

## Corporate Plan 2018 – 2022

Huntingdonshire is already one of the best places to live in the country. We have good strategic transport links, a diverse workforce, below average unemployment, prosperous towns, active and engaged communities, a wide range of leisure options, a well-cared-for local economy and many, many other benefits.

We want to create an environment within which Huntingdonshire and its people can thrive. We want to protect and enhance the natural beauty of the area, ensuring that new development creates sustainable places where people want to live.

The Council is one part of a complex structure of public sector service providers and, in the context of public sector reforms and new ways of working, the need for collaborative partnership working is ever-increasing. We know we cannot deliver our vision alone and no single organisation has all the answers. We are taking the lead on work with partners such as the Cambridgeshire and Peterborough Combined Authority, to help bring in investment and attract people to live and work here.

The Council has taken a lead role in a multi-agency response to the national and local implications of COVID-19 and this has had significant short-term impacts and will impact on some of our medium-term objectives. Some changes that are happening now are likely to have a lasting impact on the area. In preparing this plan, some assumptions have been made around how long the emergency response will last and the recovery profile in terms of moving to a “new normal” way of life. It is anticipated that it will take up to 12 months for the local situation to stabilise.

We remain committed to addressing the area’s ‘grand challenges’ (Good Start, Good Health, Good Work, Good Place), which are now linked to our Corporate Plan, as well as a range of ‘wicked issues’ which present risks to the area, its people and the Council’s ability to deliver its vision. We will continue to be reactive to emerging issues as we address wider economic and environmental challenges and we will involve and support our residents and businesses in adapting to these challenges.

The Council’s Corporate Plan sets out a programme of activity to deliver growth and investment in the local economy whilst at the same time delivering quality services to residents. However, in the current climate we need to remain prepared to reallocate resources to react to new circumstances and to support evolving recovery plans.

Where we can properly plan for the future prosperity of our residents, find sensible solutions to tackle the things that matter to our residents and more proactively engage with the communities of Huntingdonshire; we will do so. We will do all these things because we are an ambitious **place** with huge potential and we always strive for the best outcomes for our **people**.

The Corporate Plan shows you our objectives, the work programmes we have put in place, the actions we will take and how we will measure our performance.

**Vision: We want to support a safe and healthy environment, deliver economic growth, provide value for money services and create opportunities for the people of Huntingdonshire**

**People (Good Start/Good Health):**

**We want to make our district a better place to live, to improve health and well-being and support people to be the best they can be**

**People – Support people to improve their health and well-being**

**Our Work Programme**

- Enabling people to live independently through the provision of adaptations and accessible housing
- Providing great, accessible green spaces, countryside, leisure and cultural facilities and opportunities for recreation and health
- Ensuring new developments have sufficient public green open spaces including play provision
- Facilitating and providing opportunities for positive activities that support residents' health and wellbeing needs
- Supporting, enabling and facilitating individuals to improve their health and well-being through self-care
- Working with partners to improve health and reduce health inequalities
- Prioritising accessible, high quality, well maintained open space, walking and cycling facilities on new housing developments
- Meeting the housing and support needs of our population

### Key Actions for 2020/21

- Work in partnership to provide greater leisure and health opportunities to enable more people to be more active, more often
- Establish a Healthy Open Spaces Strategy and Plan to maximise the health benefits of the Council's Parks and Open Spaces.
- **Recovery Action (One Leisure and Active Lifestyles – e.g. promoting health and wellbeing, sport and fitness activities, weight loss, healthy eating)**
- Provide financial assistance to people on low incomes to pay their rent and Council Tax
- Ensure that the principles of earlier interventions aimed at preventing homelessness are embedded within public sector organisations and other stakeholder partners
- Adopt a new Homelessness Strategy and a new Lettings Policy
- Identify and implement solutions to eradicate the need to place homeless families in B&Bs

### Performance Indicators for 2020/21

#### We will measure our success in the following ways:

- Number of homelessness preventions achieved (cumulative year to date)
- Average number of days to process new claims for Housing Benefit and Council Tax Support (cumulative year to date)
- Average number of days to process changes of circumstances for Housing Benefit and Council Tax Support (cumulative year to date)

