

HART DISTRICT COUNCIL
HAMPSHIRE DISTRICT CPA - HIGH LEVEL IMPROVEMENT PLAN To 2005/6

“The Council exists to secure the best possible services which are locally determined, at affordable prices and for the benefit of the whole community”

Hart is committed to continuous improvement. Consequently following our CPA inspection and categorisation as a ‘fair’ authority in January 2004, we have prepared a high-level improvement plan which is consistent with Hart Council’s Plan. The primary aim of this is to improve services to our customers.

Key strands of the Plan involve:

Giving clarity to our *Ambition* and from this our priorities and everything else that the Council does will follow.

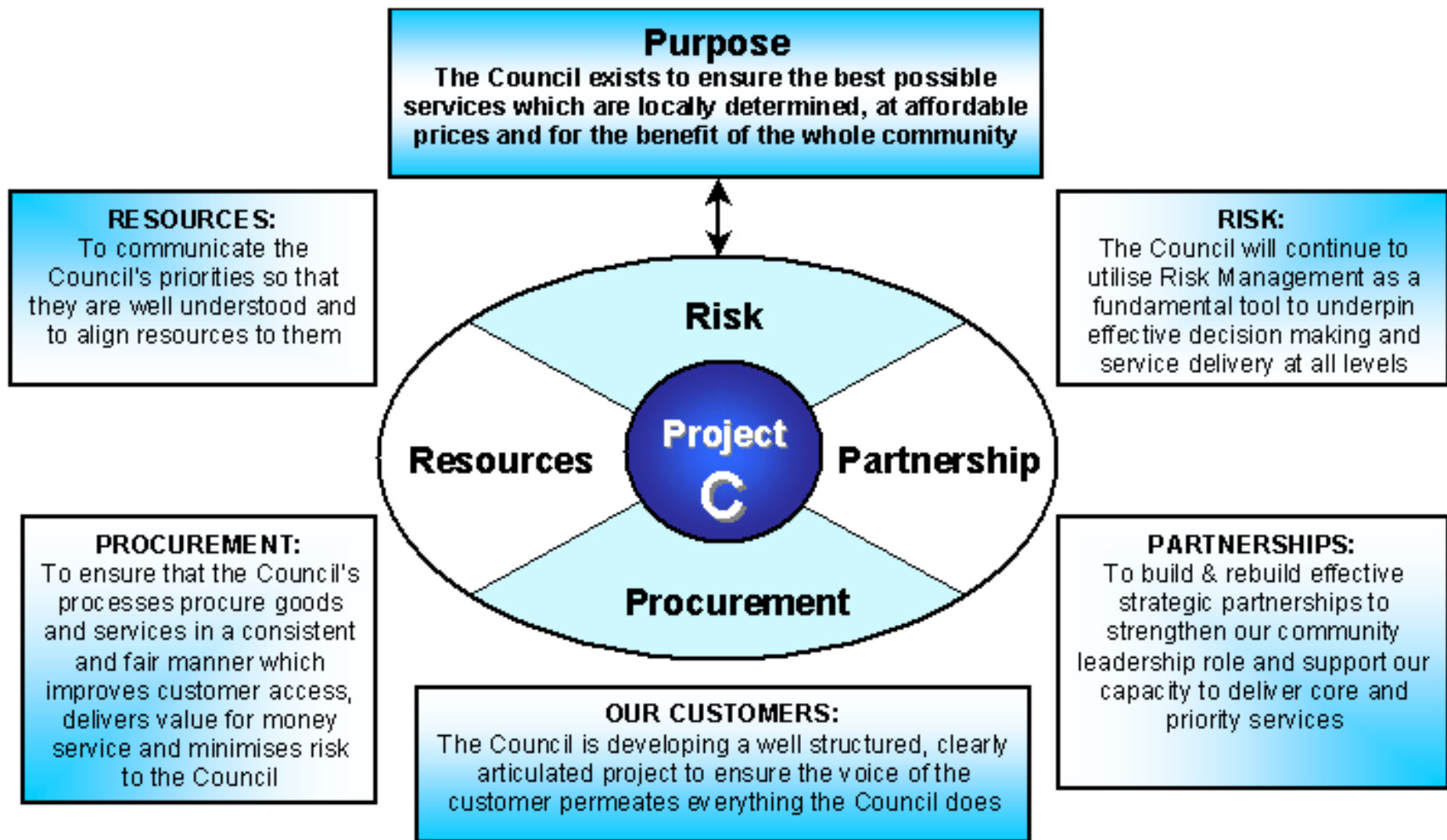
Aligning our resources* to Corporate Priorities

(*Staff Resource, Management Capacity, Medium Term Financial Strategy and Capital Programme)

Putting Our Customers at the heart of everything we do

The Improvement Plan follows the format of themes of CPA. It highlights intended outcomes and identifies actions that will deliver the necessary improvements. Lead officers and timescales are identified.

