report/Comments	Due Date	Key Decision Y? (Note 1)	Cabinet Member (Note 2)	Service (Note 3)	*This item may contain Exempt information
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*This item may contain Exempt Information – Regulation 5 of the Local Authority (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012

OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME – March 2024

Report Title	Outline/Reason for Report/Comments	Meeting Due Date	Original Due Date	Resources Required	Service	*This item may contain Exempt information
Presentation by Core Grant Recipients	Members to receive a short presentation from core grant recipients outlining the impact the core grant has had on their organisation - Hampshire Inclusion	19 Mar 2024		External Partner presentation	Community Services	
Review of Housing Company Structure	To consider proposed amendments to the Housing Company management structure and submit comments to Cabinet	19 Mar 2024		Within existing staff resources	Review of Housing Company Structure	
Draft Service Plans 2024/25	To review and approve draft service plans for 2024/25 and pass comments to Cabinet	19 Mar 2024		Within existing staff resources	All	
Half-yearly Complaints Analysis	To analyse and review the number and type of complaints received by the Council for the previous period	16 Apr 2024		Within existing staff resources	Corporate Services	
Feedback from Councillor Representatives on External Organisations	To review the work of members on External Organisation Committees	16 Apr 2024		None		
<PI34> Feedback from Service Panels	To receive feedback from members on the Community Service Panel	16 Apr 2024		Set out in Service Plans	All	

Page 53

Agenda Item 10

Report Title	Outline/Reason for Report/Comments	Meeting Due Date	Original Due Date	Resources Required	Contact	*This item may contain Exempt information
Overview and Scrutiny Chairman's Report	Report of the work completed by Overview and Scrutiny 2023/24	16 Apr 2024		None	Chief Executive	
Gypsy and Traveller Temporary Pitches Task and Finish Group	To agree the terms of reference for the Task and Finish group	16 Apr 2024		Staff time to support group. Councillors to be appointed in New Municipal Year		
Feedback from Service Panels	To receive feedback from members on the Corporate and Place Service Panel	11 Jun 2024		Set out in Service Plans	All	
Climate Change Update	O&S to receive an update on progress against the Climate Change Action Plan & to make comments to July Cabinet	11 Jun 2024			Corporate Services	
Multi-Agency Flood Forum	To receive the minutes of the most recent Multi-Agency Flood Forum meeting held on 26 March 2024	11 Jun 2024 (potential April 2024)		Staff time to support forum and write minutes	Place	
Fly Tipping Options Appraisal	To receive the fly tipping options appraisal from the Task and Finish Group and provide comments for consideration by Cabinet	9 July 2024		Within existing staff resources	Place	
UKSPF Mid-Year Monitoring Report	To receive a progress report on spending against approved funding allocations for the Community Hub and Youth provision UKSPF year 3 schemes	8 Oct 2024		Staff time from dedicated UKSPF project officer	Corporate Services	

Report Title	Outline/Reason for Report/Comments	Meeting Due Date	Original Due Date	Resources Required	Contact	*This item may contain Exempt information
Half-yearly Complaints Analysis	To analyse and review the number and type of complaints received by the Council for the previous period	8 Oct 2024		Within existing staff resources	Corporate Services	
Gypsy and Traveller Temporary Pitches Task and Finish Group	To report back on the findings of the Task and Finish Group	TBC		Staff time to support group		
Hampshire Waste Partnership		TBC				