#### More people taking part in sport and physical activity:

- Number of individual One Card holders using One Leisure Facilities services over the last 12 months (rolling 12 months)
- Number of individual One Leisure Active Lifestyles service users (cumulative year to date)

#### Providing more opportunities for people to be more active:

- Number of sessions delivered by One Leisure Active Lifestyles (cumulative year to date)

#### People participating more often:

- Number of One Leisure Facilities admissions – swimming, Impressions, fitness classes, sports hall, pitches, bowling and Burgess Hall (excluding school admissions) (cumulative year to date)
- People participating more often: One Leisure Active Lifestyles total attendances (cumulative year to date)

## People – Develop a flexible and skilled local workforce

### Our Work Programme

- Ensuring the full range of sufficient skills are available to support the Enterprise Zone
- Creating stronger links between businesses, education and training
- Working with businesses to establish current and future skills needs

### Key Actions for 2020/21

- Recovery Action (Community / Economic Development – e.g. promoting opportunities for local people to improve their skills and experience)

## People – Develop stronger and more resilient communities to enable people to help themselves

### Our Work Programme

- Supporting community development and enabling the voluntary and community sector to develop
- Working with communities to build resilience
- Increasing and supporting the development of levels of volunteering

### Key Actions for 2020/21

- Support community planning including working with parishes to complete Neighbourhood Plans
- Award and manage contracts for a public advice service and an infrastructure and support service for the voluntary sector
- Develop our asset-based approach to working with partners to improve opportunities for residents in the Oxmoor area, taking actions to increase community resilience and reduce demands and pressures on partner organisations
- Recovery Action (Community – e.g. work with Recognised Organisations or other community organisations to increase volunteering)

**Place (Good Place/Good Work):**  
**We want to make Huntingdonshire a better place**  
**to work and invest and we want to deliver**  
**new and appropriate housing**

**Place – Create, protect and enhance our safe and clean built and green environment**

**Our Work Programme**

- Ensuring that our streets and open spaces are clean and safe
- Working closely with partners to reduce crime and anti-social behaviour
- Collaborating with partners, providers and stakeholders in an enterprising fashion to enhance community resilience and build sustainable opportunities for people

**Key Actions for 2020/21**

- Establish a new park in St Ives
- Adopt a plan and deliver increases in nature – protecting and increasing biodiversity within our parks and open spaces
- Adopt Waste Minimisation Plan and deliver programme of waste minimisation activities to encourage people to reduce, re-use and recycle
- Install electric vehicle charging points in specific council owned car parks
- Install secure cycle storage facilities in specific council owned car parks

**Performance Indicators for 2020/21**

**We will measure our success in the following ways:**

- Percentage of sampled areas which are clean or predominantly clean of litter, detritus, graffiti or flyposting (cumulative year to date)
- Number of missed bins per 1,000 households (cumulative year to date)
- Percentage of household waste recycled/reused/composted (cumulative year to date)
- Number of complaints about food premises (cumulative year to date)
- Percentage of licensed taxi/hackney carriage/private hire vehicles that meet 'Euro 6' low vehicle emission standards (latest position at end of each quarter)
- Total number of appeals allowed as a percentage of total number of planning appeals decided (cumulative year to date)
- Number of cost awards against the Council where the application was refused at Development Management Committee contrary to the officer recommendation (cumulative year to date)

## Place – Accelerate business growth and investment

### Our Work Programme

- Supporting new and growing businesses and promoting business success
- Supporting the delivery of the Alconbury Enterprise Zone
- Supporting economic growth in market towns and rural areas
- Promoting inward investment

### Key Actions for 2020/21

- Develop a Regeneration Plan
- Prepare options reports for the redevelopment of the Bus Station Quarters in St Ives and Huntingdon
- Work with partners across the Cambridgeshire economy to deliver the ambitions of the Cambridgeshire and Peterborough Independent Economic Review / Local Industrial Strategy
- Recovery Action (Economic Development – Economic Growth Strategy)

## Place – Support development of infrastructure to enable growth

### Our Work Programme

- Facilitating the delivery of infrastructure to support housing growth
- Influencing the development of the Highways and Transport Infrastructure Strategy