Progress against the improvement plan will be monitored regularly in conjunction with the Audit Commission



'For our customers : Quality of life supported by excellent service delivery'

‘TOP TEN PRIORITIES FOR IMPROVEMENT:

- Clarity of **long term ambition** which will also strengthen the performance management framework and facilitate the prioritisation of resources. Long term ambition should relate to real outcomes and allow for tangible targets to be set.
- **Community Engagement** – Linked with the development of long term ambition (Hart Council’s Plan), the work of LSP (Community Plan) and other key statutory and non-statutory plans, this will assist the Council in determining its priorities and non-priorities. It is also important in checking back with the community that conclusions drawn from this work are correct.
- **Objective led Capital and Revenue Budgets** – will ensure outcomes are related to the Council’s ambitions and priorities.
- **Improved focus and capacity** – alignment of capacity and resources closer to Council priorities.
- Opportunity to enhance capacity through **partnership working**.
- Opportunity to enhance capacity through **improved income generation**.
- Greater openness to improve services through **shared learning, joint working and procurement**.
- **Performance Management** –improved performance systems will drive improved outcomes
- Use of **ICT/eGovernment** to corporately drive service efficiency
- More **co-ordinated approach to longer term planning**, with Service Plans and Statutory Plans linked much more closely to corporate objectives.

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- This high-level improvement plan is supported by various statutory and non-statutory plans and strategies including key documents which form the Performance Management Framework: Hart Council’s Plan (the corporate plan), service plans and financial strategies. Further detailed work and project plans will be developed to support the implementation of many of the objectives listed, as appropriate.

[Dependencies are highlighted - Grey * Top Ten Areas highlighted by CPA Team Blue]

Responsibilities:
Chief Executive: CX Jules Samuels Corporate Directors (CDs): VE Viv Evans; CP Cathie Powell; SB Sue Barton
Heads of Service (HoS): HPI Performance & Innovation; HCCS Community & Customer Services; HDL Democratic & Legal Services; HPS Public Spaces; HH Housing; HP Planning; HHR Human Resources; HF Finance; RS Regulatory Services; E&T Engineering & Transport; Information & Communications; R&B Revenues & Benefits Manger; CS Cultural Services Manager, ICT IT Manager, PRO Press Officer

Theme	Outcome	Objective [What we are going to do to achieve desired outcomes]	Actions and Responsibilities [How we are going to achieve desired outcomes]	Monitor
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Lead Officer: Chief Executive

Ambition 1.1. Does the council have specific longer-term ambitions for the area? 1.2. How realistic and robust are its ambitions? 1.3. How effective is the council at offering leadership to the local community and to its own services?	<ul style="list-style-type: none"> The Council’s long term ambition informs the work of the Council in meeting community aspirations. The community and key partners are clear about what the Council’s long term ambition is. 	<ul style="list-style-type: none"> To establish a clear long-term ambition for the authority. To articulate the Council’s long term ambition to the community and our key partners. <p>[See also ‘Future Plans’ below.]</p>	<ul style="list-style-type: none"> Develop long-term ambition within Hart Council’s Plan. (CX/HPI/Cabinet) Articulate long term vision to the whole community through the Hart News. (HPI/PRO) Articulate long-term vision to our key partners through strengthening our relationships with partners and strategic partnerships. (HPI/VE) 	<ul style="list-style-type: none"> Council ambition revisited / reaffirmed post June elections. Summer 2004 Work on long-term vision finalised and embedded into Hart Council’s Plan. Sept/Oct Cabinet 2004 Staff, members and partners are aware of the Council’s long term vision and priorities. The community has been informed through Hart News. Autumn 2004
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Supporting Plans and Strategies:

- Hart Council’s Plan January 2004, review September 2004 Cabinet
- Statement of Community Involvement start September 2004, complete by June 2005
- Timetable LDS / Core Strategy and Policy Development Plan Document / Independent Examination March 2005 / Annual Monitoring Report from November 2005
- HR plans and strategies communicate vision to staff inc. Recruitment & Retention Strategy (review August 2004); revamp Induction Programme (Sept 2004).

