

## **COUNCIL - WEDNESDAY, 29 APRIL 2015**

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**Late Item(s)**

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### **AGENDA ITEM 4      REPORTS OF THE CABINET AND PANELS**

#### **FOR DECISION**

##### 4.(B) CABINET (Pages 1 - 28)

Report of the meeting held on 23rd April 2015 – to follow.

#### **FOR INFORMATION**

##### (c)      Development Management Panel (Pages 29 - 30)

Report of the meeting held on 20th April 2015 – to follow.

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## **Cabinet**

### **Report of the meeting held on 23rd April 2015**

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#### **Matters for Decision**

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#### **46. CORPORATE PLAN 2015/2016**

The Cabinet has considered the updated Corporate Plan for 2015/2016. Following the introduction of the Corporate Plan in 2014 there has been some confusion about the meaning of Strategic Themes, Outcomes and Priorities contained within the Plan. The content of the 2015/2016 Corporate Plan is broadly similar to the original version. Minor amendments are identified in the Appendix of the report.

The Cabinet were pleased to note that those surveyed via the Halifax Report ranked Huntingdon as the ninth best place to live in the country and the improvement compared to four years previously where Huntingdon was ranked 64th.

The Cabinet has noted that the current Customer Services Strategy is very detailed and as a result is under review. It is intended that the Cabinet will be presented with the revised Customer Services Strategy later in the year which is designed to be more achievable and include a single page explanation document.

There is agreement amongst the Cabinet that key Performance Indicators are required and that the Executive Councillors should agree these with Officers. The Cabinet has been advised that there is further performance monitoring work scheduled regarding service plans and departmental Performance Indicators.

Having noted that the Overview and Scrutiny Panel (Economic Well-Being) has not been presented with the revised Corporate Plan, a full review is scheduled next year and the Panel will be involved in this process which will continue to include Performance Indicators, the Cabinet

#### **RECOMMEND**

**That the content of the Corporate Plan 2015/16 be approved.**

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## Matters for Information

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### 47. CAPITAL PROGRAMME 2015/2016

In conjunction with the Overview and Scrutiny Panel (Economic Well-Being) (Item No. 44 refers) the Cabinet has approved the Capital Programme for 2015/2016, having been reviewed by the Finance Governance Board.

A new scoring mechanism, based on methodology from The Chartered Institute of Public Finance and Accountancy (CIPFA) has been used to assess all Capital Projects which were then considered by the Finance Governance Board, taking into account the impact of the Minimum Revenue Provision (MRP).

The bids submitted totalled £11.065m and the Finance Governance Board has recommended that £9.637m be approved. The 2016/17 approved budget includes a MRP of £1.905m and the recommended Capital Programme has reduced the amount to £1.776m. Therefore creating a budget saving.

All capital funding has an effect on the revenue budget which is reflected in the budget as MRP and the cost of internal borrowing. It is therefore important that when approving any capital there is regard to both the MRP and the cost of internal borrowing. It is considered that the Capital Programme is affordable for 2015/16 and supports the Council's Corporate Plan.

Some of the submitted bids considered by the Finance Governance Board were returned to the relevant Head of Service due to insufficient information or were generic and did not refer to a specific scheme. Although other bids were considered a high priority, based on the evidence provided, it has been decided that these could be reduced in order to provide potential in the Programme for priority in-year bids and still remain within the affordability envelope of the MRP.

The Executive Councillor for Resources has explained that there is currently a review scheduled of the Constitution and financial governance provisions where it is to be proposed that a Member-led Treasury and Capital Management Group be established. Prior to the establishment of this Group, the Cabinet has agreed that in the interim when a business case is completed the Officer is to seek the agreement of the relevant Executive Councillor prior to its submission to the Finance Governance Board.

During the discussions, the Cabinet has been informed that the Capital Programme does not provide approval to spend as each Project is subject to a business case. However, the Capital Programme contains a list of 'existing commitments' that already have contracts.

Reference has been made that the Council could be seen to not be fulfilling its legal duty in respect of funding the full requirement for

Disabled Facilities Grants. The Cabinet have been assured that the Council is meeting the minimum legal requirement and that to satisfy the full demand for Disabled Facilities Grants would prove difficult for the Council.

Having considered the views of the Overview and Scrutiny Panel (Economic Well-Being), the Chairman of the Panel has explained to the Cabinet that at the Panels request the Members have received details of the scoring model used to assess the projects. Overall the Panel considers the new scoring to be professional and complements the Project Management model.

Until the Treasury and Capital Management Group is established, the Cabinet has requested that all business cases are to be agreed by the relevant Executive Councillor prior to submission to the Finance Governance Board.

#### **48. PROJECT MANAGEMENT SELECT COMMITTEE**

In conjunction with the Overview and Scrutiny Panel (Economic Well-Being) (Item No. 45 refers) the Cabinet has considered the findings of the Project Management Select Committee and has agreed the recommendations regarding how project management could be further improved.

Following consideration of a project closedown report regarding the Multi-Storey Car Park in Huntingdon and the One Leisure St Ives Redevelopment by the Overview & Scrutiny (Economic Well-being) Panel, a Select Committee was convened to review the Council's new Project Management procedures.

The Chairman of Overview and Scrutiny Panel (Economic Well-Being) has explained the process of the Project Management Select Committee and has presented the recommendations to the Cabinet.

During discussions the Cabinet have been informed that the Overview and Scrutiny Panel (Economic Well-Being) were satisfied with the amendments to the processes regarding scrutiny involvement in the financial control and governance of projects and that reviews are scheduled in six and twelve months.

The Cabinet has commended the work of the Project Management Select Committee and the Overview and Scrutiny Panel (Economic Well-Being) and has approved the recommendations contained within the report.

J D Ablewhite  
Chairman

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**HUNTINGDONSHIRE DISTRICT COUNCIL**

**Title/Subject Matter:** Corporate Plan 2015/16  
**Meeting/Date:** Cabinet – 23rd April 2015  
**Executive Portfolio:** Councillor J D Ablewhite  
**Report by:** Policy, Performance & Transformation Manager  
**Ward(s) affected:** All Wards

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**Executive Summary:**

The purpose of this report is to seek approval for an updated Corporate Plan 2015/16.

The Council's Corporate Plan was adopted in April 2014. This is a two year plan and outlined the Vision, Strategic Themes and Outcomes for Huntingdonshire. The Plan set out what the Council aimed to achieve in addition to the core statutory services.

