



## **Hart District Council's Service Plans 2022/23**

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

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

Addressing current challenges and making the most of coming opportunities is not something that any one organisation can do alone. It will require strong partnership with the local community, business sector and statutory and non-statutory organisations to foster a better understanding of the needs of our place and people who make up the community of Hart.

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

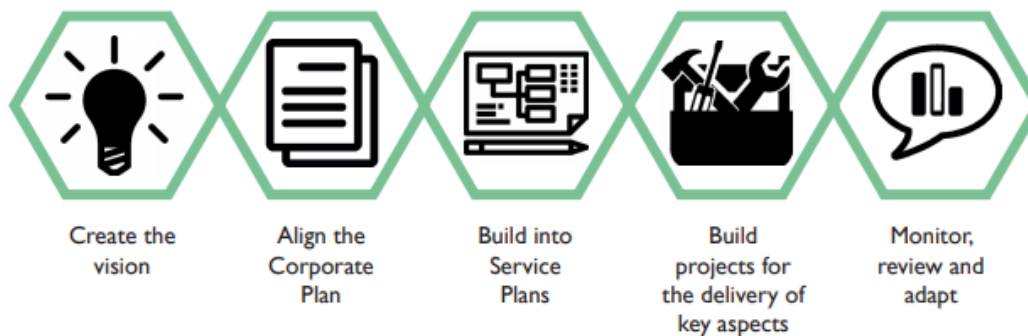
This Service Plan is written in the context of the Corporate Plan and the recently adopted twenty-year vision for Hart, which will provide a clear direction and will shape our council and working environment. It will help us to improve our use of resources and align our strategies to reach the outcomes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

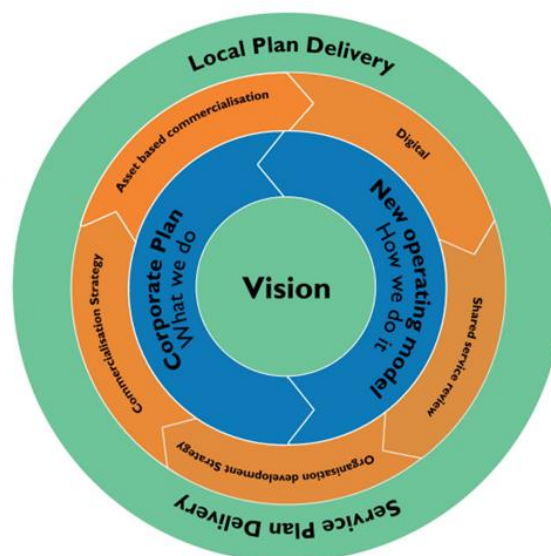
It is about keeping Hart a healthy and desirable place where people can live, work and visit. Everything we do should contribute to the council's priorities via a 'golden thread' so that all our effort and resources are linked into the delivery of the Vision.

## Vision for Hart

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

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





## HART Values

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

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

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

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

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

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

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

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

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

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

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

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

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



## **Service Plan: Community Services 2022/23**

### **Service Overview**

Community Services consists of five teams, focussed on delivering services to residents in the community. The organogram overleaf sets out the teams that deliver these services: Housing Solutions, Community Partnerships and Projects, Housing Strategy and Enabling, Private Sector Housing and Community Safety. 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.

This service plan is subject to change and amendment during the year as a result of:

- Implementation of the tier 1 and tier 2 Council savings
- Implications of the senior leadership team review process
- Consideration and implementation of tier 3 Council savings

## Service Priorities

Service Priority	Link to corporate plan	Expected Outcomes	Completion date	Completion date
1	Delivery of the Supporting Communities Plan via the Here for Hart programme	Support for our town and village centres  Support the local economy  Healthy Community and People	Delivery against action plan set out in Supporting Communities Plan  <u><a href="#">Supporting Communities Plan July 2021.pdf (hart.gov.uk)</a></u>	March 2023 and ongoing
2	Delivery of the emergency response hub, through the Hart Response Hub, in step with Hampshire County Council	Healthy Community and People	Hart Response hub in place Delivery against the SLA in place with Hampshire County Council	March 2023 and ongoing (as required)
3	Consideration and implementation of tier 3 savings	An efficient and effective council	MTFS and budget setting 2023/24	October 2022