Supporting initiatives not otherwise itemised:
 Joint Leadership / Management Team / Cabinet Away Days initiated to ensure clarity of vision and ambition (quarterly) (CX).

Theme	Outcome	Objective	Actions	Monitor
Lead Officer: Sue Barton				
Prioritisation 2.1. Has the council made clear what its priorities for improvement are, and what are not its priorities for improvement? 2.2. Is there a clear basis for these priorities? 2.3. How effectively have priorities been communicated internally and externally? 2.4. Has the council shifted resources to match priorities?	<ul style="list-style-type: none"> Ensure priorities reflect the long term ambition of the Council and consequently community aspirations. 	<ul style="list-style-type: none"> To ensure that the council's resources are directed to its key priorities. <p>[See also 'Ambition', 'Capacity' and 'Performance Management below.]</p>	<ul style="list-style-type: none"> Identify and clarify key priorities and non-priorities through Hart Council's Plan (CX/HPI/Cabinet) Link identified priorities with the Medium Term Financial Strategy. (HF) 	<ul style="list-style-type: none"> Council ambition revisited / reaffirmed post June elections. Summer 2004 Service Plans prepared for 2005/6 to reflect key priorities within Hart Council's Plan and translate these into service delivery. (Preparation done in parallel with the budget process). Sept - March 2005. Priorities linked with Medium Term Financial Strategy (Autumn 2004).
<p>* The performance management framework will underpin this objective.</p>				
Supporting Plans and Strategies: <ul style="list-style-type: none"> Hart Council's Plan January 2004 and review, September Cabinet 2004 Medium Term Financial Strategy / Capital Programme / Budget Process Local Development Scheme, Monitored by GOSE 				
Supporting initiatives not otherwise itemised: <ul style="list-style-type: none"> HR plans support performance management include: <ul style="list-style-type: none"> Introduction of Performance Review System linked to corporate objectives (Mar. / Apr. 2005) Joint Leadership / Management Team / Cabinet Away Days initiated to ensure clarity of priorities and direction (quarterly) (CX). 				

Theme	Outcome	Objective	Actions	Monitor
Lead Officer: Viv Evans				
Focus 3.1. Does the council stay focussed on what matters?	<ul style="list-style-type: none"> The Council's key priorities are informed by community aspirations. The Council's key priorities influence and translate into improved performance. 	To ensure that the Council's work is focused on key priorities . [See also Ambition; Prioritisation].	<ul style="list-style-type: none"> Implement a co-ordinated programme of corporate consultation. (HPI/HIC) Use of 3-year rolling service plans to effectively focus on and plan for the Council's priorities. (All HofS) Review existing arrangements for community engagement and develop effective means of engaging with the community to inform the Council's priorities. (HP/HPI/HIC) 	<ul style="list-style-type: none"> Co-ordinated corporate consultation programme established in line with corporate priorities. Autumn 2004. Service Plans reflect corporate priorities and detail outcomes – annual roll forward (March) / bi-annual progress (Oct). Review of community engagement undertaken and effective corporate means of engaging the community developed in conjunction with LDF/SCI 2004/5. July 2005. A demonstrable enhancement in community involvement achieved.
Supporting Plans and Strategies: <ul style="list-style-type: none"> MORI User Satisfaction Surveys 2001, 2003/4 Hart Council's Plan Service Plans Draft Community Strategy Local Development Scheme starts September 2004, Monitored by GOSE Statement of Community Involvement Sept 2004 – June 2005, monitored by independent examination March 2005 				
Supporting initiatives not otherwise itemised: <ul style="list-style-type: none"> Project 'C' 				