The content of the 2015/16 Corporate Plan is broadly similar to the 2014/16 version, only minor amendments have been made, however a full refresh of the Corporate Plan will take place early 2016 and Members will be involved with this.

**Recommendation(s):**

That an updated Corporate Plan 2015/16 is adopted.

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**1. WHAT IS THIS REPORT ABOUT/PURPOSE?**

1.1 The purpose of this report is to present to Members an updated Corporate Plan for 2015/16.

**2. WHY IS THIS REPORT NECESSARY/BACKGROUND**

2.1 Members were involved in developing and adopting the Corporate Plan 2014/16 and continue to monitor progress made against key activities and performance data in the Corporate Plan on a quarterly basis. Although only minor amendments have been made, it is appropriate to inform Members of the updates.

2.2 Updates have been set out clearly in the attached table; amendments have either been removed or are new for 2015/16 and are indicated in italics.

2.3 This update was timed to coincide with the development of Service Plans, and where appropriate actions or performance indicators in Service Plans for 2015/16 have been included in the Corporate Plan

**3. OPTIONS CONSIDERED/ANALYSIS**

3.1 Not applicable for this report.

**4. COMMENTS OF OVERVIEW & SCRUTINY PANELS**

4.1. Not applicable for this report.

**5. KEY IMPACTS/RISKS?  
HOW WILL THEY BE ADDRESSED?**

5.1 Achievement of any actions that currently appear in 2014/16 Corporate Plan will be reported in the Q4 performance monitoring report in June 2015.

**6. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION**

6.1 The Corporate Plan will be made available to all employees through the Intranet. Members will receive a hard copy.

**7. LINK TO THE CORPORATE PLAN**

7.1 Please see attached documents

**8. CONSULTATION**

8.1 Not applicable for this report.

## **9. LEGAL IMPLICATIONS**

9.1 Not applicable for this report.

## **10. RESOURCE IMPLICATIONS**

10.1 It is anticipated that there will no resource implications.

## **11. OTHER IMPLICATIONS**

11.1 Not applicable for this report.

## **12 REASONS FOR THE RECOMMENDED DECISIONS**

12.1 The Corporate Plan provides a clear direction for what we are doing, why we are doing it and what impact it is having. Following its introduction in 2014 there had been some confusion about the meaning of Strategic Themes, Outcomes and Priorities. Strategic Themes has been replaced with Strategic Priorities (a strong local economy, enabling sustainable growth, working with our communities and ensuring we are a customer focused and service led council) and Outcomes has been replaced with Objectives. Other minor amendments have been made to the text and format. All amendments have been made clear in Appendix 2.

## **13. LIST OF APPENDICES INCLUDED**

Appendix 1 – Updated Corporate Plan 2015/16  
Appendix 2 – Corporate Plan amendments

## **BACKGROUND PAPERS**

None

## **CONTACT OFFICER**

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# Corporate Plan 2015 - 2016



# Introduction

The Council's Corporate Plan sets out our priorities for 2015 - 2016, together with the key actions we are taking to achieve them over the next year.

It is an ambitious programme of activity for a council that seeks to drive growth and investment in the local economy whilst at the same time challenging itself to deliver good services for a lower cost.

To make savings, while still providing the high quality services local people want and deserve, we need to do things differently. This plan shows how we intend to explore these areas. This includes sharing the cost of providing services with other public bodies.

The reality for all district councils is that we are being asked to do more for less. To balance the books we need to take every opportunity to share services with a like-minded council where it makes sense to do so. This will allow us to protect the range and quality of services we provide to local residents.

The coming year will be both exciting and challenging for Huntingdonshire District Council. We are confident that council staff, with the support and leadership of our councillors, will rise to the challenges ahead.

Cllr Jason Ablewhite,  
Executive Leader

Jo Lancaster,  
Managing Director





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# Vision

We want to continue to improve the quality of life for the people of Huntingdonshire and work towards sustainable economic growth whilst providing value for money services.

## Strategic Priorities and Objectives

Our plan for 2015 - 2016 will focus on:

- A strong local economy
- Enabling sustainable growth
- Working with our communities
- Ensuring we are a customer focused and service led council

**A strong local economy** - we want to make Huntingdonshire a better place to live, work and invest. Our objectives are to:

- Accelerate business growth and investment
- Remove infrastructure barriers to growth
- Develop a flexible and skilled local workforce

**Enabling sustainable growth** - we want to deliver new and appropriate housing with minimum impact on our environment. Our objectives are to:

- Improve the supply of new and affordable housing to meet future needs
- Develop sustainable growth opportunities in and around our market towns
- Enhance our built and green environment

**Working with our communities** - we want our communities to thrive and get involved with local decision making. Our objectives are to:

- Create safer, stronger and more resilient communities
- Improve health and well-being
- Empower local communities

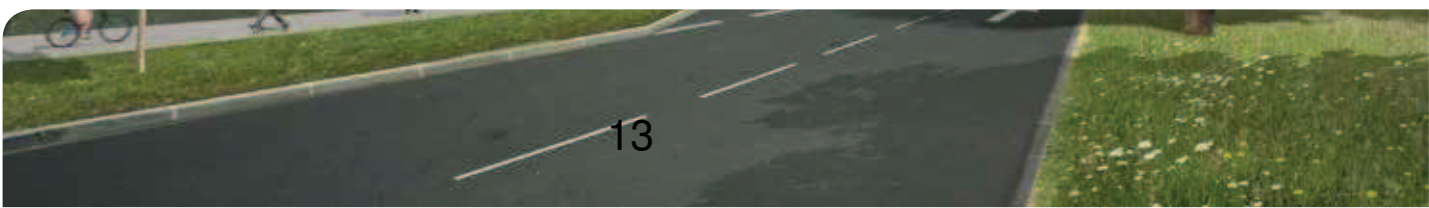
**Ensuring we are a customer focused and service led council**

- we want to continue to deliver value for money services. Our objectives are to:

- Become more business-like and efficient in the way we deliver services
- Ensure customer engagement drives service priorities and improvement

The rest of this Corporate Plan shows our key actions for 2015 - 2016.

We will regularly measure and report back on our progress on these important activities.





