

CABINET

DATE OF MEETING: 2 JULY 2020

TITLE OF REPORT: DRAFT SERVICE PLANS 2020/2021

Report of: Joint Chief Executive

Cabinet Member: Councillor David Neighbour, Leader and Finance

1 PURPOSE OF REPORT

- 1.1 To agree Interim 2020/2021 Service Plans pending finalisation of a revised budget later this summer to take into account COVID-19 implications

2 OFFICER RECOMMENDATION

- 2.1 That Cabinet note the unprecedented impact that Covid-19 has had on the organisation and the draft Service Plans for 2020/2021
- 2.2 That Cabinet approve the draft Service Plans for 2020/2021 noting that delivery against these ambitions will be dependent on future impacts of Covid-19 should they occur.

3 BACKGROUND INFORMATION

- 3.1 Service Plans set out the key actions each service will undertake during the coming year to deliver the Council's objectives and priorities, as well as core services.
- 3.2 In common with previous years, Heads of Service working closely with their Portfolio Holders drafted their Service Plans during the spring of this year, with due account of
- the budget being established for the year
 - and the adopted Corporate Plan 2017 – 2022.
- 3.3 It had been anticipated, as in previous years, that the Draft Service Plans would be considered by Cabinet in April (as noted in the published Cabinet Work Programme for March 2020)
- 3.4 As Members will know, on Sunday 22nd March, the Prime Minister announced that all who could work from home, should stay at home. As outlined in another report being considered by Cabinet, this and all aspects of Covid-19 has had a major impact on the services that the Council have been able to provide
- a. Due to the new obligations placed upon the Council including
- discretionary business grants,
 - support to the shielding and extremely vulnerable
 - hardship fund and emergency discharge from hospital
 - support for businesses, including those moving to new takeaway services
 - reopening of the high streets and ensuring safe spacing

- b. Due to expanded or increased obligations placed upon the Council including
 - increased requirements to ensure no rough sleepers
 - increased communication requirements as part of the council's statutory duty to 'warn and inform'
 - c. Due to the necessity to move the Council to a digital home working service
 - including procuring scarce IT equipment of the appropriate standard
 - supporting and enabling our staff to work productively from home
 - increased levels of engagement with staff, to check on wellbeing.
- 3.4 As outlined when the Council's response to Covid-19 was debated by Overview and Scrutiny, in June; in response to the pandemic, the organisation restructured into 'response' and 'business continuity' elements. Resourcing to 'response' was and still remains flexible but has, at points throughout the pandemic included at least a third of the organisation.
- 3.5 Even today, as this report is being drafted, we still have teams on response ensuring the ongoing support to those shielding and extremely vulnerable, managing the hardship fund, and seeking to provide discretionary business grants to those eligible organisations.

4 THE SERVICE PLANS

- 4.1 The Council does not have unlimited resources, either in cash or officer time. Therefore, at times such as these, it becomes increasingly important to focus on those objectives which will provide the best possible outcomes for our communities.
- 4.2 With this in mind, the original Service Plans have naturally needed to be amended, reflecting new objectives. Where this has occurred and resources have had to be used in response to Covid-19, other objectives have had to be de-prioritised.
- 4.3 Where objectives have been de-prioritised, the decision has been taken to retain reference to them, but the commentary reflects, where there has been a slippage in time or may require a reconsideration. Should the context change and resources become available, towards the end of the year, we can seek to work towards these objectives. However, Cabinet should note, no guarantees are being made with regard to these de-prioritised objectives, indeed the ability to progress these or even start them are very much subject to the ongoing pandemic and obligations otherwise placed upon us.

5 POLICY IMPLICATIONS

- 5.1 Service Plans and the Service Planning process form a key part of the Council's existing performance management framework.

6 FINANCIAL AND RESOURCE IMPLICATIONS

- 6.1 The original Service Plans were linked to the budget agreed in February 2020. However, Cabinet will soon be receiving an updated budget considering the impact of Covid-19. These Service Plans may be subject to change, based on budgetary decisions taken by Cabinet in due course.

7 MANAGEMENT OF RISK

- 7.1 As noted above, in these unprecedented times, these draft Service Plans are being considered ahead of an updated Budget report, which is due to consider the financial impact of Covid-19 further to adoption of the budget in February 2020. In considering these service plans now, it does so with the aim of providing clarity regarding the objectives and priorities of the Council, for the remainder of the year.

8 ACTIONS

- 8.1 Cabinet is requested to consider the draft Service Plans which have been updated in light of the impact of Covid-19.
- 8.2 Once agreed, the performance against Service Plan priorities and objectives will be monitored and reviewed quarterly by Overview and Scrutiny.

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APPENDICES:

Appendix 1 – Draft Service Plans for 2020/21



Hart District Council's Service Plans

We live in an increasingly interconnected world where the global economy, social inequalities, technological advances and environmental changes will shape the world we live in.

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

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

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

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

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

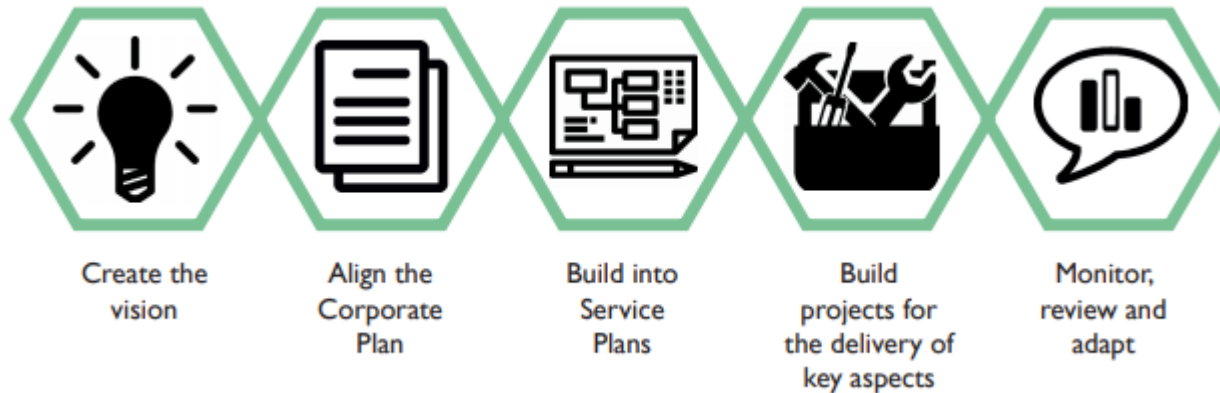
This Service Plan is written in the context of the Corporate Plan and the recently adopted twenty year vision for Hart; which will provide a clear direction and will shape our council and working environment. It will help us to improve our use of resources and align our strategies to reach the outcomes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

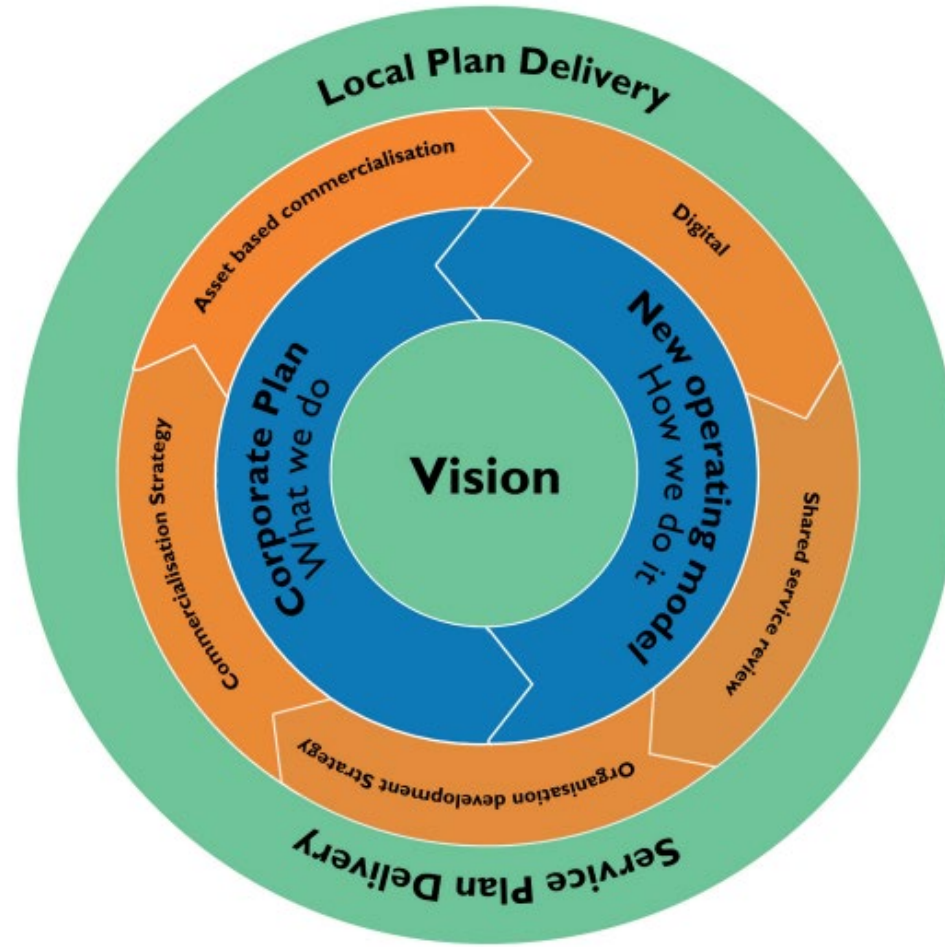
It is about keeping Hart a healthy and desirable place where people can live, work and visit. Everything we do should contribute to the council's priorities via a 'golden thread' so that all our effort and resources are linked into the delivery of the Vision.

