

Service Plan: Community Services 2025/26

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Focus of Service Plans: For this year, the service plans focus on projects that go beyond business as usual (BAU) work. This means the plans will not detail the teams' regular, ongoing activities, which are considered core work.

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| Version 1 – 20 Feb 2025 | Final draft | |
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1. Service Overview

The Community Services directorate is structured into six distinct teams that focus on delivering people-centred services to residents. These teams include:

| Community Partnerships and Projects | Safer Communities | Housing Solutions | Housing Strategy and Development | Private Sector Housing | Environmental Promotion |
|---|---|---|---|--|--|
| <p>Here for Hart Health and Well-being Refugee Workstream Armed Forces Covenant</p> | <p>Community Safety Parking CCTV Environmental Enforcement Safeguarding Lead Council Lead in wider Community Safety Partnership (CSP) - Safer North Hampshire</p> | <p>Housing solutions Housing register Homelessness Allocations of all social housing Rent deposit scheme Private sector landlord liaison Hardship and Welfare provision</p> | <p>Housing enabling inc. rural exception sites Analysing housing need, rents and affordability Liaising with RP's and developers about affordable housing (AH) Consultee on AH for planning applications Compiling and completing government data returns Housing Business Support Specialists processing housing register applications</p> | <p>Private sector housing condition Disabled facilities, grants, prevention grants and minor works grants HMO licensing Caravan sites licensing Housing standards Unauthorised encampments Energy efficiency</p> | <p>Countryside service Streets cleansing Grounds maintenance Biodiversity Tree safety/tree strategy Conservation volunteers and community engagement Environmental drainage SANG's allocation Planning consultees for green spaces, play, biodiversity, landscape design</p> |

2. Service Priorities

The table below sets out the service priorities for 2025/2026, over and above day to day service delivery. Delivery against these is monitored via the quarterly Overview and Scrutiny Service Panel.

| No | Service Priority | Link to Corporate Plan | Resources | Expected Outcomes | Target Completion Date |
|----|-----------------------|------------------------|---|--|------------------------|
| 1 | Armed Forces Covenant | People | Within existing staffing resources (although grant funded fixed term post) | <ul style="list-style-type: none"> Embed the Armed Forces Silver Covenant and increase awareness amongst staff by building links with Armed Forces Community groups Work with local organisations to encourage them to join the Bronze Award | March 2026 |
| 2 | Refugee workstream | People | Within existing staffing resources Grant funding received for H4U scheme | <ul style="list-style-type: none"> Development of a written plan for assisting in the housing of refugees Ongoing management of the Homes for Ukraine Scheme | October 2025 |

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| 3 | Development of an ASB Policy | People | Within existing staffing resources until Nov 25, will need to be extended beyond this using EMR | <ul style="list-style-type: none"> • Developing and publishing the policy • Create a risk assessment matrix and embed both into day-to-day operations • Rolling out restorative justice solutions | August 2025 |
| 4 | Rural Crime Prevention Plan | People | Within existing staffing resources until Nov 25, will need to be extended beyond this using EMR | <ul style="list-style-type: none"> • Explore opportunities to engage with stakeholders and residents • Develop plan and promote awareness • Look at strengthening rural community partnerships | November 2025 |
| 5 | Create Pride in Place Campaign across Hart | Place | Within existing staffing resources | <ul style="list-style-type: none"> • Systematic and proactive tackling of fly posting to remove aging and unsightly advertising • Create and implement a schools and youth group programme | April 2025 and ongoing September 2025 |
| 6 | Explore potential of parking tariffs in countryside car parks | Place | Within existing staffing resources until Nov 25, will need to be extended beyond this using EMR. | <ul style="list-style-type: none"> • Options appraisal/cost benefit analysis of parking charges in countryside site car parks • In the light of the MTFS forecast shortfall, cost savings and/or additional income will be achieved | November 2025 |