# A strong local economy

We want to make Huntingdonshire a better place to live, work and invest

Our objectives are:	Key actions for 2015/16 will include:
<p>To accelerate business growth and investment Our work programme includes, promoting inward investment; supporting economic growth in rural areas and supporting new and growing businesses and promoting business success. We will also support economic growth by prioritising planning advice to growing key businesses and supporting the delivery of the Alconbury Enterprise Zone (EZ).</p>	<ul style="list-style-type: none"> <li>• Deliver a programme of themed business information clinics and events, and measure their impact</li> <li>• Report on the effectiveness of the fast track pre-application advice to potential growing businesses</li> </ul>
<p>To remove infrastructure barriers to growth Our work programme includes, influencing the development of the Highways and Transport Infrastructure Strategy and facilitating the delivery of infrastructure to support housing growth.</p>	<ul style="list-style-type: none"> <li>• Develop Community Infrastructure Levy governance structure</li> <li>• Influence the Local Enterprise Partnership’s Strategy, to secure resource to facilitate delivery and mitigate the impact of new housing and to drive economic growth</li> </ul>
<p>To develop a flexible and skilled local workforce Our work programme includes, ensuring there are sufficient skills to support the EZ and working with businesses to establish current and future skills needs and create stronger links between businesses and education and training.</p>	<ul style="list-style-type: none"> <li>• Commit resources to ‘EDGE smarter skills for enterprise’, a public/private sector partnership to improve the business/education-training skills match, ensuring that the agreed business plan targets are met</li> <li>• Work in partnership to identify skills and competency gaps in high value manufacturing and develop gap closure strategies</li> </ul>







## Enabling sustainable growth

We want to deliver new and appropriate housing with minimum impact on our environment

Our objectives are:	Key actions for 2015/16 will include
<p>To improve the supply of new and affordable housing to meet future needs Our work programme includes, ensuring an adequate supply of housing to meet objectively assessed needs and planning and delivering the provision of decent market and affordable housing for current and future needs.</p>	<ul style="list-style-type: none"> <li>• Invest in initiatives that will deliver affordable housing</li> <li>• Implement a programme to adopt the Local Plan to 2036</li> <li>• Facilitate delivery of new housing on the large strategic sites at: Alconbury St Neots Wyton Bearscroft - Godmanchester</li> <li>• Review council assets to identify which could be used to facilitate affordable housing and dispose to appropriate partners</li> <li>• Monitor 5 year housing land supply position on an annual basis, and carry out light-touch reviews on a quarterly basis</li> </ul>
<p>To develop sustainable growth opportunities in and around our market towns Our work programme includes, supporting sustainable growth by taking a proactive approach to master-planning new developments and improving town centres.</p>	<ul style="list-style-type: none"> <li>• Develop a market town centre improvement strategies and action plans for St Neots</li> </ul>
<p>To enhance our built and green environment Our work programme includes, improving the quality of the built environment in Huntingdonshire and providing quality green space facilities within new developments.</p>	<ul style="list-style-type: none"> <li>• Update the Buildings at Risk Register</li> <li>• Complete the updated Design Guide, setting out the council's requirements of new development</li> </ul>



# Working with our communities

We want our communities to thrive and get involved with local decision making

Our objectives are:	Key actions for 2015/16 will include
<p>To create safer, stronger and more resilient communities</p> <p>Our work programme includes, ensuring that our streets and open spaces are clean and safe, working closely with partners to reduce crime and anti-social behaviour and working with communities to build resilience.</p>	<ul style="list-style-type: none"> <li>• Continue to manage and enhance the joint CCTV service with Cambridge City Council</li> <li>• Increase the use of fixed penalty notices for littering</li> <li>• Manage the Community Chest to encourage and promote projects to build and support community development</li> <li>• Further analysis of our current partnership commitments to deliver value for money and ensure alignment with the corporate priorities</li> <li>• Deliver diversionary activities for young people</li> </ul>
<p>To improve health and well-being</p> <p>Our work programme includes, prioritising accessible open space on new housing developments and meeting the housing and support needs of our ageing population. We will also enable people to live independently through the provision of adaptation, accessible housing or support and we will help to prevent people from becoming homeless. We will also work with partners to improve health and reduce health inequalities. We will also provide accessible leisure, green spaces, countryside and culture opportunities.</p>	<ul style="list-style-type: none"> <li>• Support healthy lifestyles through the provision of open space on new developments and maintenance of existing open spaces</li> <li>• Increase physical activity levels through the provision of activities in One Leisure sites and in community settings</li> <li>• Prevent homelessness where possible by helping households either remain in their current home or find alternative housing, with the assistance of the Council's Rent Deposit Scheme where appropriate.</li> <li>• Assist non priority single homeless people with housing options through the Cambridgeshire Single Homelessness Service</li> <li>• Enable a new extra care scheme to be built to meet needs in St Ives and Ramsey</li> <li>• Provide a responsive Disabled Facility Grants programme</li> <li>• Reduce fuel poverty and improve health by maximising the number of residents taking up the grant funded Action on Energy scheme</li> </ul>
<p>To empower local communities</p> <p>Our work programme includes, supporting community development and enabling the voluntary and community sector organisations to develop.</p>	<ul style="list-style-type: none"> <li>• Set out our 'community planning' offer and support community planning including working with parishes to complete neighbourhood and parish plans</li> <li>• Review control and management of council assets</li> </ul>





## Ensuring we are a customer focused and service led council

We want to continue to deliver value for money services

Our objectives are:	Key actions for 2015/16 will include:
<p>To become more business-like and efficient in the way we deliver services We will investigate and implement a programme of shared services and ensure our Medium Term Financial Strategy is focused on strategic priorities. Work will also include: maximising income opportunities and increasing the use of IT to maximise efficiencies; and, where possible, migrating customers to the lowest cost access channel. We will also improve communication and engagement with staff.</p>	<ul style="list-style-type: none"> <li>• Continue zero base budgeting for 2016/17 including a 'service challenge' process</li> <li>• Deliver Facing the Future</li> <li>• Develop full business cases for previously identified energy reduction projects across the council's estates</li> <li>• Carry out a staff satisfaction survey</li> <li>• Build and launch a new council website that focuses on customer need</li> <li>• Maximise the income generating potential of One Leisure sites to fully cover the cost of operation</li> <li>• Develop a full business case for a Building Control Shared Service</li> <li>• Publish Online Schedule of Proposed Procurements to promote future contract opportunities</li> <li>• Provide two training events to local businesses in Public Procurement</li> </ul>
<p>To ensure customer engagement drives service priorities and improvement Work will involve gaining a better understanding of our customers and ensuring all customer engagement is meaningful; involving customers in significant changes to services and ensuring modern technology is used effectively to maximise our interaction with customers.</p>	<ul style="list-style-type: none"> <li>• Implement a consultation exercise with residents to inform 2016/17 budget planning</li> <li>• Revisit and relaunch the Customer Service Strategy to ensure it continues to meet the needs of our customers and provide value for money services</li> </ul>

# Measuring how well we are doing

We will also measure and report on our performance in a number of key areas. In this way we can tell if we are improving. These Corporate Indicators will provide additional supporting information for each Strategic Priority and will be reported quarterly to senior officers and councillors. Contextual Indicators are ones which the council cannot directly influence but provide local information and context for each Strategic Priority, these will be reported annually.