Theme	Outcome	Objective	Actions	Monitor
Lead Officer: Cathie Powell				
<p>Capacity 4.1. Does the council currently have the capacity and skills it needs to achieve change? 4.2. Are officers and members clear about what they are responsible and accountable for? 4.3. Does the council use partnerships effectively to deliver complex priorities?</p>	<ul style="list-style-type: none"> Members and officers are clear about their respective roles and responsibilities and possess the skills required to deliver the Council's priorities. More effective use of resources. The whole organisation is clear about the Council's ambitions and key priorities and these are realised through service planning, work programmes and capital and revenue budgets. Partnership working supports the Council's long-term ambitions and key priorities. The Council's financial capacity is enhanced 	<p>To enhance the Authority's capacity through maximising use of the Authority's own scarce resources and those of others (financial and physical).</p> <p>[Link to Ambition, Prioritisation, Performance Management.]</p>	<ul style="list-style-type: none"> Capital and revenue budgets are objective led – Align the Medium Term Financial Strategy and annual budget to long term ambition and priorities (expressed through Hart Council's Plan). (HF/HP&I) Joint working with partners to support service improvements in cross cutting areas (VE/HCCS) Realignment of ICT / eGovernment corporately to drive service efficiency and enhance access. (SB/HIC) Explore alternative methods of service delivery to maximise capacity. (CP) Establish corporate project planning awareness throughout the Authority. (HIC) Explore the potential for realising inward investment, income generation and grant aid. (VE/HDL/ HHR) (2004/5) Embed the new management structure (CX) and consequential Management Development Programme for new Heads of Service (HHR) (Sept. – March 2005) Seek IIP re-accreditation (July 2004) (HHR) Align Training and Development Strategy (including Member training) to corporate priorities (HHR) 	<ul style="list-style-type: none"> MTFS considered by Cabinet Autumn 2004. Service plans prepared in parallel with budget process September – March 2004/5. Joint working with partners to support service improvements in cross cutting areas (degree of alignment). Progress maintained on IEG by 2005/6 Comprehensive procurement strategy prepared and rolled out throughout HDC April 2005. Corporate project planning awareness throughout the Authority 2005/6. External funding officer appointed 2004/5. (VE / HD&L) Management structure in place and all have clear tasks and targets and clarity of role (June-Sept 2004). Management development Programme undertaken by all new Heads of Service, September – March 2005. IIP re-accreditation Summer 2004. Training and Development Strategy delivered 2004/5, ongoing.
<p>Supporting Plans and Strategies: (see over)</p> <p>Supporting Plans and Strategies:</p>				

- Capital Programme, Medium Term Financial Strategy, Budget process
- IEG, Review of IS/IT Strategy (start June 2004), Security Strategy (October 2003), Review of Data Management Strategy (start June 2004)
- Service Plans
- Local Development Scheme Resource Plans start September 2004 completion February 2005. Monitored by GOSE February 2005
- Review and amend Scheme of Delegation to reflect corporate restructure October 2004-07-02
- Review and amend constitution to reflect corporate restructure and deliver improvement plan October 2004
- Training and Development Strategy including Organisational Training Plan April 2004; Personal Development Plans prepared in line with Hart Plan as well as service planning and individual needs July 2004; centralisation of training and development planning and budget monitoring (April – July 2004); Skills Audit linked to corporate priorities March 2005 (HHR)

Supporting initiatives not otherwise itemised:

- Commitment to communication cascade of Key Messages (Management Team) July 2004
- Joint Leadership / Management Team / Cabinet Away Days initiated to ensure clarity of purpose (quarterly from July 2004) (CX).
- Use of work experience students to continue; launch of student apprenticeship scheme October 2005 (HHR)
- Recruitment and retention Strategy August 2004; Pay and Reward Strategy linked to performance September 2004.