Service Priority	Link to corporate plan	Expected Outcomes	Completion date	Completion date
4	Monitoring and reporting on the funded Service Level Agreements (SLA's) with key agencies	An efficient and effective council	Delivery against set outcomes and value for money achieved via SLA's: Citizens Advice, Hart Voluntary Action, Fleet Phoenix Inclusion Hampshire	March 2023
5	Delivery of the Hampshire Domestic Abuse Strategy, in partnership with Hampshire County Council and the other Hampshire districts	Healthy people and community	Carry out health check of services provided to those suffering domestic abuse, alongside other Hampshire districts and funded by Hampshire County Council  Research the benefit to local communities to seek accreditation of services provided to those suffering domestic abuse	March 2023
6	Improve digital pathway for service users seeking housing advice, applying for housing or approaching for homelessness assistance	An efficient and effective council	Improved digital experience for service users with online accounts and self-serve.  Improved efficiency with less resource input from BSU	August 2023

Service Priority	Link to corporate plan	Expected Outcomes	Completion date	Completion date
7	Contribute to the delivery of the North Hampshire Community Safety Partnership (CSP) Partnership Plan	<p>A clean, green and safe environment</p> <p>Healthy community and people</p>	<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 2023
8	Provision of an antisocial behaviour (ASB) support service	<p>A clean, green and safe environment</p> <p>Healthy community and people</p>	Reduction of repeat ASB for 50% of those who approach	Ongoing
9	Delivery of a homelessness prevention service	Ensure access to housing	Prevention of homelessness for 50% of those who approach	Ongoing



Service Priority	Link to corporate plan	Expected Outcomes	Completion date	Completion date
10	Review Homelessness Out of Hours Provision	Ensure emergency contact is well publicised and accessible.	Homelessness Out of Office Hours or due Office Closure is reportable and actioned  Fair remuneration for staff involved in delivering the out of hours service  Good value for money service in place	September 2022
11	Implement New Housing Solutions IT System	An efficient and effective council	Increased digitalisation  Fit for purpose IT  Improved digital experience for customers  Better value for money / cost savings  Decommissioning of ABRITAS	August 2022
12	Ensure we have an active private rented sector, engaging with landlords and hosting landlord events. Delivery of landlord support and tenancy sustainment services	Ensure access to housing	Annual landlord event over digital platform  Branded private sector lettings product, promoted to increase the number of properties available to the council to prevent homelessness	March 2023

Service Priority	Link to corporate plan	Expected Outcomes	Completion date	Completion date
13	Implement the Homelessness and Rough Sleeping Strategy Action Plan	Ensure access to housing	Link to be added	April 2023 and ongoing
14	Working with and supporting Parish Councils to advise and facilitate delivery of exception sites	<p>Supporting residents in shaping their local communities</p> <p>Support for our town and village centres</p> <p>Ensure access to housing</p> <p>Promoting high quality design and a good standard of amenity</p>	<p>Delivery of exception schemes including rural exception sites</p> <p>Affordable housing included in all Neighbourhood Plans</p> <p>Supporting community groups to explore housing schemes</p>	Ongoing

Service Priority	Link to corporate plan	Expected Outcomes	Completion date	Completion date
15	Enabling the delivery of affordable homes, including maximising 40% affordable homes on all eligible sites	<p>Ensure access to housing</p> <p>Promoting high quality design and good standard of amenity</p>	<p>Delivery of programme of 40% affordable housing, through planning framework</p> <p>Maintain a good working relationship with the RP's to deliver good quality homes to meet local housing need – meet each RP every 6 months</p> <p>Creation of sustainable and desirable housing products</p>	Ongoing
16	Produce an Annual Community Services Update	An efficient and effective Council	Publication of an annual update and associated promotion / communication on key outputs	July 2022