Vision for Hart

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

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





HART Values

The Council has embed 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 (where appropriate)

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 peoples 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.

As a guide, when meeting these values, staff are likely to be;

Modest – developing and building positive work relationships, not assuming that the post, the length of time in it, or qualifications mean that they are always right.

Equitable – recognising that everyone in the organisation contributes and everyone, no matter their seniority, deserve to be treated with respect.

Personally independent – every new employee needs orientation and support when starting but career success then comes to the individual who can work within broad job guidelines and who has the attitude of 'I'd like to try that myself' without constant supervision.

Positive attitude – People who look at life as an opportunity and are happy to roll up their sleeves until the task is done, rather than those who consider that the world owes them a living (an attitude which is demanding and drains energy away from everyone around them)

Thinking long term – People who can see past the immediate rewards but see the benefits on a longer term either for themselves, their team or the organisation.

Positive about sharing – people who are self-confident in sharing and no unhealthily competitive within the workplace

Sincere – sincerity and integrity are critical to both people both in their personal and professional lives. Customers need to have confidence that you are that to provide a service that is open and transparent. If you have to say no, be sincere in delivering the message and trying to find other solutions



Service Plan: Corporate Services 2020/21

Service Overview

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

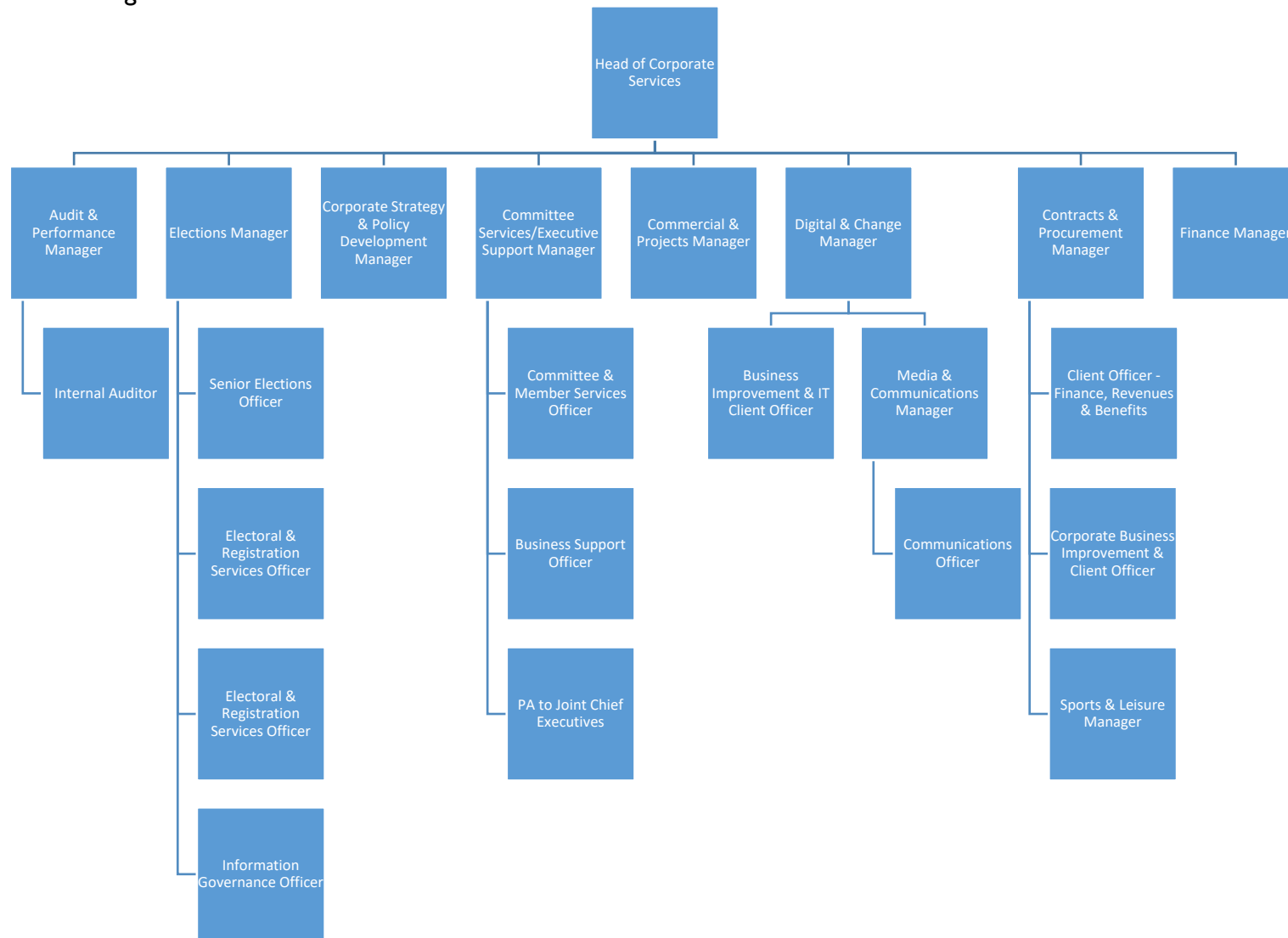
- Audit,
- Performance,
- Elections and Electoral Registration,
- Corporate Strategy and Policy,
- Committee Services,
- Commercialisation,
- Digitalisation and Change,
- Contracts and Procurement
- Finance
- GDPR
- Garden Community

A range of services are contract managed by the Corporate Team including

- Legal Services
- Leisure Services
- Revenues and Benefit Services
- Land Charges Service
- Exchequer Services
- Contact Centre and front line reception services

Resourcing

The current service organisation chart is shown below:



Service Priorities

	Service Priority	Link to corporate plan	Expected Outcomes	Completion date	Comments/Updates due to COVID 19
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>Community Impact Assessment</p> <p>Corporate Impact Assessment</p> <p>Action plans arising from these</p>	Ongoing	<p>Staff from Corporate have been redeployed from business as usual activities to assist with delivery of the following elements of the council emergency response:</p> <ul style="list-style-type: none"> • Introduction of social distancing measures in Harts retail centres and submission of bids for government funding. • Management of Business Grants and Discretionary Business Grant schemes
2	New Ways of Working	<p>Working with the council's operational recovery team to identify and implement opportunities for new ways of working.</p>	Green	Ongoing	<p>Most staff have worked remotely during the lockdown period.</p> <p>Staff survey rolled out and Covid 19 Resident Survey underway. From this we will look at how digitalisation will change the face of council services in the future</p>

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	Service Priority	Link to corporate plan	Expected Outcomes	Completion date	Comments/Updates due to COVID 19
3	Continue to provide grant funding to the Voluntary Sector and support improved links between Hart Voluntary Action and local businesses	Supporting the voluntary and community sector to develop	The voluntary sector is able to deliver a greater and/or broader range of services to communities	March 2021	Community Services to review links with HVA
4	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	The Council's financial resources and commitments are aligned with its strategic priorities	December 2020	Revised MTFS to be presented to Cabinet to reflect effects of pandemic by August.
5	Implementation and regular review of the Commercialisation Strategy	Maximising income opportunities, and identifying new opportunities for income generation	Investment in commercial property (£10m indicative budget in capital programme)	March 2021	Strategy to be reviewed to reflect changes in commercial property market and new restrictions on borrowing by August
6	Implement new insurance arrangements for 20/21	To realise our ambitions to deliver more for less	The Council has insurance arrangements that meet its needs	April 2020	Done. Saving made.
7	Continue to work with local commercial agents in renting out spare office space	Maximising Council income through effective asset management and collection activities	Refurbish and let out ground floor unit	March 2021	No change

