



HART CORPORATE PLAN 2017 – 2022

A document that sets out our vision and priorities for 2017-2022, with key actions that will be taken to achieve them over the next 5 years.

Foreword

Welcome to our Corporate Plan which sets out our vision and priorities for 2017-2022, together with the key actions that will be taken to achieve them over the next 5 years.

It provides a focus for our activities and services and will inform decision making and allocation of resources across the Council.

With a decreasing pot of government funding and greater pressure on our services the Plan is an ambitious programme of activity for a relatively small Council. To make savings, whilst continuing to provide high quality services, will require us to do things differently. We will ensure that the decisions we take achieve the best outcome for those who live, visit and work in Hart.

We have identified a range of key activities set out under four priorities:

- A Thriving Local Economy
- A Clean, Green and Safe Environment
- Healthy Communities and People
- Becoming a More Efficient and Effective Council

Measures we intend to deliver include finalising a new waste contract, supporting local communities to have more say in the future of their area, promoting the delivery of affordable housing in new developments, and initiatives to ensure that as a Council we can achieve a greater level of financial self-sustainability.

The Corporate Plan provides the context for other plans and strategies that we produce and whilst it does not intend to cover all of the wide range of services we provide it does focus on the priority areas.

We will continue to work in partnership with other public and private sector partners to make sure that we can influence change and deliver local priorities. We recognise that conditions change and we will therefore conduct an annual review of the Corporate Plan to ensure that it is fit for purpose. Most importantly, we will continue to listen and engage with our residents.

David Neighbour
Leader of the Council



Issues facing Hart

In preparing this Corporate Plan we have had regard to the characteristics of the district and to the opportunities and challenges facing our residents and those who work in the district. The following sets out a high level summary of some of these:

- Hart experiences low levels of crime;
- Hart is defined as 'significantly rural' by Defra;
- Whilst Hart residents are living longer (the proportion of older people is increasing more quickly than the national rate), there is an increasing difference in life expectancy between the least and most deprived areas in the district;
- Levels of physical activity are decreasing for some populations in Hart including women, people from lower socioeconomic groups and those living with a long term illness or disability;
- Whilst Hart residents typically report high levels of wellbeing, local services report that poor mental health and wellbeing is a growing issue in the district, particularly for children and young people;
- There are challenges for Hart residents in accessing health and social care services;
- House prices are significantly higher than national and regional averages, being over 11 times annual earnings. This creates substantial need for affordable housing and although there are high levels of home ownership and low levels of homelessness in Hart we still have 1320 (August 2017) people who are on the housing register awaiting affordable homes;
- There is a high level of educational attainment in the district but challenges in future primary and secondary capacity;
- There is a need to accommodate additional development, particularly housing, to meet future needs in Hart, whilst taking account of important ecological and historical assets and ensuring the delivery of supporting infrastructure;
- Hart has the highest proportion of the working age population in employment in the South East (2017) with residents of Hart earning more than those who work in Hart and a significant proportion of residents commute out of the District to work;
- Despite high levels of employment and high wages across the district, there are about 7% of the 37,000 households on housing benefit; and,
- Hart is one of the lowest funding levels per capita of all local authorities.



Our Vision for Hart

Working with our local communities and other stakeholders, we want to make sure that Hart remains an attractive place to live where:



These are the 'golden threads' that link our Vision, and Strategic Priorities to each Service Plan and our day-to-day working priorities.

Our Strategic Priorities

Our four Strategic Priorities to achieve our vision are:

- **A Thriving Local Economy**
- **A Clean, Green and Safe Environment**
- **Healthy Communities and People**
- **Becoming a More Efficient and Effective Council**



A Thriving Local Economy

We will:

Support our town and village centres

By:

- Supporting communities to develop and implement local initiatives such as Fleet BID;
- Supporting Small Business Saturday;
- 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;
- Working with Fleet Town Council to deliver a new or refurbished Harlington; and,
- Working in partnership with Parish and Town Councils to tailor services wherever possible to meet local aspirations.