## Appendix A: Performance Indicators

**A strong local economy - we want to make Huntingdonshire a better place to live, work and invest**

### **Contextual Indicators**

- Total number of employee jobs in the district
- Job Seekers Allowance claimant rate
- Footfall for the four market town centres
- Progress against the Cambridgeshire target of connecting 98% of businesses with access to fibre-based broadband by 2015
- Planning applications received

### Enable sustainable growth - we want to deliver new and appropriate housing with minimum impact on our environment

#### Corporate Indicators

- Gross number of affordable homes delivered
- Net additional homes delivered
- Number of unintentional priority homeless acceptances (also per 1000 households)
- Number of households living in temporary accommodation (including B&B)
- Number of families in B&B
- Processing of planning applications on target - major (within 13 weeks)
- Processing of planning applications on target - minor (within 8 weeks)
- Process of planning applications on target - other (within 8 weeks)
- Tonnage of residual waste collected

### Working with our communities - we want to make sure our communities thrive and get involved with local decision making

#### Corporate Indicators

- Number of missed bins per 100,000 households
- % of household waste recycled or composted
- % of food establishments in the district that are 'broadly compliant with food hygiene law'
- Number of Disabled Facilities Grants (DFGs) completed
- Average time (in weeks) between date of referral of DFGs to practical completion for minor jobs up to £10k
- Inspect and remove, where necessary, all reported dangerous structures within 24 hours

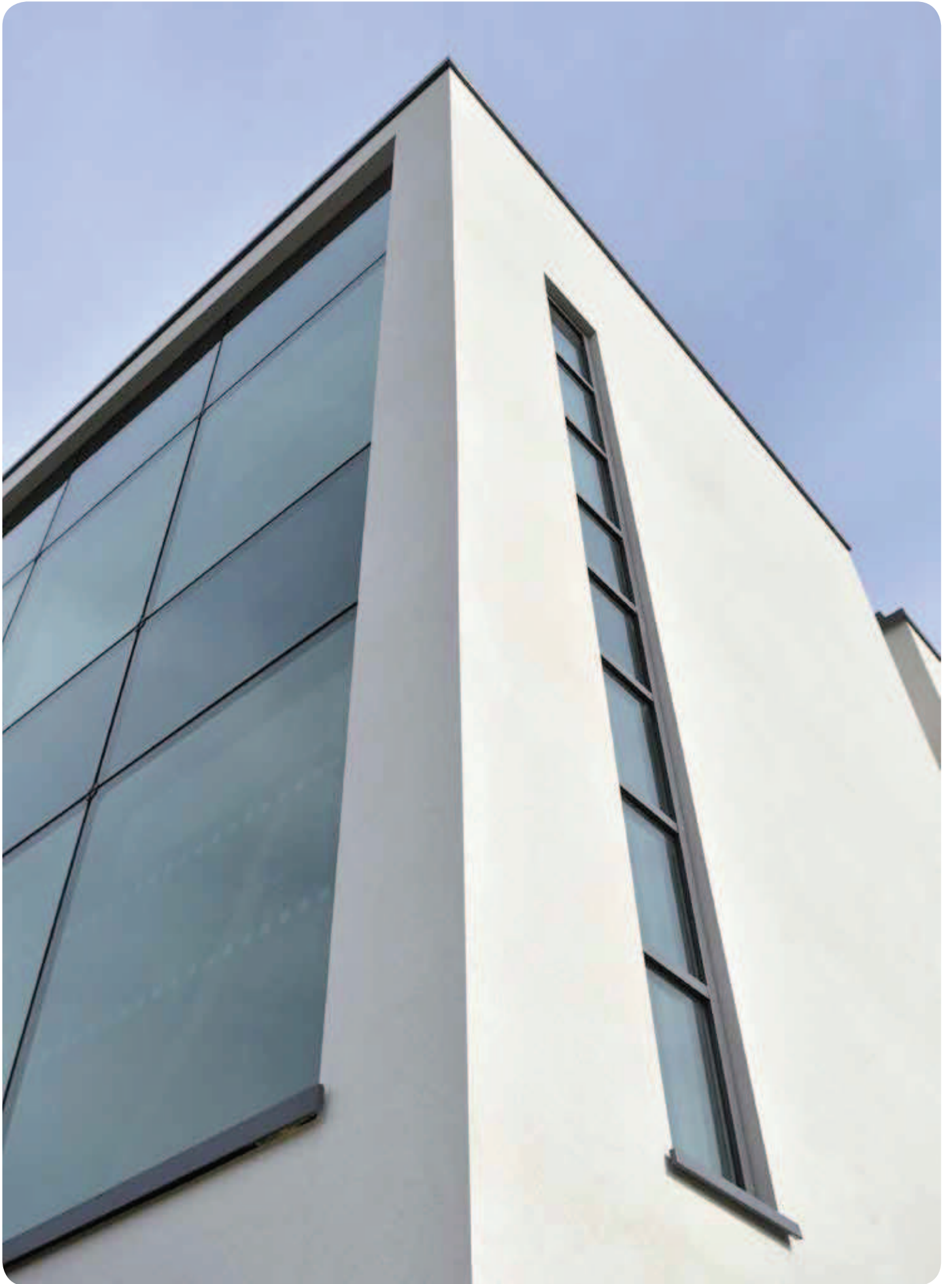
#### Contextual Indicators

- Total number of police recorded crimes in Huntingdonshire
- Total number of police recorded incidents of anti-social behaviour in Huntingdonshire
- % of people who feel safe where they live
- Total number of hate crime incidents reported to the police in Huntingdonshire