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	Service Priority	Link to corporate plan	Expected Outcomes	Completion date	Comments/Updates due to COVID 19
8	Manage changes within the 5 Councils Partnership arrangement	Continuing to work closely with partners to deliver joint services	Services within the contract are aligned to the requirements of the Council and delivered in the most effective way feasible	March 2021	HR and Finance now out. Project on terminating Exchequer Services now under way
9	Progress business case for the provision of Committee Services software	To realise our ambitions to deliver more for less	The Council makes full use of technology to improve the way it delivers Committee Services	December 2020	Progressing well. Training this Friday
10	Review and replacement of the telephony system	To realise our ambitions to deliver more for less	The Council controls its overhead costs for direct dial telephony whilst expanding the flexibility for staff via a non desk-based solution	December 2020	
11	Delivery of Edenbrook apartments project	Maximising income opportunities, and identifying new opportunities for income generation	The Council delivers the project on time and within budget to maximise the investment potential	March 2021	May be subject to delayed completion date.
12	Review of expansion opportunities for Edenbrook Leisure Centre including the potential for Adventure Golf	Maximising income opportunities, and identifying new opportunities for income generation	The Council ensures the facilities offered to the public remain relevant and aligned with demands, whilst also delivering additional revenue in return	March 2021	Proposals have been worked up. Will need to be considered in light of any changed relationship with EA and any changes to the business case for the leisure sector
13	Review and migrate all data on the existing file servers to Sharepoint	An efficient and effective Council	All data in Sharepoint. File servers. Retire the file servers to increase capacity.	May 2020	Complete

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	Service Priority	Link to corporate plan	Expected Outcomes	Completion date	Comments/Updates due to COVID 19
14	Upgrade the network and improve wifi access across the Council	An efficient and effective Council	Provide end user with more capacity and quicker speeds	June 2020	Scoping but may be revised in light of future office requirements
15	Windows 10 upgrade and roll out of devices	An efficient and effective Council	Consider outcome of implementation Feb/March 2020 and resolve issues/blockages	April 2020	Devices roll out in progress. Need review of allocations for normal business
16	Create data map for Hart, consider data maturity and define data strategy	An efficient and effective Council	To transform decision making and how we deliver services	December 2020	Paused – due to Covid
17	Commission residents survey	An efficient and effective Council	To consider why and how residents access council services across different channels and establish journey mapping across service areas	June 2020	On track – but amended to reflect how pandemic has affected them and how LA should develop as a result of new normal
18	Draft and consult on Communication and engagement strategy	An efficient and effective Council	To provide principles and direction around corporate communication, social media and change programme	June 2020	Paused
19	Website accessibility review and accreditation	An efficient and effective Council	Resolve technical and content issues	September 2020	In progress
20	Project management governance review and training rolled out across Hart	An efficient and effective Council	Produce guidance, create project register and templates. Bite size training for staff	June 2020	Paused
21	Create change programme including culture and behaviours	An efficient and effective Council	Staff survey. Create action plan	March 2021	Will review to reflect new world
22	Garden Community	Healthy Communities and People	Progress the exploration of the opportunity	March 2021	Project plan to be reviewed with Homes England in light of the current context.

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	100%
CS01	Quality of Customer Service Call Handling - % score from monitoring sample	90%
CS02a	% of telephone calls answered by Contact Centre in 30 seconds	70%
RB05	Percentage of Non-domestic Rates Collected	98%
RB06	% of Council Tax collected	98%
IT05	% uptime of key systems	99%
IT06	% uptime of Hart DC website	98%



Service Plan: Community Services 2020/21

Service Overview

Community Services covers a range of services focussed on delivering services to the community.

This includes a number of statutory services such as

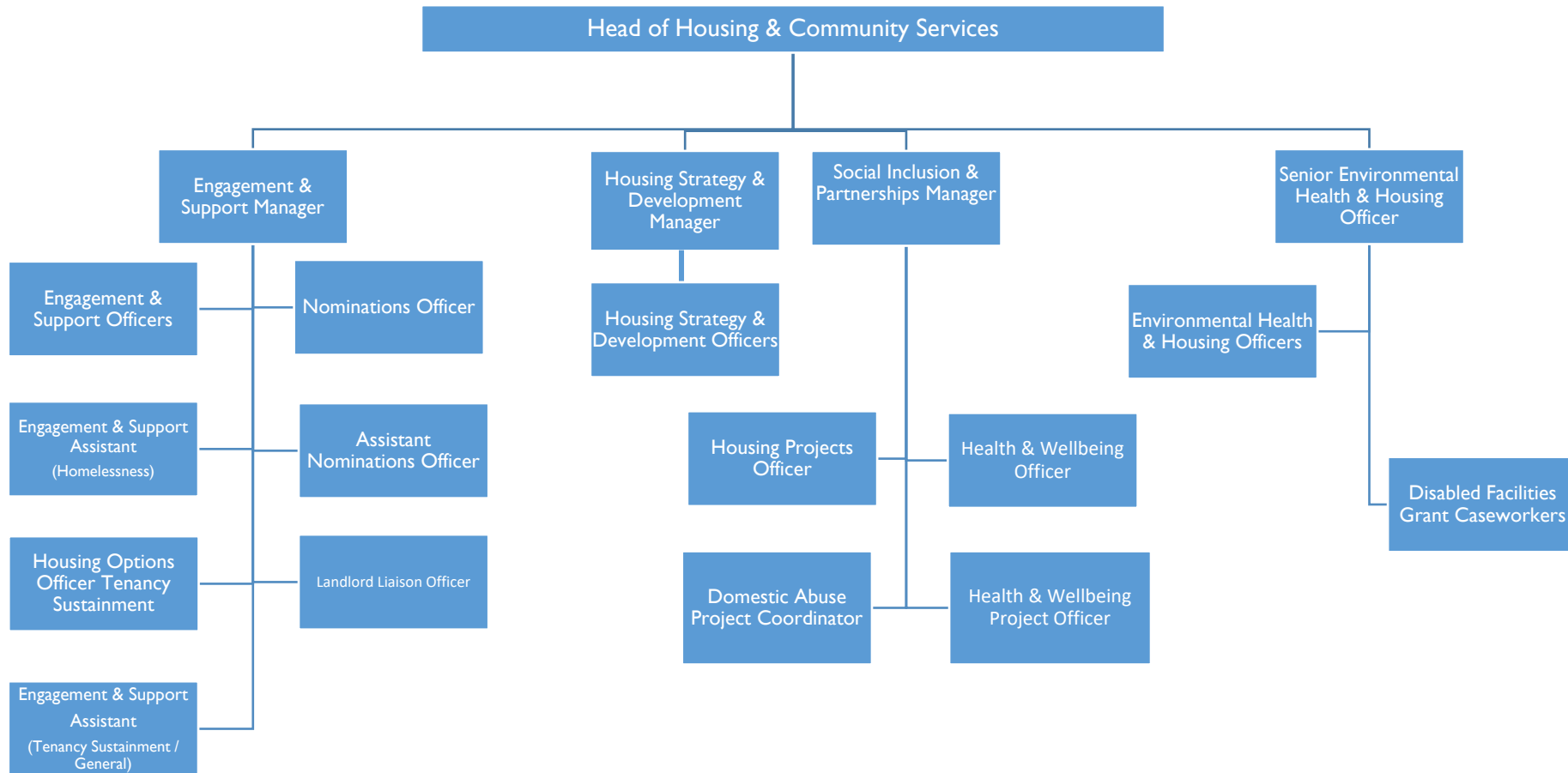
- prevention of homelessness
- provision of accommodation for those who are homeless,
- community safety,
- maintenance of the housing register,
- delivery of the council's programme of Disabled Facilities Grants
- private sector housing
- dealing with unauthorised encampments

The Community Services also provides a range of non-statutory services such as

- housing enabling,
- health and wellbeing (providing support to the community and to the Council) and
- social inclusion