Support the local economy

By:

- Working with rural communities;
- Implementing and monitoring the Hart Economic Development Strategy and Action Plan;
- Actively engaging with local businesses, both large and small to understand and support business needs;
- Working with partners such as the EM3 LEP to promote inward investment and enable access to funding;
- Introducing a Community Infrastructure Levy to help fund appropriate infrastructure; and,
- Implementing the Small Business Rates Relief scheme.





Support residents in becoming economically active

By:

- Partnership working with the Citizens Advice Bureau, Hart Voluntary Action, Department of Work and Pensions and skills training providers;
- Supporting a successful welfare reform transition for residents; and,
- Working through the Hart Community Covenant Partnership and with other agencies to support the re-settlement of military personnel.

Ensuring an appropriate supply of employment land and premises

By:

- Allocating sufficient land in the Hart Local Plan which is suitable for development, taking account of the needs of the residential and business communities; and,
- Considering all options for the appropriate protection of employment land such as the use of measures to remove 'permitted development' rights.

A Clean, Green and Safe Environment

We will:

Enhance access to open space and recreation facilities

By:

- Providing accessible green spaces, countryside, leisure and cultural facilities and opportunities including opening and managing five new Country Parks at Edenbrook, Bramshot Farm, Watery Lane, North East Hook, and at Hawley Park Farm;
- Ensuring we retain all Green Flag status on our open spaces; and,
- Ensuring new developments have adequate provision of public open spaces including play provision.

Protect and enhance biodiversity

By:

- Introducing a biodiversity off setting scheme;
- Updating the Hart Biodiversity Action Plan; and,
- Working with local communities to deliver local biodiversity improvement projects.

Improve energy efficiency

By:

- Assisting residents to secure financial assistance for energy efficiency measures; and,
- Continuing to introduce measures to reduce carbon emissions in Council owned buildings.





Reduce the likelihood of crime and the perception of crime

By:

- Providing Council maintained streets and open spaces which are clean and safe;
- Continuing to working closely with partners to reduce crime and anti-social behaviour through delivering the Safer North Hampshire initiatives;
- Ensuring future developments are planned to prevent crime and disorder; and
- Continue joint working with partners to ensure effective use of CCTV.



Promote a clean environment

By:

- Supporting the transition to a low carbon future, making efficient use of resources, and encouraging the use of renewable resources;
- Encouraging the effective use of land by reusing land that has been previously developed (brownfield land);
- Finalising and implementing a new joint waste contract;
- Working with Town and Parish Councils to identify other cleanliness initiatives;
- Implementing initiatives to reduce dog fouling and litter; and
- Reducing incidences of littering through targeting of enforcement work.



Promoting high quality design and a good standard of amenity

By:

- Always seeking high quality design and a good standard of amenity for all existing and future occupants of land and buildings in determining planning applications; and,
- Implementing a system of design awards for all new developments.



Healthy Communities and People

We will:

Support residents in shaping their local communities

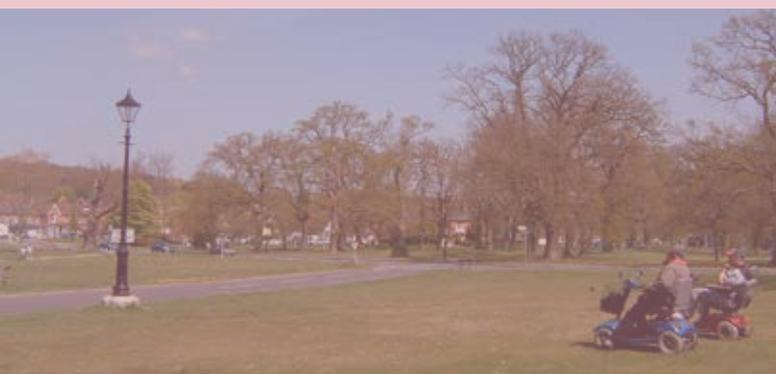
By:

- Empowering local people to shape their surroundings through the development of Neighbourhood Plans;
- Working with partners to identify and produce an infrastructure schedule to meet community infrastructure needs;
- Working with Town and Parish Councils to help them explore youth provision in their area;
- Supporting community development and enabling the voluntary and community sector to develop; and
- Enabling people to live independently through the provision of adaptations and accessible housing.