Service Priority	Link to corporate plan	Expected Outcomes	Completion date	Completion date
17	Implement the Housing Strategy Actions	<p>An efficient and effective Council</p> <p>Ensure access to housing</p> <p>Promoting high quality design and good standard of amenity</p>	<p>Improving affordable housing need information and data collection and utilisation</p> <p>Delivering services and homes to help meet the needs identified</p> <p>Add link to housing strategy</p>	<p><b>March 2023 and ongoing</b></p>
18	Facilitate a member task and finish group to review capital project proposals	<p>Ensure access to housing</p> <p>An efficient and effective Council</p>	<p>Officers and Members prioritise projects to utilise housing capital funding and bring at least 1 forward into implementation</p>	<p>March 2023</p>

Service Priority	Link to corporate plan	Expected Outcomes	Completion date	Completion date
19	Delivery of Disabled Facility Grant service	<p>Ensure access to housing</p> <p>Work with partners to keep Hart healthy and active</p>	<p>Enabling residents to remain in independent living accommodation (65 per year)</p> <p>Provision of discretionary Prevention Grants, focused on providing quick solutions to those in urgent need</p>	March 2023 and Ongoing
20	Conduct statutory Gypsy and traveller counts	Ensure access to housing	Submit count in January and July	March 2023 and ongoing
21	Maintaining high housing standards in private sector housing in the district	<p>Ensure access to housing</p> <p>Work with partners to keep Hart healthy and active</p> <p>A clean, green and safe environment</p>	<p>Housing Health &amp; Safety Rating System &amp; HMO licensing implemented to support healthy and safe living spaces</p> <p>Promotion of Empty Homes reporting tool</p> <p>Improved energy efficiency in domestic premises</p>	March 2023 and ongoing

Service Priority	Link to corporate plan	Expected Outcomes	Completion date	Completion date
22	Support the delivery of the climate change action plan for 22/23	Climate change emergency	Work with private sector housing and external partners such as Housing Associations to support energy efficiency schemes, such as retrofit schemes in domestic and non-domestic buildings and encourage take-up of renewable energy	March 2023

## Performance indicators and targets

KPI	Description	Annual Target
1	Number of applicants for whom homelessness is relieved or prevented	to be 50% of those presenting
2	Households living in Temporary Accommodation	<i>Below 30</i>
3	Number of families in B&B for more than 6 weeks	<i>zero</i>
4	Number housed in to the PRS	<i>30</i>
5	Number of gross affordable homes delivered	<i>100</i>
6	Number of Hart residents assisted into employment or training each year through the Hart into Employment	<i>20</i>
7	% Disabled Facilities Grant spent against budget	<i>100%</i>
8	No. of DFGs and Prevention Grants completed – target 65/year	<i>65</i>
9	Number of gypsy / traveller illegal encampments	<i>INFO ONLY</i>
10	Community Trigger reviews to be carried out	<i>1</i>
12	Increase Newsletter distribution from baseline	<i>20%</i>



## **Service Plan: Corporate Services 2022/23**

### **Service Overview**

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

- Audit and Performance
- Communications
- Business Grants Payments
- Website
- Test and Trace payments
- Elections and Electoral Registration,
- Corporate Strategy and Policy,
- Committee Services,
- Commercialisation,
- IT, Digitalisation and Change,
- Contracts and Procurement and GDPR
- Finance
- Project Board
- Payroll and Human Resources



- A range of services are contract managed by the Corporate Team including
  - Legal Services
  - Leisure Services
  - Revenues and Benefit Services
  - Internal Audit
  - Waste
  - Exchequer Services
  - Contact Centre