Resourcing

The staffing structure for Community Services is below:



Service Priorities

	Service Priority	Link to corporate plan	Expected Outcomes	Completion date	Comments/Updates due to COVID 19
1	Delivery of the corporate Covid 19 Recovery Plan – New Ways of Working	Support for our town and village centres Support the local economy	Delivery of Recovery Plan outcomes	Ongoing	New area of work as yet difficult to quantify the level of resources required
2	Joint lead on the Community Recovery element of the Covid 19 Recovery Plan	Support for our town and village centres Support the local economy	Delivery of Recovery Plan outcomes	Ongoing	New area of work as yet difficult to quantify the level of resources required

	Service Priority	Link to corporate plan	Expected Outcomes	Completion date	Comments/Updates due to COVID 19
3	Delivery of the Hart Response Hub for provision of resident support during Covid 19 pandemic		<p>Delivery of the hub in coordination with the Local Resilience Forum</p> <p>Support for residents.</p> <p>Social inclusion</p>	Ongoing	

	Service Priority	Link to corporate plan	Expected Outcomes	Completion date	Comments/Updates due to COVID 19
4	Regular participation in the Hampshire Homes Hub to encourage and enable rural and community led housing developments	<p>Support for our town and village centres</p> <p>Support the local economy</p> <p>Ensuring an appropriate supply of employment land and premises</p> <p>Promoting high quality design and a good standard of amenity</p> <p>Ensure access to housing</p>	<p>Rural housing schemes underway for local people</p> <p>Supporting community groups to explore housing schemes</p>	Ongoing	None

	Service Priority	Link to corporate plan	Expected Outcomes	Completion date	Comments/Updates due to COVID 19
5	Working with and supporting rural Parish Councils to advise and facilitate delivery of rural 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>	Delivery of a rural exception scheme	Ongoing	None

	Service Priority	Link to corporate plan	Expected Outcomes	Completion date	Comments/Updates due to COVID 19
6	Promotion of energy efficiency grants and disabled facilities grants at 5 rural events during the year	<p>Improve energy efficiency</p> <p>Climate change agenda</p>	Awareness of energy efficiency and DFG grants availability	March 2021	Will continue to promote where possible, but not at events.
7	Monitor the delivery of the Safer North Hampshire Action Plan	A clean, green and safe environment	<p>Delivery of the community safety plan</p> <p>Promotion of crime safety initiatives through project work</p> <p>Joint work with the Police on ABC's and CPN's.</p>	March 2021	None

	Service Priority	Link to corporate plan	Expected Outcomes	Completion date	Comments/Updates due to COVID 19
8	Take Community Safety Services back in house.		<p>New team built</p> <p>Delivery against fresh targets</p>	August 2020	<p>Delayed. Aiming for End of March 21 at latest.</p> <p>Pace hampered by RBC.</p>
9	Delivery of Disabled Facility Grant service	<p>Ensure access to housing</p> <p>Work with partners to keep Hart healthy and active</p>	Enabling residents to remain in independent living accommodation (70 per year)	Ongoing	DFG work suspended currently, so will anticipate revising target

	Service Priority	Link to corporate plan	Expected Outcomes	Completion date	Comments/Updates due to COVID 19
10	Manage the Hampshire and Dorset Making Safe Hub	Work with partners to keep Hart healthy and active	Delivery against the actions in the MHCLG bid	March 2021	None
11	Delivery of a homelessness prevention service	Ensure access to housing	Prevention of homelessness for 50% of those who approach	Ongoing	None. Likely to be increased costs of B&B from accommodating during pandemic
12	Ensure we have an active private rented sector, engaging with landlords and hosting landlord events. Delivery of landlord support and tenancy sustainment services	Ensure access to housing	Annual landlord events Branded private sector lettings product	March 2021	None

	Service Priority	Link to corporate plan	Expected Outcomes	Completion date	Comments/Updates due to COVID 19
13	Supporting the delivery of affordable homes by maximising 40% affordable homes on all eligible sites	<p>Ensure access to housing</p> <p>Promoting high quality design and good standard of amenity</p>	<p>Delivery of programme of 40% affordable housing, through planning framework</p> <p>Maintain a good working relationship with the RP's to deliver good quality homes to meet local housing need</p> <p>Creation of sustainable and desirable housing products</p>	Ongoing	None
14	Carry out an annual analysis of the housing register	Ensure access to housing	Ensuring supply profile matches demand	March 21	None
15	Produce an Annual Housing Update	An efficient and effective Council	Production of an annual update	March 2021	None

	Service Priority	Link to corporate plan	Expected Outcomes	Completion date	Comments/Updates due to COVID 19
16	Retender Housing IT	An efficient and effective council	<p>Increased digitalisation</p> <p>Fit for purpose IT</p> <p>Improved digital experience for customers</p> <p>Better value for money / cost savings</p>	March 2021	Revised date of June 21.
17	Work towards the Armed Forces Employer Recognition Scheme silver accreditation	Working through the Hart Community Covenant Partnership and with other agencies to support the re-employment of military personnel	Demonstrate support to the armed forces community as an employer	March 2021	None

	Service Priority	Link to corporate plan	Expected Outcomes	Completion date	Comments/Updates due to COVID 19
18	Deliver the Hart Health and Wellbeing Plan	Work with partners to keep Hart healthy and active	Delivery of projects and partnerships to improve health and wellbeing	March 2021	None
19	Development of a Social Inclusion Partnership based on the MEAM (Making Every Adult Matter) principles	<p>Ensure access to housing</p> <p>Work with partners to keep Hart healthy and active</p>	<p>Delivery of a coordinated approach to dealing with complex and vulnerable clients</p> <p>Better equipped to tackle multiple disadvantage</p>	March 2021	None

	Service Priority	Link to corporate plan	Expected Outcomes	Completion date	Comments/Updates due to COVID 19
20	Establish a “housing first” pilot, to prevent rough sleeping	<p>Ensure access to housing</p> <p>Work with partners to keep Hart healthy and active</p>	<p>Housing First pilot – 1 unit in the programme</p> <p>Sustainable client outcome</p> <p>Evaluation framework set up</p>	March 2021	There is a risk this could be delayed by 6 months
21	Monitor grant funding workstreams within other organisations (CAB, Fleet Lions, others)	An efficient and effective Council	Funding SLAs on track against targets	March 2021	None

	Service Priority	Link to corporate plan	Expected Outcomes	Completion date	Comments/Updates due to COVID 19
22	Undertake research to examine the affordability of 2-bedroom affordable rented properties in the district	Ensure access to housing	Evidence base on affordability to use as a basis for discussions with RPs	March 2021	None
23	Tackling empty homes	Ensure access to housing	Development of a clear and publicised service, aimed at reducing empty homes in the district	March 2021	Delay until end of 2021
24	Work with health and social services colleagues to identify any requirement for specialist housing for people with a learning or physical support and housing need	Ensure access to housing	<p>Clear understanding of provision</p> <p>Map of provision</p> <p>Map of gaps</p>	March 2021	None

	Service Priority	Link to corporate plan	Expected Outcomes	Completion date	Comments/Updates due to COVID 19
25	Work with RP partners to review the way in which we record which affordable homes already have adaptations and improve the way these are advertised and let	Ensure access to housing	Better use of existing stock Better property / client matching	March 2021	Possible slippage into June 2021
26	Delivery of the Hart Skills Cafe	Support residents in becoming economically active	Clients assisted into training and employment	March 2021	None (now operating digitally)
27	Scan the horizon for commercial opportunities	An efficient and effective Council	Commercial projects brought forward for review by the Commercial Manager	March 2021	None

	Service Priority	Link to corporate plan	Expected Outcomes	Completion date	Comments/Updates due to COVID 19
28	Support reduced emissions from energy consumption of residential properties		Identify funding for energy efficiency grants Scope a building insulations scheme for residents on low income	March 2021	Will be able to identify funding opportunities but the scoping out of a scheme will be delayed until later in 2021.