### A customer focused and service led council - we want to continue to deliver value for money services

#### Corporate Indicators

- Number of days to process new benefits claims
- Number of days to process changes of circumstances
- Number of days to process new council tax support claims
- Number of days to process council tax change events
- % of council tax collected
- % of business rates collected
- Telephone satisfaction rates
- Customer service centre satisfaction rates
- Staff sickness days lost per full time employee
- Subsidy per visit to council owned leisure facilities
- % of rent achievable on estates portfolio
- % of space let on estates portfolio
- % of rent arrears on estates portfolio
- Total amount of energy used in council buildings
- Total fuel used from the council's fleet of vehicles
- % of residents satisfied with the overall waste collection service
- Cost per household of waste collection
- % of Housing Benefit overpayment debt recovered
- % of green bin debt outstanding after three months
- % of Invoices from suppliers paid within thirty days



Corporate Plan – Amendments

The content of the 2015/16 Corporate Plan is broadly similar to the previous version 2014/16 version. Any amendments to key actions are in italics; they have either been removed or are new for 2016/16. Strategic Priorities (themes) and Objectives (outcomes) remain the same

2014-2016 version		2015/16 version		
Strategic Themes and Outcomes		Strategic Priorities and Objectives		
A strong local economy		A strong local economy		
Sustainable growth		<i>Enabling</i> sustainable growth		
<i>Thriving</i> communities		<i>Working with our</i> communities		
Ensuring we are a customer focused and service led council		Ensuring we are a customer focused and service led council		
<b>A strong local economy</b>				
Accelerate business growth and investment	Our work programme: <ul style="list-style-type: none"> <li>Support new and growing businesses and promote business</li> <li>Success Support economic growth by prioritising planning advice to growing key businesses</li> <li>Promote inward investment</li> <li>Support the delivery of the Alconbury Enterprise Zone</li> <li>Support economic growth in rural areas</li> </ul>	Key actions for 2014/15 <ul style="list-style-type: none"> <li><i>Review the Council's business growth and inward investment role</i></li> <li>Deliver a programme of themed business information events, and measure their impact.</li> <li>Fast track pre-application advice to potential growing businesses and report on its effectiveness</li> </ul>	Our objectives are: To accelerate business growth and investment Our work programme includes, promoting inward investment; supporting economic growth in rural areas and supporting new and growing businesses and promoting business success. We will also support economic growth by prioritising planning advice to growing key businesses and supporting the delivery of the Alconbury Enterprise Zone (EZ).	Key actions for 2015/16 will include: <ul style="list-style-type: none"> <li>Deliver a programme of themed business information clinics and events, and measure their impact</li> <li>Report on the effectiveness of the fast track pre-application advice to potential growing businesses</li> </ul>
Remove infrastructure barriers to growth	Our work programme: <ul style="list-style-type: none"> <li>Influence the development of the Highways and Transport Infrastructure Strategy</li> <li>Facilitate the delivery of infrastructure to support housing growth</li> </ul>	Key actions for 2014/15 <ul style="list-style-type: none"> <li>Develop CIL governance structure.</li> <li>Influence the LEP's Strategic Economic Plan and Supporting documents to reflect the impact of new housing and associated infrastructure in driving and supporting economic growth</li> </ul>	Our objectives are: To remove infrastructure barriers to growth Our work programme includes, influencing the development of the Highways and Transport Infrastructure Strategy and facilitating the delivery of infrastructure to support housing growth.	Key actions for 2015/16 will include: <ul style="list-style-type: none"> <li>Develop Community Infrastructure Levy governance structure</li> <li>Influence the Local Enterprise Partnership's Strategy, to secure resource to facilitate delivery and mitigate the impact of new housing and to drive economic growth</li> </ul>
Develop a flexible and skilled local workforce	Our work programme: <ul style="list-style-type: none"> <li>Create stronger links between businesses and education and training</li> <li>Ensure there are sufficient</li> </ul>	Key actions for 2014/15 <ul style="list-style-type: none"> <li><i>Commit resources to the EZ skills strategy group</i></li> <li><i>Support the development of stronger links between</i></li> </ul>	Our objectives are: To develop a flexible and skilled local workforce Our work programme includes, ensuring there are sufficient skills to	Key actions for 2015/16 will include: <ul style="list-style-type: none"> <li><i>Commit resources to 'EDGE smarter skills for enterprise', a public/private sector</i></li> </ul>

	<p>skills to support the EZ</p> <ul style="list-style-type: none"> <li>• Work with businesses to establish current and future skills needs</li> </ul>	<p><i>business and education through HASP with a focus on local employability</i></p>	<p>support the EZ and working with businesses to establish current and future skills needs and create stronger links between businesses and education and training.</p>	<p><i>partnership to improve the business/education-training skills match, ensuring that the agreed business plan targets are met</i></p> <ul style="list-style-type: none"> <li>• <i>Work in partnership to identify skills and competency gaps in high value manufacturing and develop gap closure strategies</i></li> </ul>
<b>Enabling sustainable growth</b>				
<p>Improve the supply of new and affordable housing to meet future needs</p>	<p>Our work programme:</p> <ul style="list-style-type: none"> <li>• Ensure an adequate supply of housing to meet objectively assessed needs</li> <li>• Plan and deliver the provision of decent market and affordable housing for current and future needs</li> </ul>	<p>Key actions for 2014/15</p> <ul style="list-style-type: none"> <li>• Invest in initiatives that will deliver affordable housing Implement action plan to adopt the Local Plan to 2036</li> <li>• Facilitate delivery of new housing on the large strategic sites at: <ul style="list-style-type: none"> <li>○ Alconbury</li> <li>○ St Neots</li> <li>○ Wyton</li> </ul> </li> <li>• <i>Negotiate the provision of new affordable housing on all relevant sites</i></li> <li>• Review council assets to identify which could be used to facilitate affordable housing and dispose to appropriate partners</li> </ul>	<p>Our objectives are: To improve the supply of new and affordable housing to meet future needs Our work programme includes, ensuring an adequate supply of housing to meet objectively assessed needs and planning and delivering the provision of decent market and affordable housing for current and future needs.</p>	<p>Key actions for 2015/16 will include:</p> <ul style="list-style-type: none"> <li>• Invest in initiatives that will deliver affordable housing</li> <li>• Implement a programme to adopt the Local Plan to 2036</li> <li>• Facilitate delivery of new housing on the large strategic sites at: <ul style="list-style-type: none"> <li>○ Alconbury</li> <li>○ St Neots</li> <li>○ Wyton</li> <li>○ <i>Bearscroft - Godmanchester</i></li> </ul> </li> <li>• <i>Review council assets to identify which could be used to facilitate affordable housing and dispose to appropriate partners</i></li> <li>• <i>Monitor 5 year housing land supply position on an annual basis, and carry out light-touch reviews on a quarterly basis</i></li> </ul>
<p>Develop sustainable growth opportunities in and around our market towns</p>	<p>Our work programme:</p> <ul style="list-style-type: none"> <li>• Support sustainable growth by taking a proactive approach to master-planning new developments and improving town centres</li> </ul>	<p>Key actions for 2014/15</p> <ul style="list-style-type: none"> <li>• <i>Devise a programme to develop and implement planning and development frameworks and master-plans for Local Plan site allocations</i></li> <li>• Develop town centre</li> </ul>	<p>Our objectives are: To develop sustainable growth opportunities in and around our market towns Our work programme includes, supporting sustainable growth by taking a</p>	<p>Key actions for 2015/16 will include:</p> <ul style="list-style-type: none"> <li>• Develop a market town centre improvement strategies and action plans for St Neots</li> </ul>