Theme	Outcome	Objective	Actions	Monitor
Lead Officer: Viv Evans				
<p>Performance Management</p> <p>5.1. Do members and managers have the right mechanisms and information to enable them to both measure and manage performance effectively?</p> <p>5.2 Do staff know what is expected of them and do managers know if they are achieving it?</p> <p>5.3. Has the council assessed the risks inherent in its corporate and service plans?</p> <p>5.4.Does the council ensure that it is making its resources work in the best way to deliver value for money?</p>	<ul style="list-style-type: none"> • Measurable improvements in service provision. • Ensure performance management systems enable the Council to measure progress against key priorities. • The budget is driven by corporate priorities. • Performance and achievements can be assessed against corporate objectives and priorities. • Performance can be managed effectively. • Risks inherent in Hart Council's Plan have been assessed. 	<p>To fully implement a comprehensive performance management framework to proactively manage performance (including the Scrutiny function).</p> <p>[Link to Ambition, Prioritisation, Capacity].</p>	<ul style="list-style-type: none"> • Keep Hart Council's Plan under review. (CX) • Develop measurable targets and indicators to support corporate objectives and priorities. (HP&I) • Embed Performance Management Framework • Audit Review of Performance Management (Audit Manager) • Consolidate and embed risk management throughout the Authority. (HP&I) • Introduction and implementation of new scheme for Performance Appraisal – for CDs and HofS March 2005; for all staff April 2005. (HHR) (CX/CDs/HofS) March 2005 • Co-ordinated approach to longer term planning (LT) 	<ul style="list-style-type: none"> • Annual review of Hart Council's Plan Sept / Oct 2004 • Measurable targets and PIs developed within Service Plans Sept – March 2005. • Service Plans prepared for all new Services are developed in parallel with the budget preparation Sept – March 2004/5 • Audit recommendations implemented in accordance with agreed timetable 2005/6. • Strategic Risk Register kept under review by Leadership Team (quarterly). Risk management training rolled out across the Council. July - September 2004, ongoing. • 90% Appraisals undertaken July 2004. Appraisals / bi-annual reviews to be carried out consistently in all Services. April / July / October (Heads of Service) • Management re-structure embedded. Leadership Team giving Strategic direction through HoS. June - April 2005.
<p>Supporting Plans and Strategies:</p> <ul style="list-style-type: none"> • Appraisals • Performance Management Framework • Hart Council's Plan • Local Development Scheme resource Plans start September 2004 completion February 2005. Monitored by GOSE February 2005 • HR plans supporting performance management include: <ul style="list-style-type: none"> – Introduction of Performance Review System linked to corporate objectives (CDs/HofS 360° appraisals and consistency / relevancy of all others) (Mar. / Apr. 2005) 				
<p>Supporting initiatives not otherwise itemised:</p> <ul style="list-style-type: none"> • Chief Executives briefings • IIP 				

- Staff Newsletter (to be initiated)
- Scrutiny Committee Improvement Plan, June 2004.
- Annual updating of job descriptions linked to Service Plan / budget setting process (commencing September each year)
- Organisational Training Plan (see above)
- Personal Development Plans

Theme	Outcome	Objective	Actions	Monitor
Lead Officer: Sue Barton				
Achievement in Quality of Service 6.1. What level of quality is the council currently achieving in its service delivery? 6.2. Is this in line with the council's priorities? 6.3. Is the level of quality realistic in relation to local context and constraints? 6.4. How satisfied are communities and users with the quality of service that they receive?	<ul style="list-style-type: none"> • Sustained and measurable quality, particularly in the provision of priority services. • Enhanced user satisfaction 	<p>To secure the best possible services which are locally determined, at affordable prices and for the benefit of the whole community.</p> <p>[Link with Ambition Focus, Prioritisation].</p>	<ul style="list-style-type: none"> • Maintain and enhance current excellence (e.g. environmental quality (HP), Community Safety (HCCS), Environmental Health (HRS) and recycling services (HPS)). • Targets are stretching enough but realistic to maintain and enhance quality in line with key priorities and local constraints. (All HofS) • Establish Performance Board. (HPI) • Reapplication for Environmental Health Charter Mark. (HH/HRS) • Engage users of services to gain feedback as to quality of service. (HDL) • Review / reaffirm Hart Council's Plan, corporate objectives and priorities. (CX/HPI/Cabinet). 	<ul style="list-style-type: none"> • Performance indicator trends and levels monitored quarterly indicate sustained service quality. • Targets reviewed annually, January each year to stretch service performance. • Performance Board established 2004/5. • Charter Mark renewed, Winter 2004/5. • Use of customer complaints and compliments monitored and customer satisfaction levels enhanced during 2005/6 • Hart Council's Plan reviewed Sept / Oct Cabinet 2004 and used to drive service delivery.
<p>Supporting Plans and Strategies:</p> <ul style="list-style-type: none"> • Hart Council's Plan • Satisfaction Surveys • Complaints Policy • Statement of Community Involvement • LDD & SPD – Annual Monitoring Reports • Independent Examination March 2005 • Feedback on the use of consultation techniques, annual monitoring report. 				
<p>Supporting initiatives not otherwise itemised:</p> <ul style="list-style-type: none"> • Reduction in the number of 'Final Stage' corporate complaints to the Chief Executive, January 2005 • Environmental Health Charter Mark • Project 'C' 				