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| 7 | Update the Housing Strategy | Place People Planet | Within existing staffing resources | <ul style="list-style-type: none"> • Research, establishing objectives, drafting text • Stakeholder consultation • Re-drafting as required • Member approval • Final Strategy published | <p>June 2025</p> <p>October 2025</p> <p>December 2025</p> <p>Feb & March 2026</p> <p>March 2026</p> |
| 8 | Heathlands remodelling project | People Place Planet | <p>Project Management resource will be required</p> <p>Housing Capital funding to be drawn down</p> | <ul style="list-style-type: none"> • Review options and identify resources • Member approval of preferred option • Create project plan to take chosen option forward • Commence remodelling project | <p>April 2025</p> <p>May & June 2025</p> <p>June 2025</p> <p>September 2025</p> |
| 9 | Progressing Housing Capital Projects | Place People | <p>Within existing staffing resources</p> <p>Budgetary - Accessible Homes 1.3m</p> <p>Two bed properties 1m-2m</p> <p>LAHF funding</p> | <ul style="list-style-type: none"> • Purchase of wheelchair accessible homes • Temporary accommodation for single people • Purchase two-bedroom properties for temporary accommodation use • Purchase last LAHF Round 1 property and LAHF Round 3 properties | <p>March 2026</p> |

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|----|---|--------------|---|--|----------------------------|
| | | | already obtained | | |
| 10 | Bring empty homes back into use (Homes for Ukraine – HCC funding) | Place People | Within existing grant funded staffing resources (secured for 12 months) | <ul style="list-style-type: none"> • Develop an Empty Homes Plan • Bringing properties back into use for occupation by Ukrainians | September 2025 and ongoing |
| 11 | Implementation of Renters Rights Bill | People Place | Within existing staffing resources | <ul style="list-style-type: none"> • Understanding the implications locally and to develop a plan for implementation • Write policy around enforcement and civil penalties | June 2025 and ongoing |

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| 12 | Establishment of Hart Habitat Bank | Planet Place | <p>Partially within existing resources (staffing)</p> <p>Additional funding from EMR approved at Cabinet on 06/02/25</p> | <ul style="list-style-type: none"> • Set up existing Habitat Bank to deliver biodiversity net gain project • Complete the delivery of “pilot” projects (delivery of the physical works on site) • Register BNG units for wider sale • Review the habitat bank business case and report to SLT | <p>June 2025</p> <p>July 2025</p> <p>September 2025</p> <p>November 2025</p> |
| 13 | Continuation of the delivery of “Our plan for Fleet Pond” | Planet | Approved Capital Earmarked Reserves | <ul style="list-style-type: none"> • Design the Plan for Fleet Pond “road map” for ecological mitigation and improvement works. • Approval of "road map" by Cabinet • Start delivery of plan onsite | <p>May 2025</p> <p>July 2025</p> <p>November 2025 and ongoing</p> |
| 14 | Countryside Health & Wellbeing Leisure Strategy | Place Planet People | Within existing staffing resources | <ul style="list-style-type: none"> • Assess current Policy/Strategy provision and fill gaps • Internal and external consultation • Inform use of S106 developer contributions | <p>March 2026</p> |

3. Performance indicators and targets

| Performance Indicator | Target |
|---|--------|
| CP1 – Number in Bed & Breakfast (B&B) <i>Context only. This figure includes households living in B&B and other forms of nightly let</i> | |
| CP2 – Number of 16/17 year olds in B&B <i>Councils can only use B&B for this group in an emergency and for a short period</i> | 0 |
| CP3 – Number of families in B&B for more than 6 weeks <i>It is unlawful for councils to accommodate families in B&B for more than 6 weeks</i> | 0 |
| CP4 - Number housed into the Private Rented Sector (cumulative) - target 30 <i>Securing accommodation in the private rented sector is a key part of our strategy to prevent homelessness</i> | 30 |
| CP5 – Number of empty homes brought back into use <i>Number of empty homes now occupied following Council involvement including informal and formal enforcement.</i> | 5 |
| CP6 - % of countryside sites with current Management Plans <i>An approved management plan covers a 10-year period and maps out the work and resources for that site. These are approved with key stakeholders and focus on maintaining a positive condition. This is important to maintain positive conservation targets and be applicable for government funding.</i> | 80% |
| CP7 - Number of countryside “Green Flags Awards” held <i>Green Flag is an international scheme that recognises well managed parks and green spaces, setting the benchmark standard for the management of recreational outdoor spaces across the United Kingdom and around the world.</i> | 5 |
| CP8 – Number of affordable homes delivered (gross) (cumulative) <i>The number of rented and intermediate affordable housing completed or acquired in the district for people on the Council's housing register.</i> | 100 |
| CP9 – Number of LAHF properties delivered <i>The number of additional affordable housing properties purchased using Government Local Authority Housing Fund (LAHF) funding. The Government set Hart a requirement of 8 properties for Ukraine households and 1 larger home for an Afghan household as part of the Governments national refugee schemes.</i> | 9 |