## Service Priorities

	Service Priority	Link to corporate plan	Expected Outcomes	Completion date
1	Delivery of the council's response to Covid-19 pandemic	<p>Ensure that the Council meets its statutory obligations under the Civil Contingencies Act.</p> <p>Support for our town and village centres</p> <p>Support the local economy</p> <p>Support our residents</p>	<p>Policy and payment of Business Rates Grants</p> <p>Administration of Test and Trace Isolation payments</p> <p>Post Payments Assurance Testing</p>	We believe payments complete by 30 <sup>th</sup> April. Post payment assurance testing to run through to 31 <sup>st</sup> March 2023.
2	New Ways of Working – Policy Support	Updating HR policies to reflect new ways of working	Travel and Expenses Policy Car Allowance policy	31 <sup>st</sup> August 2022

	<b>Service Priority</b>	<b>Link to corporate plan</b>	<b>Expected Outcomes</b>	<b>Completion date</b>
<b>3</b>	Produce updated Medium Term Financial Strategy for Cabinet, predicated on the priorities within the Corporate Plan and reflecting current understanding of local government finance	Ensuring our Medium-Term Financial Strategy is focused on strategic priorities. Stable Financial Sustainability.	The Council's financial resources and commitments are aligned with its strategic priorities	Rework 2023-24 by 30 <sup>th</sup> June 2022 and report to Overview and Scrutiny Committee and Cabinet.
<b>4</b>	Implementation and regular review of the Commercialisation Strategy	Maximising income opportunities, and identifying new opportunities for income generation	Investment in one further commercial property (£10m indicative budget in capital programme) Complete rent review of all existing properties and leases	31 <sup>st</sup> March 2023
<b>5</b>	Manage changes within the 5 Councils Partnership arrangement	Continuing to work closely with partners to deliver joint services	To seek confirmation and report to Cabinet on future of IT contract To seek confirmation and report to Cabinet on future of existing services following exit of Mendip.	30 <sup>th</sup> September 2022

	Service Priority	Link to corporate plan	Expected Outcomes	Completion date
6	Implement the report writing software for all committees.	To realise our ambitions to deliver more for less	The Council makes full use of technology to improve the way it delivers Committee Services	31 <sup>st</sup> July 2022
7	Review and replacement of the telephony system	To realise our ambitions to deliver more for less	The Council controls its overhead costs for direct dial telephony whilst expanding the flexibility for staff via a non desk-based solution	30 <sup>th</sup> June 2022
8	Implementation of new website	An efficient and effective Council	To provide quality information and services to residents	30 November 2022
9	Implementation of cyber security plan	An efficient and effective Council	Full implementation of Government department approved cyber security plan	30 September 2022.

	<b>Service Priority</b>	<b>Link to corporate plan</b>	<b>Expected Outcomes</b>	<b>Completion date</b>
<b>10</b>	Achievement of accreditation of both Bronze Armed Forces Covenant and the Armed Forces Employer Recognition Scheme	Continuing to work closely with partners to deliver joint services	Become member of the AFERS and gain Bronze stage in the Armed Force Covenant	31 <sup>st</sup> March 2023
<b>11</b>	To support the Climate Change agenda to deliver the Net Zero carbon action plan	An efficient and effective Council	Delivery of Climate change action plan	31 <sup>st</sup> March 2023
<b>12</b>	Deliver Tier 2 Savings	An efficient and effective Council	Achieve 100% of Tier 2 savings in 2022-23 onwards	31 <sup>st</sup> March 2023
<b>13</b>	Identify Tier 3 Savings, supporting business cases and decision making	An efficient and effective Council	Increase financial sustainability for the authority.	30 September 2022
<b>14</b>	Upgrade the network and improve wifi access across the Council	An efficient and effective Council	Provide end user with more capacity and quicker speeds	31 March 2023