### Key Actions for 2020/21

- Continue to work with partners and influence the Combined Authority (CA) and secure support and resources to facilitate delivery of new housing, drive economic growth and provide any critical infrastructure
- Support the implementation of 'Prospectuses for Growth' for St Ives, Huntingdon and Ramsey and the St Neots Masterplan
- Continue to provide active input into and work with partners on key transport developments, including the A428, East-West Rail and A14 improvements
- Work with partners to develop Oxford-Cambridge Arc (Ox-Cam) growth corridor proposals and maximise the opportunities this can offer locally
- Prepare and implement an updated Section 106 Supplementary Planning Document and Community Infrastructure Levy charging schedule
- Recovery Action (Economic Development)

**Performance Indicators for 2020/21**

**We will measure our success in the following ways:**

- The amount of Community Infrastructure Levy (CIL) funding allocated for small-scale infrastructure development (cumulative year to date)

**Place – Improve the supply of new and affordable housing, jobs and community facilities to meet current and future need**

**Our Work Programme**

- Planning and delivering the provision of decent market and affordable housing for current and future needs
- Ensuring an adequate supply of housing to meet objectively assessed needs
- Ensuring there are the right community and leisure facilities to support new housing developments

**Key Actions for 2020/21**

- Maintain a five year housing land supply (5YHLS) and ensure that the Housing Delivery Test in the National Planning Policy Framework is met
- Facilitate delivery of new housing and appropriate infrastructure
- Devise and implement strategies to use Council assets to support the delivery of affordable homes
- Recovery Action (Housing Strategy and/or Planning/Growth)

**Performance Indicators for 2020/21**

**We will measure our success in the following ways:**

- Percentage of planning applications processed on target – major (within 13 weeks or agreed extended period) (cumulative year to date)
- Percentage of planning applications processed on target – minor (within 8 weeks or agreed extended period) (cumulative year to date)
- Percentage of planning applications processed on target – household extensions (within 8 weeks or agreed extended period) (cumulative year to date)
- Number of new affordable homes delivered in 2020/2021 (cumulative year to date)
- Net growth in number of homes with a Council Tax banding (cumulative year to date)

## Becoming a more Efficient and Effective Council

### Our Work Programme

- Implementing our Transformation Programme
- Where possible, migrating customers to online services as the service of choice
- Maximising income opportunities, where appropriate
- Increasing the use of Information Technology to maximise efficiencies
- Identifying new opportunities for income generation
- Having an engaged and motivated workforce
- Ensuring our Medium-Term Financial Strategy is focused on strategic priorities
- Continuing to reshape the way the Council works to realise our savings target and improve performance

### Key Actions for 2020/21

- Actively manage Council owned non-operational assets and, where possible, ensure such assets are generating a commercial return for the Council
- Develop the Council's approach to data and business intelligence to support efforts to improve organisational efficiency including the development of unit cost and value metrics to measure service performance
- Develop the Council's approach and methodologies for business change, service design and user research to enable effective change management within the organisation
- [Recovery Action \(Finance\)](#)
- Develop Workforce Strategy including options for best use of apprenticeship levy

### Performance Indicators for 2020/21

#### We will measure our success in the following ways:

- Total amount of energy used in Council buildings (cumulative year to date)
- Percentage of Business Rates collected in year (cumulative year to date)
- Percentage of Council Tax collected in year (cumulative year to date)
- Number of magistrates court appeals against licensing decisions which have been upheld against the Council (cumulative year to date)
- Percentage satisfaction with ICT support services from feedback received (cumulative year to date)
- Percentage of invoices from suppliers paid within 30 days (cumulative year to date)
- Staff sickness days lost per full time equivalent (FTE) (cumulative year to date)
- Income generated from Commercial and Operational Estate Rental Income (cumulative year to date)



## Becoming a more Customer Focused Organisation

### Our Work Programme

- Ensuring technology is used effectively to maximise our interaction with customers
- Involving customers in significant changes to services
- Gaining a better understanding of our customer needs and ensuring all customer engagement is meaningful

### Key Actions for 2020/21

- Develop our understanding of customer and resident needs and demands
- Expand how we offer online and out of hours access to our services via the customer portal and other solutions
- Introduce a new electronic pre-application planning advice service