		improvement strategies and action plans in the market towns	proactive approach to master-planning new developments and improving town centres	
Enhance our built and green environment	Our work programme: <ul style="list-style-type: none"> <li>Improve the quality of the built environment in Huntingdonshire</li> <li>Provide quality green space facilities within new developments</li> </ul>	Key actions for 2014/15 <ul style="list-style-type: none"> <li>Update the 'Buildings at Risk' register</li> <li>Complete the updated Design Guide, setting out the council's requirements of new development</li> </ul>	Our objectives are: To enhance our built and green environment Our work programme includes, improving the quality of the built environment in Huntingdonshire and providing quality green space facilities within new developments	Key actions for 2015/16 will include: <ul style="list-style-type: none"> <li>Update the Buildings at Risk Register</li> <li>Complete the updated Design Guide, setting out the council's requirements of new development</li> </ul>
<b>Working with our communities</b>				
Create safer, stronger and more resilient communities	Our work programme: <ul style="list-style-type: none"> <li>Ensure our streets and open spaces are clean and safe</li> <li>Ensure close working with partners to reduce crime and anti-social behaviour</li> <li>Work with communities to build resilience</li> <li>Promote and enable vibrant and cohesive communities</li> </ul>	Key actions for 2014/15 <ul style="list-style-type: none"> <li>Manage the implementation of the joint CCTV service with Cambridge City</li> <li>Increase the use of fixed penalty notices for littering</li> <li>Manage the Community Chest to pump prime projects to build and support community development.</li> <li>Review our current partnership commitments to deliver value for money and alignment with the corporate priorities</li> <li>Deliver diversionary activities for young people</li> </ul>	Our objectives are: To create safer, stronger and more resilient communities Our work programme includes, ensuring that our streets and open spaces are clean and safe, working closely with partners to reduce crime and anti-social behaviour and working with communities to build resilience.	Key actions for 2015/15 will include: <ul style="list-style-type: none"> <li>Continue to manage and enhance the joint CCTV service with Cambridge City Council</li> <li>Increase the use of fixed penalty notices for littering</li> <li>Manage the Community Chest to encourage and promote projects to build and support community development</li> <li>Further analysis of our current partnership commitments to deliver value for money and ensure alignment with the corporate priorities</li> <li>Deliver diversionary activities for young people</li> </ul>
Improve health and well-being	Our work programme: <ul style="list-style-type: none"> <li>Prioritise accessible open space on new housing developments</li> <li>Meet the housing and support needs of our ageing population</li> <li>Enable people to live</li> </ul>	Key actions for 2014/15 <ul style="list-style-type: none"> <li>Support healthy lifestyles through the provision of open space on new developments</li> <li>Investigate the business case for incentivising the private rented sector to take housing needs clients.</li> </ul>	Our objectives are: To improve health and well-being Our work programme includes, prioritising accessible open space on new housing developments and meeting the housing and support needs of our ageing population. We will also enable people to live independently	Key actions for 2015/15 will include: <ul style="list-style-type: none"> <li>Support healthy lifestyles through the provision of open space on new developments and maintenance of existing open spaces</li> <li>Increase physical activity</li> </ul>

	<p>independently through the provision of adaptation, accessible housing or support</p> <ul style="list-style-type: none"> <li>• Help to prevent people from becoming homeless</li> <li>• Provide accessible leisure, green spaces, countryside and culture opportunities</li> <li>• Work with partners to improve health and reduce health inequalities</li> </ul>	<ul style="list-style-type: none"> <li>• Review the current arrangements for commissioning temporary accommodation</li> <li>• Enable a new extra care scheme to be built to meet needs in St Ives and in Ramsey</li> <li>• Carry out a review of the DFG Programme</li> <li>• Reduce fuel poverty and improve health by maximising the number of residents taking up the grant funded 'Action on Energy' scheme</li> </ul>	<p>through the provision of adaptation, accessible housing or support and we will help to prevent people from becoming homeless.</p> <p>We will also work with partners to improve health and reduce health inequalities. We will also provide accessible leisure, green spaces, countryside and culture opportunities</p>	<p>levels through the provision of activities in One Leisure sites and in community settings</p> <ul style="list-style-type: none"> <li>• <i>Prevent homelessness where possible by helping households either remain in their current home or find alternative housing, with the assistance of the Council's Rent Deposit Scheme where appropriate.</i></li> <li>• <i>Assist non priority single homeless people with housing options through the Cambridgeshire Single Homelessness Service</i></li> <li>• Enable a new extra care scheme to be built to meet needs in St Ives and Ramsey</li> <li>• Provide a responsive Disabled Facility Grants program</li> <li>• Reduce fuel poverty and improve health by maximising the number of residents taking up the grant funded Action on Energy scheme</li> </ul>
Empower local communities	<p>Our work programme:</p> <ul style="list-style-type: none"> <li>• Enable voluntary and community sector organisations to develop</li> <li>• Support community development</li> </ul>	<p>Our work programme:</p> <ul style="list-style-type: none"> <li>• Support community planning including working with parishes to complete parish plans</li> <li>• Review control and management of Council assets</li> </ul>	<p>Our objectives are: To empower local communities Our work programme includes, supporting community development and enabling the voluntary and community sector organisations to develop</p>	<p>Key actions for 2015/15 will include:</p> <ul style="list-style-type: none"> <li>• Set out our 'community planning' offer and support community planning including working with parishes to complete neighbourhood and parish Plans</li> <li>• Review control and management of council assets</li> </ul>