	<b>Service Priority</b>	<b>Link to corporate plan</b>	<b>Expected Outcomes</b>	<b>Completion date</b>
<b>15</b>	Create data map for Hart, consider data maturity and define data strategy	An efficient and effective Council	To transform decision making and how we deliver services	31 March 2023
<b>16</b>	Deliver Corporate re-organisation	An efficient and effective Council	To transform decision making and how we deliver services	30 September 2022
<b>17</b>	Deliver Elections	An efficient and effective Council	Smooth, efficient, safe and legal election	30 May 2022
<b>18</b>	Plan and implement voter ID for May 2023	An efficient and effective Council	Smooth, efficient, safe and legal election	31 March 2023
<b>19</b>	Delivery amended Corporate Training plan (procurement, finance and HR)	An efficient and effective Council	Good governance and compliance	31 March 2023

### Service risk register

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

## Performance indicators and targets

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

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

KPI	Description	Annual Target
ET06	Number of missed collections excluding garden waste (per 100,000)	
ET07	Number of missed garden waste collections (per 100,000)	
ET08	Overall cost of waste per household	
ET09	Total recycling rate	





## **Service Plan: Environment and Technical Services 2022/23**

### **Service Overview**

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

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

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

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

## Service Priorities

	Service Priority	Link to corporate plan	Expected Outcomes	Completion date
1	Co-ordination of Hart's climate change action plan.	Improve energy efficiency Promote a clean environment	Facilitate member and officer working group meetings and provide update reports to Cabinet.	Ongoing
2	Implementation of Tier 2 savings.	An Efficient and Effective Council	Delivery of agreed Tier 2 savings	June 22
3	Consideration and Implementation of Tier 3 savings.	An Efficient and Effective Council	Delivery of agreed Tier 3 savings	October 2022
4	Development of Hart website.	An Efficient and Effective Council	Improved access to services.	March 23.

	Service Priority	Link to corporate plan	Expected Outcomes	Completion date
5	Identify biodiversity and climate change offsetting opportunities.	Protect and enhance biodiversity.	Biodiversity Net Gain and Carbon offsetting action plan to be agreed.	July 22
			Survey of HDC land and assets and identify biodiversity, climate offset opportunities.	March 23
			Identify opportunities for “No Mow May”, reduced grass cutting and increased biodiversity.	March 23
			Identify suitable land/sites and funding for tree planting to offset carbon emissions.	March 23
			Identification of pilot project for tree planting.	March 23
			Completion of tree strategy and costing for public tree planting scheme.	March 23

				March 23
	<b>Service Priority</b>	<b>Link to corporate plan</b>	<b>Expected Outcomes</b>	<b>Completion date</b>
6	Reduce Operational Carbon Emissions	Improve energy efficiency  Promote a clean environment	Instal electric vehicle (EV) charging points at Civic Offices.	July 22
			Complete review of all fleet vehicles to transition to zero emission vehicles.	March 23
			Install Solar PV on Civic Offices.	July 22
			Update the Climate Change Action Plan to incorporate the recommendations arising from the Carbon Pathway report.	Oct 22
7	Reduce District-wide Emissions	Improve energy efficiency Promote a clean environment	Install electric vehicle (EV) charging points in Hart car parks.	Aug 22
			Update the Climate Change Action Plan to incorporate the recommendations arising from the Carbon Pathway report.	March 23
			Delivery of the climate emergency communications plan.	March 23

	Service Priority	Link to corporate plan	Expected Outcomes	Completion date
8	Green Grid Strategy	A Clean, Green and Safe Environment.	Production of Local Walking and Cycling Strategy.  Produce Signage Strategy for the Green Grid.	March 23  Sept 22
9	Delivery of Hart Green Grid East	Enhance access to open space and recreation facilities.  Work with partners to keep Hart healthy and active	Agree programme for delivery of Green Grid East Link to Hartland Park / Rushmoor.	March 2023
10	Delivery of Fleet Pond Green Corridor.	Enhance access to open space and recreation facilities  Protect and enhance biodiversity	Works to be completed on Hart owned land.	Sept 22.
11	Climate change adaption plan.	Improve energy efficiency Promote a clean environment	Recommendations from carbon pathway report to be used to inform development of a climate change adaption plan for Hart.	March 23