Theme	Outcome	Objective	Actions	Monitor
Lead Officer: Sue Barton				
Achievement of Improvement 7.1. What is improving in services and in cross-cutting areas which impacts on local quality of life? 7.2. What is not improving in services and in cross-cutting areas? 7.3. Are these improvements in line with priorities? 7.4. Would communities and users recognise these improvements? 7.5. How much progress has the council made?	Sustained and enhanced improvement in quality of service provision linked to corporate objectives and key priorities. Council is customer focused.	To secure the best possible services which are locally determined, at affordable prices and for the benefit of the whole community. Greater openness to improve services	<ul style="list-style-type: none"> • Continued programme of cross-cutting service reviews: Public Spaces Review / PPG17 / Project Greenspace Review / Community Wellbeing Review (HPS/HH) • Explore procurement options to maximise quality of leisure service and minimise risk to the authority. (CP) • Customer focussed review to drive forward improvements for the customer 'Project C' (SB) • Inform the community of improvements to services through Hart News. (PRO) • Establish a Performance Board to highlight and manage service areas in need of improvement. (HP&I) <u>Service Improvements:</u> <ul style="list-style-type: none"> • Revenues and Benefits performance partnership agreement (CP/RBM) • Sustainable waste collection service (HPS) • Recycling (HPS) • Homelessness (HH) 	<ul style="list-style-type: none"> • Progress on cross-cutting reviews is on target and improvement plans subsumed into service planning, March 05. • Progress made against the Project Plan 2004/5 – 2005/6. • Regular article highlighting service improvements in Hart News (each edition). • Performance Board established. 2004/5 • Performance Indicators – monitored quarterly demonstrate improving trends • Customer satisfaction levels enhanced – 2005/6 • Use of customer complaints and compliments – to enhance performance / service delivery • BFI Inspection score 'likely to improve' Spring 2005. • (see supporting initiatives below).
Supporting Plans and Strategies: <ul style="list-style-type: none"> • Statement of Community Involvement • All LDD and SPD • Local Development Framework 2004-2007, Independent Examination March 2005, Annual Monitoring Reports 				
Supporting initiatives not otherwise itemised: <ul style="list-style-type: none"> • Kerbside Glass Pilot for Project Integra January 2004 12 months. Hart/Rushmoor 10,000 dwellings. • Green Waste Collection commenced May 2004 with a collection of 800 tonnes in the first 2 months to contribute to waste minimisation. • Recycling percentage has increase to 20% (from 16%). Recycling 24% overall performance • Refuse review (approximately 6 months (from July 2004) • Public Spaces Review July 2004 6 months. 				

Theme	Outcome	Objective	Actions	Monitor
Lead Officer: Cathie Powell				
Investment 8.1. Is the council putting the right building blocks in place which will enable future improvements in services and cross-cutting issues? 8.2. Is the council securing the necessary resources for investment? 8.3. Does the council have a track record of opening itself up and responding to internal and external challenge?	Corporate priorities supported by investment decisions.	To clarify investment priorities against corporate ambition. To secure the necessary resources (management capacity and financial resources) to enable Hart to deliver improved services. [See also 'Ambition', 'Prioritisation', 'Performance Management' and 'Capacity']	<ul style="list-style-type: none"> • Management development programme delivered to support management restructure. Corporate training and development programme linked to corporate objectives. (HHR). • MTFs clarifies investment priorities linked to corporate ambition / objectives / priorities. (HF) • Corporate processes including project management and procurement delivered. • Investment in partners/ships supportive of Hart's corporate objectives and priorities. (HCCS) • Explore the potential for realising inward investment, income generation and grant aid (VE/HDL/HHR) • Investment in and implementation of eGovernment / IT linked to corporate priorities (SB/HIC) • Direct link evidence between budget decisions and corporate priorities. 	<ul style="list-style-type: none"> • Scheduled progress and take up on training and development plan 2004/5 achieved. • Consideration by Cabinet Sept / Oct. 2004. • Comprehensive procurement strategy in place April 2005. • Use of corporate project management methodology 2005/6. • Alignment of partnership working to Hart's corporate objectives 2004/5-2005/6. • 'External Funding Officer appointed 2004/5. • Progress maintained against IEG 2005. • Budget process, Sept - March 2005.
Supporting Plans and Strategies: <ul style="list-style-type: none"> • Hart Council's Plan • Medium Term Financial Strategy / Capital Strategy • Local Development Scheme Resource Plans September 2004 – February 2005 • Statement of Community Involvement September 2004 – June 2005. Monitored by GOSE February 2005, Independent Examination March 2005 • 				
Supporting initiatives not otherwise itemised:				