<b>Ensuring we are a customer focused and service led council</b>				
<p>Become more business-like and efficient in the way we deliver services</p>	<p>Our work programme:</p> <ul style="list-style-type: none"> <li>• Facing the Future</li> <li>• Investigate and implement a programme of shared services</li> <li>• Ensure MTFs is focused on strategic priorities</li> <li>• Maximise income opportunities</li> <li>• Increase use of IT to maximise efficiencies</li> <li>• Where possible migrate customers to the lowest cost access channel</li> <li>• Improve communication and engagement with staff</li> </ul>	<p>Our work programme:</p> <ul style="list-style-type: none"> <li>• Introduce zero base budgeting for 2015/16 including a 'service challenge' process</li> <li>• Deliver 'Facing the Future'</li> <li>• Develop full business cases for previously identified energy reduction projects across the Council's estates</li> <li>• <i>Review internal communications</i></li> <li>• Carry out a staff satisfaction survey</li> </ul>	<p>Our objectives are:</p> <p>To become more business-like and efficient in the way we deliver services</p> <p>We will investigate and implement a programme of shared services and ensure our Medium Term Financial Strategy is focused on strategic priorities. Work will also include: maximising income opportunities and increasing the use of IT to maximise efficiencies; and where possible, migrating customers to the lowest cost access channel.</p> <p>We will also improve communication and engagement with staff</p>	<p>Key actions for 2015/15 will include:</p> <ul style="list-style-type: none"> <li>• Continue zero base budgeting for 2016/17 including a 'service challenge' process</li> <li>• Deliver Facing the Future</li> <li>• Develop full business cases for previously identified energy reduction projects across the council's estates</li> <li>• Carry out a staff satisfaction survey</li> <li>• <i>Build and launch a new council website that focuses on customer need</i></li> <li>• <i>Maximise the income generating potential of One Leisure sites to fully cover the cost of operation</i></li> <li>• <i>Develop a full business case for a Building Control Shared Service</i></li> <li>• <i>Publish Online Schedule of Proposed Procurements to promote future contract opportunities</i></li> <li>• <i>Provide two training events to local businesses in Public Procurement</i></li> </ul>
<p>Ensure customer engagement drives service priorities and improvement</p>	<p>Our work programme:</p> <ul style="list-style-type: none"> <li>• Understand our customers</li> <li>• Ensure all customer engagement is meaningful</li> <li>• Involving customers in significant changes to services</li> <li>• Ensure modern technology is used effectively to maximise our interaction with our customers</li> </ul>	<p>Our work programme:</p> <ul style="list-style-type: none"> <li>• <i>Develop use of the website for consultation and engagement</i></li> <li>• Implement a consultation exercise with residents to inform 2015/16 budget planning</li> <li>• <i>Prepare for Universal Credit and the move to a Single Fraud Investigation Service</i></li> </ul>	<p>To ensure customer engagement drives service priorities and improvement</p> <p>Work will involve gaining a better understanding of our customers and ensuring all customer engagement is meaningful; involving customers in significant changes to services and ensuring modern technology is used effectively to maximise our interaction with customers</p>	<ul style="list-style-type: none"> <li>• Implement a consultation exercise with residents to inform 2016/17 budget planning</li> <li>• Revisit and re-launch the Customer Service Strategy to ensure it continues to meet the needs of our customers and provide value for money services</li> </ul>

<b>Corporate indicators</b>			
<b>Strong local economy</b>			
Corporate indicator Growth in business rates	Contextual indicator <ul style="list-style-type: none"> <li>Total number of employee jobs in the District</li> <li>% of JSA claimants</li> <li>Footfall for the 4 market town centres</li> <li>Progress against the Cambridgeshire target of connecting 98% of businesses with access to fibre-based broadband by 2015</li> <li>Planning applications received</li> </ul>	No corporate indicators	Contextual Indicators <ul style="list-style-type: none"> <li>Total number of employee jobs in the district</li> <li>% of Job Seekers Allowance claimants</li> <li>Footfall for the four market town centres</li> <li>Progress against the Cambridgeshire target of connecting 98% of businesses with access to fibre-base broadband by 2015</li> <li>Planning applications received</li> </ul>
<b>Enable sustainable growth</b>			
Corporate indicators <ul style="list-style-type: none"> <li>Number of affordable homes delivered gross</li> <li>Net additional homes delivered</li> <li>Number of unintentional priority homelessness acceptances</li> <li>Number of households living in temporary accommodation (including B&amp;B)</li> <li>Number of families in B&amp;B</li> <li>Processing of planning applications on target – Major (within 13 weeks)</li> <li>Processing of planning applications on target – Minor (within 8 weeks)</li> <li>Process of planning applications on target – other (within 8 weeks)</li> </ul>	No contextual indicator	Corporate Indicators <ul style="list-style-type: none"> <li>Gross number of affordable homes delivered</li> <li>Net additional homes delivered</li> <li>Number of unintentional priority homeless acceptances (also per 1000 households)</li> <li>Number of households living in temporary accommodation (including B&amp;B)</li> <li>Number of families in B&amp;B</li> <li>Processing of planning applications on target - major (within 13 weeks)</li> <li>Processing of planning applications on target - minor (within 8 weeks)</li> <li>Process of planning applications on target - other (within 8 weeks)</li> <li><i>Reduction in the tonnage of residual waste collected</i></li> </ul>	No contextual indicators
<b>Working with our communities</b>			
Corporate indicators <ul style="list-style-type: none"> <li>Number of missed bins per 100,000 households</li> </ul>	Contextual indicators <ul style="list-style-type: none"> <li>Total number of police recorded crimes in Huntingdonshire</li> </ul>	Corporate Indicators <ul style="list-style-type: none"> <li>Number of missed bins per 100,000 households</li> </ul>	Contextual Indicators <ul style="list-style-type: none"> <li>Total number of police recorded crimes in</li> </ul>