	Service Priority	Link to corporate plan	Expected Outcomes	Completion date
12	Delivery of Ecological Feasibility Study at Fleet Pond	Enhance access to open space and recreation facilities  Protect and enhance biodiversity	Phase 1 – Scoping works complete.  Recommendations from feasibility study to be considered by Cabinet	July 22  Dec 22
13	Delivery of agreed works at Edenbrook Country Park	Enhance access to open space and recreation facilities  Work with partners to keep Hart healthy and active	Review and agree programme for delivery of works.  Deliver agreed programme of works.	July 22  March 23
15	SANG adoptions	Enhance access to open space and recreation facilities	Progress adoptions at the following sites: <ul style="list-style-type: none"> <li>• Moulsham lane</li> <li>• Poulters Meadow</li> <li>• Hawley Park Farm</li> <li>• Edenbrook extension (Grove Farm)</li> </ul>	March 23
16	Let contract for refreshment concessions at Bramshot Farm and Edenbrook Country Parks.	Protect and enhance biodiversity Enhance access to open space and recreation facilities	Concessions to be operational.	Sept 22
17	CCTV cameras to be transferred to Runneymede BC.	Support our town and village centres	Transfer complete.	August 22

	Service Priority	Link to corporate plan	Expected Outcomes	Completion date
20	Delivery of the 22/23 traffic management programme.	Support our town and village centres Support the local economy	Delivery of the traffic management programme for 22/23.	March 23
21	Asset management plan for Council car parks.	Support our town and village centres Support the local economy Promote a clean environment	Complete asset management plan for Council car parks.	Oct 22
22	Delivery of approved flood alleviation schemes.	Support our town and village centres Support the local economy	Provision of Property Level Flood Protection on third party property Kingsway, Blackwater, and Phoenix Green, Hartley Wintney  Provision of Natural Flood Risk Management Measures on third party land -Hartley Wintney, and Mill Corner	March 23  March 23
23	Water environment asset management plan	Support our town and village centres Support the local economy Promote a clean environment	Complete water Environment Asset management plan	October 22
24	HCC highway agencies for TM and Civil Parking Enforcement.	Corporate	Subject to notice being served transfer services to HCC.	March 23

**Service risk register**

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



## Performance indicators and targets

KPI	Description	Annual Target
ET03	Number of Green Flags held	3
ET04	Number of service requests for Street Cleaning.	1200
ET05	Number of service requests for Grounds Maintenance.	600
ET10	Carbon footprint for Council operations	1700 t/CO <sub>2</sub> e (19/20 outturn)
ET11	Number of hours of CCTV camera downtime per month	20 days
ET12	Number of hours of litter enforcement work carried out per month	118 hrs



## **Service Plan: Place Service 2022/23**

### **Service Overview**

The Place Service covers a range of services focussed on delivering excellent services to our resident, businesses and other stakeholders.

Implementation of policies, plans and budgets to deliver effective and efficient place making services within legislative requirements and in compliance with the Council's policies, financial regulations and standing orders. The key services within the scope of the Place Service include:

1. Planning Policy / Strategic Planning
2. Economic Development, Employment & Skills
3. Development Management (inc Heritage, Conservation & Enforcement)
4. Building Control
5. Street Naming & Numbering
6. Environmental Health
7. Licensing
8. Health & Safety
9. Business Support and Data
10. Land Charges
11. Facilities
12. Corporate Health & Safety

The Place Service help communities to be stronger and more resilient. By taking an integrated place-based approach our services work together as 'One Council' and with external partners to develop the economy, ensuring we protect and enhance the environment and meet our carbon neutral commitment by 2035 and 2040.

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.