Performance indicators and targets

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



Service Plan: Environment and Tech Services 2020/21

Service Overview

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

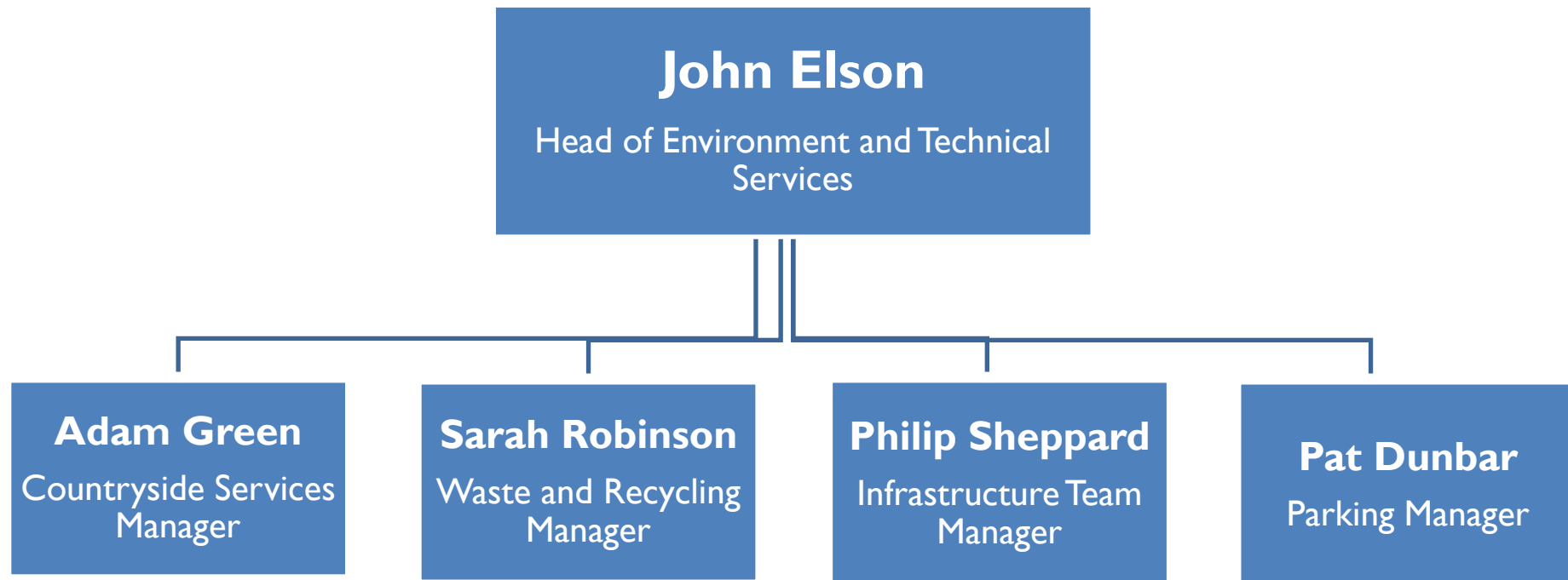
- Waste and recycling collections for both Hart and Basingstoke and Deane.
- Management of Harts countryside sites.
- Management of Harts trees and implementation and enforcement of tree preservation orders.
- Management and enforcement of Harts car parks.
- Implementation, management and enforcement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

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

- CCTV – Delivered by Rushmoor
- Street Cleaning and Grounds Maintenance – Delivered by Basingstoke and Deane
- Litter and Dog Fouling Enforcement – Delivered by East Hampshire

Resourcing

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



Service Plan: Environment and Technical Services 2020/21- June 20 service priority update

	Service Priority	Link to corporate plan	Expected Outcomes	Completion date	Comments/Updates due to Covid 19
I	Delivery of the council's response to Covid-19 pandemic	Statutory requirement	Ensure that the Council meets its statutory obligations under the Civil Contingencies Act.	Ongoing	<p>Staff from Environment and Technical Services have been redeployed from business as usual activities to assist with delivery of the following elements of the council emergency response:</p> <ul style="list-style-type: none"> • Staffing of the council's Emergency Planning Information Cell. • Staffing of the Hub. • Introduction of social distancing measures in Harts retail centres and submission of bids for government funding. • Suspension & reintroduction of certain elements of Hart & Basingstoke waste services, including the

	Service Priority	Link to corporate plan	Expected Outcomes	Completion date	Comments/Updates due to Covid 19
					<ul style="list-style-type: none"> temporary introduction of alternate weekly collections in Basingstoke and Deane.
2	New ways of working	Corporate	Working with the council's operational recovery team to identify and implement opportunities for new ways of working.	Ongoing	Most staff have worked remotely during the lockdown period.
3	Deliver climate change action plan	Improve energy efficiency Promote a clean environment	Update report to be to be considered by Cabinet	October 2020	Appointment to climate change officer post has slipped, now anticipate this being confirmed July 2020. Climate change action plan to be reviewed and updated in July highlighting what progress has been made and where slippage has occurred.
4	Delivery of Ecological Feasibility Study at Fleet Pond	Enhance access to open space and recreation facilities	Delivery of the PA2 SSSI Feasibility Study Report Cabinet	April 20 July 20	PA2 SSSI feasibility study completed. Briefing note for cabinet members to be circulated.

	Service Priority	Link to corporate plan	Expected Outcomes	Completion date	Comments/Updates due to Covid 19
		Protect and enhance biodiversity	Agree mitigation for the impacts of the green corridor Complete full Feasibility Study	July 20 April 21	Mitigation works agreed with natural England, consultation with other partners to be completed by mid-July. Completion of full feasibility still on track.
5	Delivery of Phase I works at Edenbrook Country Park	Enhance access to open space and recreation facilities Work with partners to keep Hart healthy and active	Agree funding and delivery mechanism for the community gardens Deliver the works for the bike track Deliver the works on the Skate Park Agree Service level Agreement and Lease for Community Garden Commence works on Community Garden	March 20 July 20 July 20 Sept 20 August 20	Development of community gardens proposal for consideration by Cabinet has been delayed. Plan for progressing discussions with HVA/ allotment association to be finalised. Tender out for the bike track, anticipate completion slipping to Sept 2020. Slippage means that delivery of Skate Park will have to be deferred to July 21. Start date on community gardens has slipped new

	Service Priority	Link to corporate plan	Expected Outcomes	Completion date	Comments/Updates due to Covid 19
					commencement date to be agreed.
6	Adoption of Whitewater Meadows	Enhance access to open space and recreation facilities	Complete snagging works Legal transfer Adoption	August 20 September 20 Nov 20	Target dates have slipped as developers have not progressed. New target dates to be agreed with Developer.
7	Delivery of wetland at Bramshot Farm	Protect and enhance biodiversity Enhance access to open space and recreation facilities	Complete Costed Feasibility Study Report to Cabinet Tender Works Completion	March 20 May 20 June 200 Oct 20	Feasibility complete and to be updated with costings June 20. Delivery of wetland and drainage works now to be incorporated within phase I of the approved works. Tender likely end July 20 Completion November 20
8	Delivery of communal bins project	Promote a clean environment	Review areas of communal and the requirements to improve signage, bins and information to residents Work with Management Companies and Housing Associations – workshops	April – May 2020	Delivery of project has slipped due to other priorities and in ability to undertake site visits, some design on signs and leaflets has however commenced.

	Service Priority	Link to corporate plan	Expected Outcomes	Completion date	Comments/Updates due to Covid 19
			<p>Implement the new bins/signage and deliver leaflets and talks to residents</p> <p>Monitor the sites to see if they are being contaminated or not.</p> <p>Feedback to residents and members on the outcomes.</p>	<p>May – June 2020</p> <p>July 2020</p> <p>August 2020</p> <p>Ongoing</p>	<p>New target dates yet to be agreed.</p>
9	Waste contamination project	Promote a clean environment	<p>Review areas of high contamination</p> <p>Target these areas linking with the communal area project</p> <p>Promotion of what can be recycled</p> <p>Reduce the contamination rate by 10%</p>	<p>April – May 2020</p> <p>May – June 2020</p> <p>Ongoing</p> <p>March 2021</p>	<p>Delivery of project has slipped due to other priorities and in ability to undertake site visits, work has however, commenced on service design.</p> <p>New target dates yet to be agreed.</p>

	Service Priority	Link to corporate plan	Expected Outcomes	Completion date	Comments/Updates due to Covid 19
10	Review of Joint Waste Client Team	Promote a clean environment	Agree structure and implement changes.	December 2020	Discussions ongoing JGG yet to be held to agree way forward.
11	Introduction of kerbside collections for small electrical items	Promote a clean environment	Review of contract requirements Service Outline Service Implementation Monitoring of the service	April 2020 April 2020 May 2020 Ongoing	Delivery has slipped due to other priorities; work has commenced on drafting service proposal. New target dates to be agreed.
12	Introduction of wheeled bin repair service.	Promote a clean environment	Review of contract requirements Service Outline IT Development with BDBC IT Service Implementation Monitoring of the service Final Review	April 2020 April - June 2020 June 2020 July – August 2020 September 2020	Delivery has slipped due to other priorities; work has commenced on service design. New target dates to be agreed.
13	Work with HCC and partner organisations to develop proposals that address the outcomes	Promote a clean environment.	Produce briefing note with outline costs for options being considered.	June 2020	Progress has slipped due to other priorities. Target date now August / Sept.