Theme	Outcome	Objective	Actions	Monitor
Lead Officer: Cathie Powell				
Learning 9.1. How self-aware is the council about what it has done well and the problems it still faces? 9.2. Has the council learnt from its own experiences and made changes in the light of this? 9.3. Does the council actively learn from others and make changes as a result? 9.4. Is learning shared throughout the council?	A strong and efficient internal organisation.	To develop Hart as a Learning Organisation [Links to Investment, Performance management]	<ul style="list-style-type: none"> • Develop Hart as a learning organisation. (HPI/HHR) • Celebration of successes and achievements (All HofS/PRO) • Successes and achievements communicated to staff, partners, the community. (PRO) • Partner / Partnership forum held to facilitate and exploit learning opportunities. (Cabinet Member for P&P/HCCS) 	<ul style="list-style-type: none"> • Strategy prepared to develop Hart as a 'Learning Organisation' and progress measured against it April 2005. • Staff newsletter established winter 2004. • Coverage of successes and achievements covered in each edition of Hart News and regularly in the wider media. • Partnership Forum held at last annually.
Supporting Plans and Strategies:				
Supporting initiatives not otherwise itemised: Benchmarking to be included in all 2005/6 Service Plans (preparation September – March 2005) CPD and individual successes monitored by HR, Cabinet Member for People & Partnerships to be advised and announced at Council. Corporate successes and learning shared at Heads of Service Team meetings and cascaded to teams. Network groups encouraged and outcomes from these shared and monitored.				

Theme	Outcome	Objective	Actions	Monitor
Lead Officer: Viv Evans				
<p>Future Plans</p> <p>10.1. Does the council have robust future plans and strategies, including statutory plans, which set out a sustained focus to achieving the council's ambitions?</p> <p>10.2. Is the council addressing areas where it has not achieved what it wanted to?</p> <p>10.3. Are staff, partners and communities effectively engaged in planning for the future?</p> <p>10.4. How will the council ensure that it has the capacity to identify, implement and maintain further improvements?</p> <p>10.5. Does the council regularly reassess its future plans and capacity in line with changing national and community priorities?</p>	<p>The council is efficient and effective in directing its efforts towards key priorities.</p>	<p>To ensure that the work of the Council is directed towards its key priorities / long-term ambition (underpinned by the PMF and robust plans and strategies).</p> <p>[Link to Performance management, Improvement of Service, Focus, Prioritisation, Capacity]</p>	<ul style="list-style-type: none"> • Keep Hart Council's Plan under Review on an annual basis. (CX/HPI/Cabinet) • Develop measurable targets and indicators for the Hart Plan. (HPI/HofS) • Ensure Hart Council's Plan informs statutory plans, service planning and detailed work (All HofS esp. HP/HCCS/VE/HH/HPS) • Focussed partnership working to support corporate objectives and key priorities. (VE/HCCS) • Develop and implement effective means of engaging with the community to inform the Council's priorities (HP/HPI/HIC) 	<ul style="list-style-type: none"> • Annual review of Hart Council's Plan to reaffirm corporate priorities July – September 2004. • Corporate priorities drive service planning and the budget. • Engagement of partners in the preparation of plans and strategies 2004/5. • Evidence that the Council's plans and strategies have been informed by effective community engagement 2004/6.
<p>Supporting Plans and Strategies:</p> <ul style="list-style-type: none"> • Hart Council's Plan • Local Development Framework – continuous review. Annual Monitoring Report 				

- Housing Strategy
- SCI July 2005

Supporting initiatives not otherwise itemised:

- The purpose of HR is to resource the Council with staff with the knowledge, experience, skills and behaviours appropriate to the corporate aims and values; ensure performance and development of staff is managed and monitored to achieve continuous improvement; to retain the right people; and enable HDC to be viewed as an employer of choice.