<ul style="list-style-type: none"> <li>• % of household waste recycled or composted</li> <li>• % of food establishments in the district that are 'broadly compliant with food hygiene law'</li> <li>• Number of Disabled Facilities Grants (DFGs) completed</li> <li>• Time taken from first visit to completion of work on DFG with a value over £1000 (weeks)</li> </ul>	<ul style="list-style-type: none"> <li>• Total number of police recorded incidents of anti-social behaviour in Huntingdonshire</li> <li>• % of people who feel safe where they live</li> <li>• Total number of hate crime incidents reported to the police in Huntingdonshire</li> </ul>	<ul style="list-style-type: none"> <li>• % of household waste recycled or composted</li> <li>• % of food establishments in the district that are 'broadly compliant with food hygiene law'</li> <li>• Number of Disabled Facilities Grants (DFGs) completed</li> <li>• Average time (in weeks) between date of referral of DFGs to practical completion for minor jobs up to £10k.</li> <li>• <i>Issue decision notices on all applications within statutory periods under the Building Act 1984.</i></li> <li>• <i>Inspect and remove, where necessary all reported dangerous structures within 24 hours.</i></li> </ul>	<p>Huntingdonshire</p> <ul style="list-style-type: none"> <li>• Total number of police recorded incidents of anti-social behaviour in Huntingdonshire</li> <li>• % of people who feel safe where they live</li> <li>• Total number of hate crime incidents reported to the police in Huntingdonshire</li> </ul>
<b>A customer focused and service led council</b>			
<p>Corporate indicators</p> <ul style="list-style-type: none"> <li>• Number of days to process new benefits claims</li> <li>• Number of days to process changes of circumstances</li> <li>• Number of days to process new council tax support claims</li> <li>• Number of days to process council tax support events</li> <li>• % of council tax collected</li> <li>• % of business rates collected</li> <li>• Telephone satisfaction rates</li> <li>• Customers service centre satisfaction rates</li> <li>• Staff sickness days</li> <li>• Subsidy per visit to council owned leisure facilities</li> <li>• % of rent achievable on estates portfolio</li> <li>• % of space let on estates portfolio</li> <li>• % of rent arrears on estates portfolio</li> <li>• Total amount of energy used in council buildings</li> </ul>	<p>No contextual indicators</p>	<p>Corporate Indicators</p> <ul style="list-style-type: none"> <li>• Number of days to process new benefits claims</li> <li>• Number of days to process changes of circumstances</li> <li>• Number of days to process new council tax support claims</li> <li>• Number of days to process council tax change events</li> <li>• % of council tax collected</li> <li>• % of business rates collected</li> <li>• Telephone satisfaction rates</li> <li>• Customer service centre satisfaction rates</li> <li>• Staff sickness days</li> <li>• Subsidy per visit to council owned leisure facilities</li> <li>• % of rent achievable on estates portfolio</li> <li>• % of space let on estates portfolio</li> <li>• % of rent arrears on estates portfolio</li> <li>• Total amount of energy used in</li> </ul>	<p>No contextual indicators</p>

<ul style="list-style-type: none"> <li>Total fuel used from the council's fleet of vehicles</li> </ul>		<ul style="list-style-type: none"> <li>council buildings</li> <li>Total fuel used from the council's fleet of vehicles</li> <li><i>% of residents satisfied with the overall waste collection service</i></li> <li><i>Cost per household of waste collection</i></li> <li><i>% of Housing  Benefit overpayment debt recovered within three months</i></li> <li><i>% of green bin debt outstanding after three months</i></li> <li><i>% of invoices from suppliers paid within thirty days</i></li> </ul>	
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The corporate performance and contextual indicators remain broadly the same; those in italics have either been removed or are new for 2015/16.

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## **Development Management Panel**

**Report of the meeting held on 20th April 2015.**

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### **Matters for Information**

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#### **15. DEVELOPMENT APPLICATIONS**

The Panel has considered 12 applications of which 11 have been approved. The remaining item is the subject of an appeal to the Planning Inspectorate on the grounds of non-determination. In the circumstances the Panel has confirmed that, if it had been empowered to determine the application, it would have been refused. This will be referred to the Planning Inspectorate as part of the Council's case when the appeal is heard.

#### **16. OTHER DEVELOPMENT APPLICATION**

Pursuant to Item No. 13 of the Report of the Panel's March meeting, subject to the satisfactory resolution of the issues relating to the local highway network, and subject to the satisfactory completion of the Section 106 Legal Agreement (including the amount of formal open space to be provided) and conditions to be determined by the Head of Development after consultation with the Chairmen of the Section 106 Advisory Group and the Development Management Panel and the Executive Councillor for Planning and Housing Strategy, the Panel has approved the application for land at Wintringham Park, St Neots.

The application is for residential development of up to 2,800 dwellings, up to 63,500 square metres of employment development, District Centre including shops, services, community and health uses, local centre, two primary schools, open space, play areas, recreation facilities and landscaping, strategic access improvements including four new access points and associated infrastructure. In reaching a decision, Members have taken into account the views of the Section 106 Agreement Advisory Group.

The Panel will receive regular updates on the progress of this application.

#### **17. DEFERRED DEVELOPMENT APPLICATION**

Further to Item No. 13 of the Report of the Panel's March meeting, subject to the prior completion of a S106 Agreement, the application has been approved for residential development of up to 80 dwellings including access, open space, landscaping, drainage and associated infrastructure on land East of Glebe Farm, Gidding Road, Sawtry. The

Section 106 Agreement Advisory Group has endorsed the terms of the proposed Agreement.

#### **18. POLICY MATTER – ARTICLE 4 DIRECTIONS**

Pursuant to Item No. 10 of the Report to the meeting of the Council held on 25th February 2015, the Panel has authorised revised Article 4 Directions in respect of The Royal Oak, High Street, Hail Weston. The effect of the Directions is to remove permitted development rights under:

- Class A of the Town and Country Planning (General Permitted Development) Order 1995 (the GPDO) to change from Class A3 (restaurant and café) to Class A1 (shops); and
- Class C of the GPDO to change from Class A3 (restaurant and café) to Class A2 (financial and professional services).

Although, from 6th April 2015, a new Statutory Instrument removed certain permitted development rights, including those relating to drinking establishments, owing to a lack of clarity over the distinction between drinking establishments serving food and a restaurant serving food and drink or drink only to its customers, it is considered appropriate to serve new limited Article 4 Directions.

This matter has been reported to the Panel because of the liability for compensation, which might be a consequence of the service of a Direction. The Council has safeguarded its position in this respect as far as possible by obtaining a valuation report. The report suggests that there would be no significant difference in the value of the property between the existing use and the uses which the Article 4 Directions would directly bring under the Council's control as the Local Planning Authority. The valuation report has been funded by the Hail Weston Community Pub Society.

#### **19. APPEAL DECISIONS**

The Panel has been acquainted with four recent decisions by the Planning Inspectorate. The Inspector dismissed three of the appeals and the fourth was withdrawn.

Mrs B E Boddington  
Chairman