

GROWING SUCCESS: A CORPORATE PLAN

Introduction

Growing Success is our second Corporate Plan, building on Huntingdonshire 2000+. It has been developed to set the policy framework for the Council – which is represented diagrammatically in Appendix A. Specifically the plan is designed to ensure the Council are in a position to support the delivery of the Community Strategy for Huntingdonshire – a statutory plan we have developed with our partners. The Vision, Priorities and outcomes we must achieve are based on extensive consultation with local people, other organisations working in Huntingdonshire and detailed research. This level of consultation and research will be maintained to help us understand and develop what we do and monitor our successes in achieving this plan.

Vision

We have asked local people what is important to them now and what they want for the future. This has allowed us to develop the following **Vision** for the future, where Huntingdonshire is a place where —

- ◆ we make the most of the opportunities that come from growth;
- ◆ local people can realise their potential;
- ◆ we balance our social, economic and environmental needs; and
- ◆ we have a good quality of life.

This Vision sets the context in which the Council will work so that Huntingdonshire can develop in a sustainable way. By this we mean that things that we do now must benefit future generations as well as today's. To do this we need to achieve three things at the same time —

- ◆ developing communities in a way which meets everyone's needs;
- ◆ effective protection and enhancement of our environment; and
- ◆ high and stable levels of economic growth and employment.

To be successful in this vision and sustainable development, we also must take into account a number of features:

- ◆ Huntingdonshire is made up of many different communities;
- ◆ some communities have greater or different needs than others;
- ◆ equality doesn't mean doing the same for everyone;
- ◆ to make progress we must put more resources to meet the greatest needs;
- ◆ we can't afford to ignore communities with fewer needs; and
- ◆ everyone needs to feel involved.

Priorities

To achieve this Vision for the future, we have six **Priorities** and for each Priority we have identified the outcomes or results that need to be achieved if we are going to make our Vision for the future happen —

- ◆ **safe and active communities**
 - low crime and low fear of crime;
 - high community involvement;
 - a low level of poverty;
 - places to meet and things to do;
- ◆ **a healthy population**
 - healthy lifestyles;
 - personal safety;

- ◆ **a clean, green and attractive environment**
 - a clean District;
 - a low level of pollution and landfill;
 - high energy efficiency;
 - appropriate biodiversity;
 - development of brownfield sites; and
 - a high quality of built environment.

- ◆ **a strong and diverse local economy**
 - residents with skills appropriate to the local job market;
 - appropriate business enterprise;
 - appropriate commercial development;
 - low out-commuting;
 - a healthy rural economy;
 - competitive market towns.

- ◆ **housing that meets local needs**
 - sufficient affordable housing;
 - sufficient well-maintained housing stock;
 - opportunities for the vulnerable to live independently;
 - a low level of homelessness;
 - appropriate new housing.

- ◆ **accessible services and transport choices**
 - services which meet local needs;
 - transport opportunities that meet local needs.

In addition to these overall priorities, our communities want —

- ◆ Huntingdonshire and the District Council to have a good reputation, which means that we must have a strong, positive reputation with the Government, our partners, the public and the media based on the way the Council operates and the services we provide;

- ◆ good value for money, which means an appropriate level of Council Tax for the level of services we provide;

- ◆ Council services that meet local needs, which means that our services are provided in a fair way that provides equality and that diverse local needs are being met effectively.

What We Must Excel At

To achieve the outcomes, priorities and vision, there are certain things that as an organisation we must excel at. These processes are —

- ◆ **effective community leadership**
 - meeting our statutory requirements;
 - giving clear direction and setting priorities;
 - having effective external relationships;
 - having effective political management;

- ◆ **improving services**
 - improving the quality of services;
 - improving the effectiveness of services;
 - improving the efficiency of services;

- ◆ **effective partnerships**
 - strong relationships which deliver better services;
 - a low level of risk associated with partnership;
 - benefits from partnership opportunities;

- ◆ **effective management**
 - efficient financial and resource management
 - effective prioritisation and allocation of resources;

- ◆ **managing expectations**
 - giving a clear appreciation of which we can do with the resources available;
 - recognising our successes; and

- o having a clear understanding of local needs.

Are our communities satisfied and are we meeting their needs?

Learning and Growing

To achieve excellence in our processes and deliver our priorities, the Council recognises that we must learn, change and develop. To do this we must —

- ◆ **have the right skills**
 - o employees that have appropriate skills;
 - o Members with appropriate skills;
 - o effective succession planning;
- ◆ be innovative and improve
 - o an organisational culture which encourages challenge and embraces new concepts;
 - o demonstrate and value key behaviours;
 - o value equality and diversity;
 - o have motivated employees who contribute to Council priorities;
 - o celebrate our successes;
- ◆ **share and use knowledge**
 - o learn from experience;
 - o work together;
 - o have an appropriate ICT infrastructure that enables the Council to work together;

Internal Processes

What must we excel at?

Learning and Growing

What people, systems and procedures do we need to have in place to ensure achievement of our Priorities?

These perspectives are set out in a “scorecard”, (appendix B). This scorecard identifies a number of measures or indicators which will tell us if we are successful, together with a baseline (the current situation) and targets for future improvement. This corporate scorecard will be used to set objectives, define activities for services.

Managing Our Performance

The Council has a Comprehensive Performance Management Framework which draws together the things we must achieve to meet our Priorities and Vision and enables us to examine our performance from a number of perspectives.

Perspective

What This Means

Community

Are we well managed and achieving our Priorities?

Policy Framework

Purpose

Type of Plan

Focus

Strategic

Broad

Community Strategy

a shared vision of how we want Huntingdonsh
to develop and
an action plan to make it happen.

Local Development Document (Local Plan)

a development framework for
Huntingdonshire which also gives spatial
expression to the parts of the Community
Strategy which relate to the use and
development of land.

Corporate Plan

our aims and objectives and how we will
deliver our part of the community strategy.

Corporate Strategies

equality and social inclusion, procurement,
corporate governance, resources, local
economy, people, financial, medium term
plan, risk management and communications
and consultations.

Service Strategies

tourism, leisure, housing, culture, etc.

Service Plans

operational activities.

**Team and Individual
Key Performance Areas**

Operational

Specific