### Performance Indicators for 2020/21

#### We will measure our success in the following ways:

- Percentage of calls to Call Centre answered (cumulative year to date)
- Call Centre telephone satisfaction rate (cumulative year to date)
- Customer Service Centre satisfaction rate (cumulative year to date)
- Percentage of Stage 1 complaints resolved within time (cumulative year to date)
- Percentage of Stage 2 complaints resolved within time (cumulative year to date)
- Percentage reduction in avoidable contacts (cumulative year to date)
- Percentage of households with customer accounts generated (latest result)
- Percentage of all council services that have an end to end digital process (latest position at end of each quarter)

### Councillor Ryan Fuller, Executive Leader –

“I will never stop championing what a great place Huntingdonshire is and I want to see us continue to thrive.

The Council’s vision is ambitious but achievable. As a provider of vital services, we will strive for the best and will always be there for our most vulnerable residents.”

## Annex – Policy Framework

Overarching Plans	Outcome Plans	Strategic Plans	Activity Plans
Place Strategy to 2050 (Vision for Huntingdonshire)	Local Plan	<ul style="list-style-type: none"> <li>• Asset Management Strategy</li> <li>• Waste Strategy</li> <li>• <i>Housing Strategy</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Corporate Plan</i></li> <li>• Asset Management Plan</li> <li>• Waste Minimisation Plan</li> </ul>
	Community Strategy	<ul style="list-style-type: none"> <li>• <i>Housing Strategy</i></li> <li>• Consultation and Engagement Strategy</li> <li>• <i>Leisure and Health Strategy</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Corporate Plan</i></li> </ul>
	Economic Growth Strategy	<ul style="list-style-type: none"> <li>• Transport Strategy</li> <li>• Climate Change Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Regeneration Plan</li> </ul>
Vision for HDC	Core Service Strategy	<ul style="list-style-type: none"> <li>• Workforce Strategy</li> <li>• Medium Term Financial Strategy</li> <li>• Commercial Investment Strategy</li> <li>• Digital Strategy</li> <li>• <i>Leisure and Health Strategy</i></li> </ul>	<ul style="list-style-type: none"> <li>• Information Management Plan</li> <li>• Service Plan(s)</li> </ul>

Plans or strategies in italics are linked to more than one Outcome Plan.

The planned publication dates for each plan/strategy and the officers responsible are listed in the following table.

## Timetable

Strategy	Accountable Owner	Status	Date of Publication
Place Strategy to 2050	Nigel McCurdy/ David Edwards	In progress	Nov-20
Vision for HDC	Jo Lancaster	In progress	Sep-20
Local Plan to 2036	Clara Kerr	<b>Published</b>	May-19
Community Strategy	Finlay Flett	In progress	Dec-20
Economic Growth Strategy	Clara Kerr/Paul Gibbons	In progress	Oct-20
Core Service Strategy	Justin Andrews/John Taylor	Not started	Nov-20
Asset Management Strategy	Jackie Golby/Justin Andrews	Not started	Mar-21
Waste Strategy	Neil Sloper	Not started	Sep-21
Housing Strategy to 2025	Liz Bisset	In progress	Sep-20
Consultation and Engagement Strategy	Michelle Greet	In progress	Dec-20
Leisure and Health Strategy	Jayne Wisely	Not started	Mar-20
Transport Strategy	Nigel McCurdy/ David Edwards	Not started	Dec-20
Climate Change Strategy	Neil Sloper	Not started	Sep-21
Workforce Strategy	Aileen Whatmore	In progress	Nov-20
Medium Term Financial Strategy	Claire Edwards	In progress	Feb-20
Commercial Investment Strategy	Jackie Golby/ Justin Andrews	<b>Current</b> with refresh in 2020	Mar-21
Digital Strategy	Tony Evans	In progress	Oct-20
Corporate Plan	Daniel Buckridge	In progress	Oct-20
Asset Management Plan	Jackie Golby/ Justin Andrews	Not started	Mar-21
Waste Minimisation Plan	Andy Rogan	Not started	Nov-20
Regeneration Plan	Clara Kerr	Not started	Mar-21
Information Management Plan	Tony Evans	Not started	Dec-20