Work with partners to keep Hart healthy and active

By:

- Taking account of and supporting local strategies to improve health, social and cultural wellbeing and supporting the delivery of sufficient community and cultural facilities and services to meet local needs (such as a new or refurbished Harlington);
- Including the delivery of infrastructure that encourages people to walk and cycle;
- Increasing usage of leisure facilities including Hart Leisure Centre and Frogmore Leisure Centre;
- Implementing the Health and Wellbeing Plan; and,
- Implementing the Food and Health and Safety Enforcement Plan.





Ensure access to housing

By:

- Adopting the Hart Local Plan: Strategy and Sites to boost significantly the supply of both affordable and market housing and housing for specialist needs;
- Adopting and implementing a Preventing Homelessness Strategy;
- Supporting the delivery of rural exception schemes; and,
- Continuing to work with partners to develop joint approaches to support residents.

Ensure access to education

By:

- Delivering a site for a new Secondary School in the District;
- Working with Hampshire County Council to ensure the appropriate delivery of primary and early years educational facilities alongside new development;
- Working with education providers and other partners to promote learning and skills programmes; and,
- Continuing to support as an organisation apprenticeships for young people who would most benefit.

Becoming a more Efficient and Effective Council

We will:

Explore options to increase financial self-sustainability

By:

- Ensuring our Medium Term Financial Strategy is focused on strategic priorities;
- Maximising income opportunities, identifying new opportunities for income generation and where appropriate continuing to explore the opportunity to create a trading company;
- Increasing efficiency through the use of Information Technology;
- Supporting a Corporate Peer Challenge through the Local Government Association;
- Where possible, migrating customers to lower cost online services as the service of choice;
- Having a more engaged and motivated workforce;
- Continuing to reshape the way the Council works to realise our savings target and improve performance;
- Maximising Council income through effective asset management and collection activities; and,
- Continuing to work with partners to deliver joint services.



Measuring Success

Service Plans are produced annually and will contain key actions for delivery of the Corporate Plan's priorities in the coming year. They will also set out key performance targets and indicators.

We will provide annual reports on the performance of actions in the Service Plan and the Corporate Plan to assess and monitor our progress.



Our Values

In our role as Councillors we are committed to ensuring that we embed the following values in all that we do:

- Put our residents first
- Provide real opportunities for engagement with residents and other stakeholders
- Be open to change
- Take responsibility for our actions
- Be fair, open and transparent

In your day to day dealings with our officers we will ensure that they operate with the following values:

- H - being helpful**
- A - being approachable**
- R - being responsive**
- T - taking ownership**

For more information about the HART values and our operating model that guides how we design and deliver our services, please visit www.hart.gov.uk/about-council

Find out more about what we do

We want to keep you informed about our work and what is happening locally. To do this we produce Hart News, a newspaper delivered to all households twice a year.

We also provide a lot of information on our website www.hart.gov.uk, where we hope you can find what you are looking for. Online services include:

- Apply for it - Housing Benefits, Council Tax and Planning applications
- Pay for it - Council Tax, Business Rates and Garden Waste collections
- Report it - Missed bin collections, environmental health and litter hotspots
- Check your waste collection calendar
- View and comment on planning applications

For a full list of online services please visit www.hart.gov.uk/my-services

Call us on **01252 622122**

Email us at enquiries@hart.gov.uk

Visit us at **Hart District Council, Harlington Way, Fleet, GU51 4AE**

You can also keep in touch with us on:



www.hart.gov.uk



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In delivering the Corporate Plan we will provide fair and accessible services and employment opportunities that meet the needs of everyone, and positively promote inclusion, in line with the Equality Act.