	Service Priority	Link to corporate plan	Expected Outcomes	Completion date	Comments/Updates due to Covid 19
	of waste and resources strategy.	Explore options to increase financial self-sustainability			
14	Delivery of the 20/21 traffic management programme.	Support our town and village centres Support the local economy	Delivery of 18 traffic management schemes, plus follow-on schemes from 19/20	March 21	On track 20/21 programme to be circulated to members shortly. New initiative looking at reallocation of road space to support social distancing.
15	Fleet pond Green corridor project	Enhance access to open space and recreation facilities Promote a clean environment	Delivery of the new access road, car park, shared route, and road crossing, signage.	April 21	Mitigation works agreed with natural England, still subject to final approval. Consultation with key partners has commenced. Start on site likely to be deferred, amended programme yet to be agreed. LEP have indicated that it will be possible to defer funding deadlines.
16	Complete car park condition survey and	Support our town and village centres	Asset management plan and programme of works	March 21	On track

	Service Priority	Link to corporate plan	Expected Outcomes	Completion date	Comments/Updates due to Covid 19
	agree programme of future works.	Support the local economy Promote a clean environment			
17	Delivery of flood alleviation schemes	Support our town and village centres Support the local economy	Delivery of Kingsway, Phoenix Green, and Mill Corner FAS	March 21	Some slippage impact on proposed programme yet to be confirmed.
18	Produce annual parking reports	Support our town and village centres Support the local economy	Delivery of a revised parking policy, and development of annual parking report	March 21	On track
19	Review of litter picking, and bin emptying service provided to Parish Councils.	Support our town and village centres	New service level agreements to be implemented.	March 21	Review completed. Information to be sent out to parishes shortly. SLAs to be agreed by November.
20	Review of the shared CCTV service.	Support our town and village centres	Cabinet decision on future service provision.	Nov 2020	On track, options for future provision of control room currently be developed.

	Service Priority	Link to corporate plan	Expected Outcomes	Completion date	Comments/Updates due to Covid 19
21	Implementation of the Council's digitalisation agenda.	Support the local economy	Improved access to services. Service efficiencies.	April 21	Most functions now effectively being delivered remotely
22	Review of all fees and charges for service and consider new opportunities for income generation.	Support the local economy	Reduce net costs through increased income.	April 21	On track.
23	Use Green Keeper to assess social economic benefits of open space provision.	Support the local economy. Enhance access to open space and recreation facilities Promote a clean environment	Demonstrate the value of Harts open spaces for mental wellbeing, physical health, property uplift and carbon sequestration. Scenario test the social economic value of the provision of additional visitor facilities on key open spaces	April 21	Project ahead of schedule. Consultant is running various tests now and will report back in the next 2 weeks with proposed completion date

Performance indicators and targets

KPI	Description	Annual Target
ET03	Number of Green Flags held	3
ET04	Number of complaints received for Street Cleaning.	TBA
ET05	Number of complaints received for Grounds Maintenance.	TBA
ET06	Number of missed collections excluding garden waste (per 100,000)	45
ET07	Number of missed garden waste collections (per 100,000)	250
ET08	Overall cost of waste per household	£20
ET09	Total recycling rate	46%
ET10	Carbon footprint for Council operations	TBA
ET11	Number of hours of CCTV camera downtime per month	10 days
ET12	Number of hours of litter enforcement work carried out per month	118 hrs



Service Plan: Place Service 2020/21

Service Overview

Place Services 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 Place Services include:

- Development Management (including Heritage & Planning Enforcement)
- Business Support
- Planning Policy (including the Local Plan)
- Strategic & Economic growth, and Regeneration
- Environmental Health (including enforcement in relation to Food Safety, Infectious Diseases, Health & Safety, Public Health Nuisance, Fly Tipping, Pollution Control, Special Treatment Licensing)
- Dog Warden Service
- Licensing (shared with Basingstoke & Deane Borough Council)
- Corporate Health and Safety (shared with Basingstoke & Deane Borough Council)
- Building Control (shared with Rushmoor Borough Council)

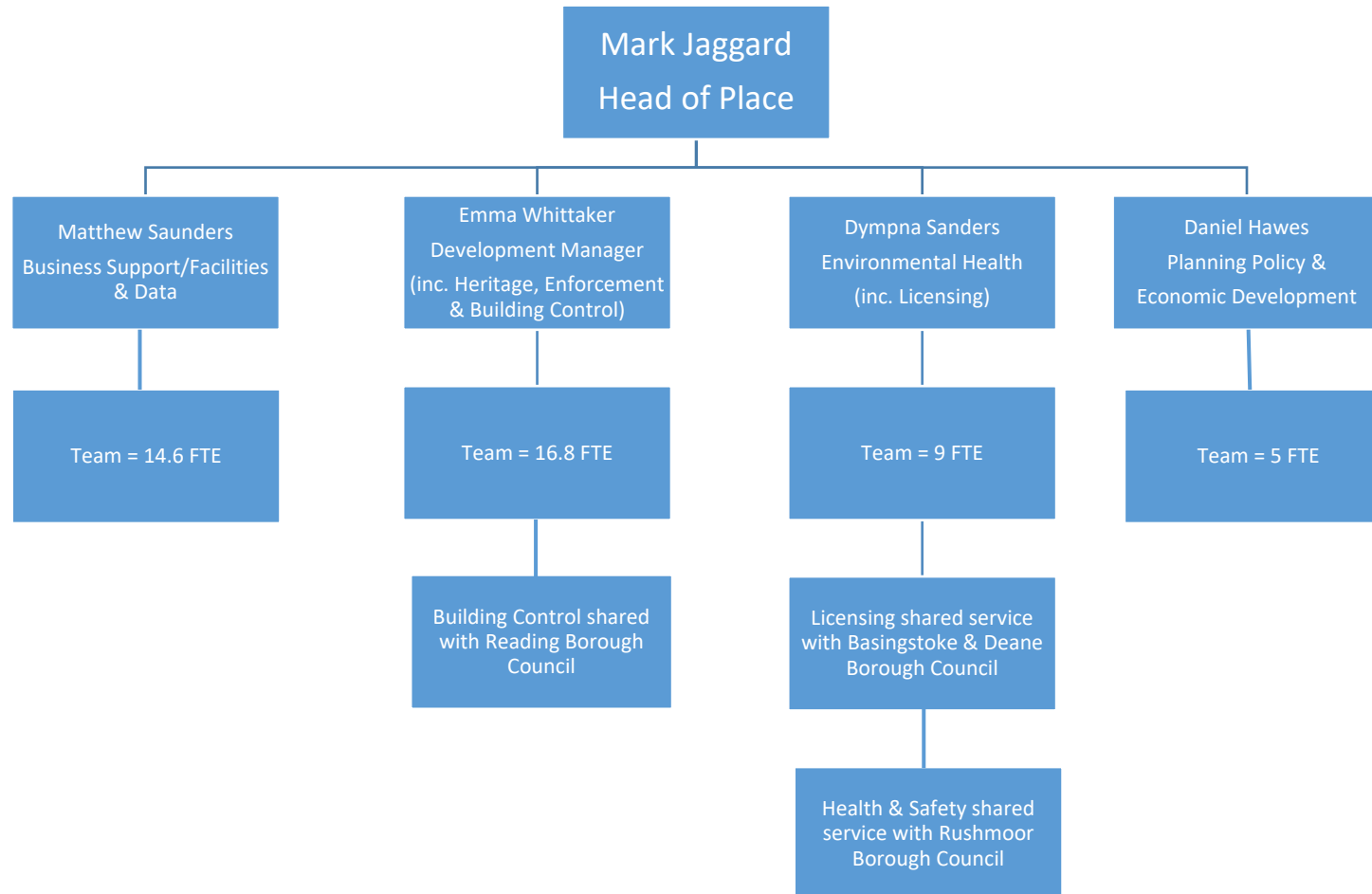
Every day, we deliver critical services such as Environmental Health and ensure they perform at their very best. We create a vision for the Place of Hart – Place Shaping - through the Local Plan and other development plan documents delivered by our Planning Policy & Economic Development team; and deliver the great developments – creating the Conservation Areas of the future - through Place Making and our Development Management team.