The Place Service supports Hart's communities to live healthy and active lives and the promotion of sustainable and active travel.

The Planning Service leads the statutory function of Local Planning Authority (LPA) for Hart district, dealing with around 1,764 (Jan 2021 – Dec 2021) planning matters per year.

The Service Plan doesn't reflect all the 'business as usual' tasks – Place Service will be circulating a newsletter annually to highlight performance and key achievements. We have the responsibility for effective and creative place shaping for our current and future communities through the Local Plan, other planning documents and supporting communities undertaking their own neighbourhood plans. We have the statutory responsibility for determining planning applications and, using an evidence-led approach, ensuring the right balance between social, community, economic and environmental objectives.

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.

Every day, we deliver critical services such as Environmental Health. We work hard to support economic growth, and employment opportunities for our residents. Meanwhile, we continue to strengthen the partnerships behind shared services and contributing to new strategic policies. Since March 2020 we have been operating alongside the Covid-19 pandemic. This is both in the emergency phase and the recovery phase; with the implications for the services we provide, and how we provide them dependant on which phase or wave of the pandemic we are in. Over the last year we have had to react to both the Delta and the Omicron variant. In setting the 2022/2023 Service Plan it is understood that targets and priorities may change in light of how the pandemic evolves.

In addition, this Service Plan is subject to change and amendment during the year as a result of:

- Implementation of the tier 1 and tier 2 Council savings;
- Implications of the senior leadership team review process; and
- Consideration and implementation of tier 3 Council savings

## Service Priorities

	Service Priority	Link to corporate plan / other Council priorities	Expected Outcomes	Completion Date
1	Key Performance Indicators and milestones shown in Appendix 1 are all met and monitored on a monthly basis	A Thriving Local Economy Clean, Green & Safe Environment Healthy Communities & People Efficient & Effective Council	High quality service, value for money for residents	Quarterly reporting of data to Service Panels
2	Covid-19 Response & Recovery	A Thriving Local Economy Clean, Green & Safe Environment Healthy Communities & People Efficient & Effective Council	Offices safe and prepared for social distancing Safe working practices Business Newsletter	On going
3	Implementing Tier 2 Savings	Efficient & Effective Council		31 <sup>st</sup> March 2023

4	Consideration and Implementation of Tier 3 Savings	Efficient & Effective Council		31 <sup>st</sup> March 2023
5	To continually improve and make better use of the Place Services IT Systems and Website; including Cyber Security	Effective & Efficient Council Digitalisation Strategy	<p>To ensure best use of existing software to run an efficient and effective service</p> <p>Helping residents, businesses and other customers find the answers on-line 24/7 to enable more effective self-service</p>	<p>On-going continuous improvement. Quarterly review</p> <p>Implementing measures linked to action plan (in accordance with Milestones)</p> <p>Feed into the Council-wide website project by end of Q3</p>

	Service Priority	Link to corporate plan	Expected Outcomes	Completion Date
6	Facilities Management	Effective & Efficient Council Climate Emergency	Review and reduction of Council's energy consumption, upgrading of all lightbulbs to LEDs and sourcing clean energy from renewables. Solar PV Cells on the roof.	On-going

	Service Priority	Link to corporate plan	Expected Outcomes	Completion Date
7	Customer-focused Service	Effective & Efficient Council Digitisation Strategy	Promote customer engagement and feedback Review criteria for Customer Excellence Award Contributing to Council's updated complaints policy Customers feel welcome, wanted and cared for. Complaints dealt with efficiently.	Customer complaints policy updated by Spring 2022 Customer engagement events quarterly Review excellence criteria by Summer 2022