We work hard to boost economic growth, negotiate with land owners and re-position the planning process. Meanwhile, we continue to strengthen the partnerships behind shared services and contributing to new strategic policies.

Resourcing

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

The 4 teams are:



Place Service - Service Priorities

	Service Priority	Link to Corporate Plan	Expected Outcomes	Completion Date	Comments/Updates due to Covid 19
I	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>Community Impact Assessment</p> <p>Corporate Impact Assessment</p> <p>Action plans arising from these</p>	Ongoing	<p>Staff from Place have been redeployed from business as usual activities to assist with delivery of the following elements of the council emergency response:</p> <ul style="list-style-type: none"> • Hart Response Hub • Introduction of social distancing measures in Harts retail centres and submission of bids for government funding. • Support for Business and Economy

	Service Priority	Link to Corporate Plan	Expected Outcomes	Completion Date	Comments/Updates due to Covid 19
2	New Ways of Working	Working with the council's operational recovery team to identify and implement opportunities for new ways of working.	Green	Ongoing	Most staff have worked remotely during the lockdown period. Facilities have managed the safe return to offices and reopening of the reception
3	Review the Management Structure across the Place Service	Create Efficient Council Offices	Increase the management capacity in the Place Service – to deliver change, improved service, efficiency, future proofing, digitalisation improvements and seek commercialisation opportunities	Summer 2020	Move to Autumn 2020
4	Establish clear service and team targets and performance indicators that are regularly monitored	Create Efficient Council Offices	High level Service Targets established in the Place Service Plan. Detailed Team Targets flow in the Team Plans	Service Plan Spring 2020 Team Plans Spring 2020	Move to Autumn 2020

	Service Priority	Link to Corporate Plan	Expected Outcomes	Completion Date	Comments/Updates due to Covid 19
5	Ensure the service is fully staffed and trained to provide the best quality service	Investing in our People. Create Efficient Council Offices	Look at training, development, mentoring and career grades to provide retention and recruitment	On going Appraisals and PDR prepared at start of year (including a Personal Development Plan) and then regularly reviewed throughout the year Regular 1-2-1s	No change PDRs completed by end Q1
6	Review the 'Grow our Own' staffing strategy. Consider recruiting apprentices, supporting day release to study, and implementing a limited Career Grade structure etc	Create Efficient Council Services	Provide a well-qualified team; deal with recruitment issues	Summer / Autumn 2020	Move to Autumn/Winter in line with the other reviews of the structure Conscious that day release would normally start Autumn term; however this academic year will not be normal

	Service Priority	Link to Corporate Plan	Expected Outcomes	Completion Date	Comments/Updates due to Covid 19
7	Uniform Project – Ensure that the service is making the best more efficient use of this product	Digitalisation Create Efficient Council Services	To ensure we get the best use of the software to help run an efficient and effective service	On-going – continuous improvement	No change
8	Roll out of new GIS – make better use of GIS throughout the Council	Digitalisation Create Efficient Council Services	To ensure we get the best use of the software to help run an efficient and effective service	Summer / Autumn 2020	Move to Autumn Winter 2020 This is an on-going project
9	Review all webpages relating to the Place Service to ensure they are helpful, up to date, relevant, easy to navigate and comply with the accessibility requirements	Digitalisation Create Efficient Council Services	Helping our customers help themselves. Part of a responsive and helpful council	Summer 2020	Project already started Completion Autumn 2020
10	Everything is moved into SharePoint from share drives	Digitalisation. Create Efficient Council Services	Part of the digitalisation strategy	Spring 2020	Significant progress made Lockdown means that some of the final bits of transferring data cannot be done without going into the office
11	Review and improve the system of Web	Digitalisation. Create Efficient Council Services	Part of an open Council, helping out customers see	Spring 2020	First full Council meeting held virtually via TEAMS and

	Service Priority	Link to Corporate Plan	Expected Outcomes	Completion Date	Comments/Updates due to Covid 19
	Casting in the Council Chamber		Council business without the need to travel to our offices		published on Facebook held 30 th April 2020 Followed by Council AGM on 21 st May 2020
12	Review all fees and charges – Planning, Building Control, Environmental Health and Licensing, Land Charges and Street Naming & Numbering	Commercialisation. Create Efficient Council Services	Review fees and charges to ensure they are set at a rate which is fair and reasonable, and reflects the real costs of providing the service	Spring / Summer 2020	Move to Autumn 2020 to allow time to reflect of impact of Covid 19 on the services we deliver, and how we deliver them in the ‘new normal’ working environment
13	Produce an Action Plan for the Development Management Service following the review by POSe. Action Plan will identify the key priorities for improvement, with responsibilities identified and a programme for their implementation	Create Efficient Council Services The Place to enjoy	Service improvements. Part of a ‘Best in Class’ Place service	Summer 2020	Whilst there was an early draft it needs to be re-evaluated in light of current working practices Should still be able to produce Action Plan for Summer / Autumn 2020 though some of the timelines for individual actions will need to be reviewed in light of COVID-19 impact.

	Service Priority	Link to Corporate Plan	Expected Outcomes	Completion Date	Comments/Updates due to Covid 19
14	Independent review of the Enforcement Service, process and procedures, and liaison with other services	Create Efficient Council Services	Service improvements. Part of a 'Best in Class' Place service	Spring 2020	Slip to Summer / Autumn 2020. Need to re-think how review will be undertaken since originally it was to be office-based
15	Produce an Action Plan for the Planning Enforcement Service following the external review	Create Efficient Council Services The place to enjoy our environment and health	Service improvements. Part of a 'Best in Class' Place service	Review of Enforcement Service Spring 2020 Action Plan Summer2020	Slip to Autumn 2020
16	Review pre-application advice process and introduce the use of Planning Performance Agreements (PPA) and frontloading	Customers at the heart of everything we do Create Efficient Council Services	Production of an updated pre application service and associated charges. Provision of a pro-active service to our customers	Spring / Summer 2020	Draft prepared but further work needed in light of new working practices / virtual meetings Slip to Summer / Autumn 2020
17	Prepare a Planning Performance Agreement (PPA) protocol	Customers at the heart of everything we do Create Efficient Council Services	Production of an updated pre application service and associated charges. Provision of a pro-active service to our customers	Spring / Summer 2020	Draft prepared but further work needed in light of new working practices / virtual meetings Slip to Summer / Autumn 2020

	Service Priority	Link to Corporate Plan	Expected Outcomes	Completion Date	Comments/Updates due to Covid 19
18	Prepare a protocol and practice guidance note on Extensions of Time (EoTs) on planning applications	Customers at the heart of everything we do Create Efficient Council Services	Part of a better service to our customers without relying on EoTs	Summer / Autumn 2020	No change
19	Set up a Planning Agents Forum	Customers at the heart of everything we do Create Efficient Council Services	Better service to our customers, providing a service they need and want	Spring / Summer 2020	We were intending to do one once the Local Plan was adopted Need to review on light of Covid 19, and whether a virtual Agents Forum would work
20	Review the Scheme of Delegation and call in arrangements for planning applications	Customers at the heart of everything we do Create Efficient Council Services	Best practice to review after a couple of years	Summer 2020	Interim arrangements have been agreed and implemented to allow business as usual during the Covid 19 lockdown The long-term solution needs to be reviewed once it is clearer how we are coming out of lockdown, and picking up points in the DM review
21	Set up a Programme of training for Members of	The Place to enjoy – enhancing	Requirement for all members of planning committee	First training session late May / early June 2020	Have already started to look at how we can deliver training differently