	<b>Service Priority</b>	<b>Link to corporate plan</b>	<b>Expected Outcomes</b>	<b>Completion Date</b>
<b>8</b>	Ongoing Implementation of Development Management Service Action Plan	Thriving Local Economy Clean, Green & Safe Environment Healthy Communities & People Efficient & Effective Council Climate Change Emergency	Creation of Development Management priorities and action plan post-summer 2022	Long term actions before July 2022
<b>9</b>	Local Plan Review (Assessment)	A Thriving Local Economy A Clean, Green & Safe Environment Healthy Communities & People Efficient & Effective Council Climate Change Emergency	Undertake a Local Plan Review involving an assessment of whether the local plan needs updating	Will take place following the Planning Bill (or updates to the Levelling Up Bill) and associated policy and guidance updates
<b>10</b>	Settlement Capacity Study	A Thriving Local Economy A Clean, Green & Safe Environment Healthy Communities & People Efficient & Effective Council Climate Change Emergency	Understanding of the scope to accommodate future homes within settlements (Cabinet decision Nov 21).	December 2022



	Service Priority	Link to corporate plan	Expected Outcomes	Completion Date
11	Community Infrastructure Levy (CIL) [Subject to content of new Planning Act / Levelling Up Act.]	A Thriving Local Economy A Clean, Green & Safe Environment Healthy Communities & People Efficient & Effective Council Climate Change Emergency	Adoption of CIL Charging Schedule and implementation	Formal consultation, examination and adoption of CIL Charging Schedule during 2022/23  Start collecting CIL April 2023
12	Environmental Health Team Plan	Effective & Efficient Council	Devise and implement an action plan to promote continued EH Service improvements: incl. learning from best practice examples, promote joint working, and maximise resources.  Improve resilience of Service through cross-skilling and enhancing procedures	Summer 2022  On-going through recruitment, training and development of staff

	<b>Service Priority</b>	<b>Link to corporate plan</b>	<b>Expected Outcomes</b>	<b>Completion Date</b>
<b>13</b>	Review of the fly- tipping enforcement strategy	A Clean, Green & Safe Environment	<p>To evaluate the Council's strategy and priorities in relation to fly-tipping</p> <p>To reduce incidents of fly tipping across the District</p> <p>To educate and raise awareness of fly tipping across the District through targeted publicity.</p>	March 2023

	Service Priority	Link to corporate plan	Expected Outcomes	Completion Date
14	Support the delivery of the Climate Change Action Plan for 22/23	Climate Emergency		

## Key Performance indicators and targets

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

KPI	Description	Annual Target	
Environmental Health			
	% of scheduled/proactive Food safety inspections undertaken within time	<i>Data only</i>	
	Food Recovery Plan (prioritised)	<i>Data only</i>	
	% of Environmental Protections service requests (including noise, statutory nuisance and public health) responded within time	80%	
	% of Food and Health & Safety service requests (including RIDDORs, HSADV, food poisoning investigations) responded to within time	80%	
	% of formal consultation responses made within time (including Planning and Licensing)	80%	
	Number of fly-tipping service requests received by service	<i>Data only</i>	
	Number of fly-tipping enforcement actions	<i>Data only</i>	
	Environmental Health Commercial fee income	<i>Data only</i>	
	Environmental Health Protection fee income	<i>Data only</i>	

KPI	Description	Annual Target	
Planning Policy			
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	Annually
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 <sup>st</sup> December	Annually
Authority Monitoring Report (AMR)	Statutory duty to publish annually, reporting on matters including local plan policy formulation and implementation, duty to cooperate activity, progress against Local Development Scheme timetables and Neighbourhood Plans.	Publish by 31 <sup>st</sup> December	Annually
Infrastructure Funding Statement (IFS)	Statutory duty to publish annually, reporting on s106 and where relevant CIL monies secured, received, allocated and spent. Submit csv files	Publish by 31 <sup>st</sup> December	Annually
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	Various deadlines throughout the year

## Version Control

	Date	Author	Comments
1.0	4 March 2022	Heads of Service	Draft version for Overview and Scrutiny Committee consideration
1.1	7 March 2022	P. Hughes	Comments & revisions on draft to make more consistent across the services and prepare for publication