	Service Priority	Link to Corporate Plan	Expected Outcomes	Completion Date	Comments/Updates due to Covid 19
	the Planning Committee following May elections	our environment and health			The fact that we don't have any new Cllrs helps However training is going to be different as it can't be face to face. First training session Summer 2020
22	Review Standard Conditions in light of the adoption of the HLP32	Create Effective Council Services	To ensure conditions reflect the latest Hart Local Plan 2032	Summer 2020	No change
23	Produce a series of Technical Advice Notes (TANs) as pre application advice and publish on our website	Customers at the heart of everything we do Create Efficient Council Services	More effective implementation of planning policies particularly those in the new Local Plan 2032	Now / and on going	This work has been impacted by Covid-19 Timeframe still now / and on going
24	Introduce an Urban Design function	The Place to enjoy - enhancing our environment and health	To ensure design quality in new developments	Now / and on going	The services of The Urban Design Doctor (Dr Stefan Kruczkowski) have already been used in relation to a major site and he has delivered on Officer training session before lockdown

	Service Priority	Link to Corporate Plan	Expected Outcomes	Completion Date	Comments/Updates due to Covid 19
25	Review the need for an Enforcement Sub-Committee and a Major Sites Sub-Committee	Create Effective Council Services	Part of regular review to ensure design quality in new developments	Autumn 2020	No change

	Service Priority	Link to Corporate Plan	Expected Outcomes	Completion Date	Comments/Updates due to Covid 19
26	Review, and if necessary, update the Local Enforcement Plan	<p>Customers at the heart of everything we do</p> <p>The Place to enjoy - enhancing our environment and health</p>	Best practice is to review and keep updated the Local Enforcement Plan. Look to ensure there is conformity with similar procedures across the Council	Autumn 2020	No change
27	Preparation of a protocol for pursuit of enforcement cases through Proceeds of Crime (POCA)	Create Efficient Customer Services	Need to set up a protocol to consider Proceeds of Crime	Autumn 2020	No change
28	Establish an action plan to maintain market share of Building Control work	<p>Customers at the heart of everything we do.</p> <p>Commercialisation</p>	Need to ensure we maintain a good proportion of the work	Summer 2020	Autumn / Winter 2020 This will be very much dependant on how the construction industry reacts coming out of the lockdown, and market confidence in the housing market

	Service Priority	Link to Corporate Plan	Expected Outcomes	Completion Date	Comments/Updates due to Covid 19
29	Review and update the Local Development Scheme (LDS)	<p>Being fair, open and transparent</p> <p>A Thriving Local Economy</p> <p>A Clean, Green and Safe Environment</p> <p>Healthy Communities and People</p>	The LDS is a high level project plan for the production of development plan documents	Summer 2020	Move to Autumn 2020

	Service Priority	Link to Corporate Plan	Expected Outcomes	Completion Date	Comments/Updates due to Covid 19
30	Review and update the Statement of Community Involvement (SCI)	Customers at the heart of everything we do Create Effective Council Services	Up to date policy on community involvement in the planning process (both Policy and Development Management)	Consult Summer 2020 The target is to adopt an updated SCI this year	Temporary arrangements in place Suggest that this is linked to the Action Plan in relation to DM Move to Autumn / Winter 2020 In meantime consider latest guidance and emerging best practice. If we are not consulting on the Traveller DPD this summer (or even this year) then no urgent need for an SCI now
31	Produce an options paper about the merits of bringing in Community Infrastructure Levy (CIL)	Create Effective Council Services	Informed decision on the best approach for Hart regarding CIL	Spring 2020	This is moving to July – so summer 2020

	Service Priority	Link to Corporate Plan	Expected Outcomes	Completion Date	Comments/Updates due to Covid 19
32	Produce a series of Supplementary Planning Documents (SPDs) [note Technical Advice Notes (TANs) are dealt with earlier]	<p>A Thriving Local Economy</p> <p>A Clean, Green and Safe Environment</p> <p>Healthy Communities and People</p>	More effective implementation of planning policies particularly those in the new Local Plan 2032	Consult on the Parking Standards SPD and the Affordable Homes SPD in Summer 2020. Target is to adopt SPDs this year	<p>This has been affected by Covid 19</p> <p>Suggest slip to Autumn/Winter 2020 for consultation and adoption Spring/Summer 2021</p>
33	SI06 Monitoring and Reporting	Being fair, open and transparent	Accurate reporting of developer contributions towards infrastructure improvements in accordance with statutory requirements	December 2020	Covid 19 makes this more challenging but we aim to keep to this deadline
34	Review the Economic Strategy and Action Plan	<p>Support the local economy.</p> <p>Support for our town and village centres</p>	An up to date and more effective approach to supporting the local economy	Autumn 2020	Winter 2020 in order to pick up implications of Covid 19 on the local economy

	Service Priority	Link to Corporate Plan	Expected Outcomes	Completion Date	Comments/Updates due to Covid 19
35	Helping local people into local jobs	Support for the local economy	More local people helped into work. Local companies better able to access suitable local workforce. Less in-commuting	2 year project from Mach 2020	As an issue this could become much higher in the Council's priorities
36	Conservation Area Appraisals	Promoting high quality design and a good standard of amenity	<p>Taking account of the different roles and character of places within Hart and promoting the vitality of our towns and villages through implementing policies in the Hart Local Plan, and in Neighbourhood Plans</p> <p>Work with the Town and Parish Councils to update the conservation area appraisals in their areas</p>	Spring / Summer 2020	Autumn 2020 / as and when Parish & Town Council wish to move forward / and technically they can be undertaken

	Service Priority	Link to Corporate Plan	Expected Outcomes	Completion Date	Comments/Updates due to Covid 19
37	Fly Tipping Strategy	The Place to Enjoy – enhancing our environment and health	<p>Review and implement the Fly Tipping Strategy to combat fly tipping in open spaces within the District including the service of Fixed Penalty Notices for Fly Tipping</p> <p>To continue to raise awareness of fly tipping in the District through publicity</p>	<p>April 2020</p> <p>March 2021</p>	Autumn 2020
38	Reducing incidence of dog fouling through targeted enforcement	The Place to Enjoy – enhancing our environment and health	<p>Implement a District-wide Public Spaces Protection Order to deter dog fouling</p> <p>Review of effectiveness of PSPO</p>	<p>June 2020</p> <p>March 2021</p>	No change
39	Produce seasonal food safety and health & safety newsletters for food business operators within Hart	The Place to Enjoy – enhancing our environment and health	To produce two food safety and health & safety newsletters per year for distribution to relevant commercial premises within Hart	March 2021	No change

	Service Priority	Link to Corporate Plan	Expected Outcomes	Completion Date	Comments/Updates due to Covid 19
40	H&S intervention targeted at high risk premises in District	The Place to Enjoy – enhancing our environment and health	Project to improve health and safety standards in warehousing and barn-type premises	March 2021	No change
41	Aim to become best Environmental Health Service in the UK	Create Efficient Council Services	<p>Devise an Action Plan on how to improve EH Service including:</p> <ol style="list-style-type: none"> 1. Review national statistics to determine how we perform now; 2. Learn from the best in class EH services; 3. Improve resilience of Service through cross skilling and enhancing procedures; 4. Enhancing the information on our website to enable more effective self-service; 5. Consider how to improve customer engagement and feedback; 	<p>Overall Aim March 2025</p> <p>Objectives 1 to 6 March 2021</p>	No change

			6. Review criteria for Customer Excellence Award and set an Action Plan in place to deliver		
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Performance indicators and targets

KPI	Description	Annual Target
Development Management		
	Major development application decisions made within the statutory determination period	60%
	Non-major development application decisions made within the statutory	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	Data only
	Income from Pre Application Advice and PPAs (including LBCs)	Data only
	Number of Building Control Applications Received	Data only
	Building Control income	Data only
Environmental Health		
	% of proactive inspections (including food, health and safety, animal welfare and	98%
	% of Environmental Health complaints (including noise, public health, food)	98%
	Number of fly-tipping enforcement actions	Data only
	Number of fly-tipping complaints received by service	Data only
	Income	Data only
	Number of Food Hygiene Training sessions run / number of participants	Data only

Planning Policy		
% of Local Development Scheme (LDS) milestones met	The LDS is the project plan for all development plan documents and sets out the key milestones	100%
% Neighbourhood Plans that receive support	The target is to provide appropriate levels of support to all NPs going through the process.	100% of NPs receive appropriate support
Completion of SANG/Strategic Access Management and Monitoring (SAMM) returns and payments to Hampshire County Council (HCC)	<p>HCC act as 'banker' for monies paid by developers to Blackwater Park SANG and for the SAMM project (Strategic Access Management and Monitoring).</p> <p>Each quarter it is necessary to transfer funds received to HCC along with information regarding the developments which the monies relate to, (numbers and sizes of dwellings etc.)</p>	Quarterly returns to HCC submitted on time