

## GROWING SUCCESS: A CORPORATE PLAN

### Introduction

Growing Success is our corporate plan and has been developed to set the policy framework for the Council (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 – and in turn to contribute to achieving national and local priorities. The Vision, Priorities and Outcomes we have set ourselves are based on consultation with local people, and with other organisations working in Huntingdonshire, along with detailed research. This level of consultation and research will be continued to help us maintain our understanding of what we need to achieve.

As well as our local priorities, the Plan includes information (Best Value Performance Indicators) on our performance in a range of services that have been identified by the Audit Commission (Appendix E).

In addition, the Council have established an Improvement Plan, (Appendix F), which contains areas which have been identified as requiring development. These topics have been highlighted during the Comprehensive Performance Assessment either by the Council, as part of our self-assessment, through the peer challenge process or by the Audit Commission during inspection. Account has been taken also of changes to the likely future assessment processes. The Improvement Plan is pitched at a high level identifying only the main areas of focus and any actions to be taken to deliver the improvements required. To ensure continuous improvement in all areas of the Council's work we have also established a new programme which will concentrate on reviewing the services which contribute to the key priorities.

### 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 —

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 todays. To do this we need to achieve three things at the same time -

- ◆ develop communities in a way which meets everyone's needs;
- ◆ effectively protect and enhance our environment; and
- ◆ maintain high and stable levels of economic growth and employment.

To be successful in this vision and to achieve 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 must consider all communities, even those with fewer needs; and
- ◆ everyone needs to feel involved.

## Priorities

To achieve our vision, we have six **Priorities** that are key elements of the **quality of life** experienced in the District.

The achievement of these priorities and providing **good value for money**, which means an appropriate level of Council Tax for the level of services we provide will ensure that the council has a **good reputation**. By this we mean that we 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.

We have categorised the priorities as **high, medium and low**, based on our judgement about the needs of the District. This involved examining each priority in detail against a range of factors such as how easy or what scope there was for improvement; how they impacted on other priorities such as those in the community strategy or the nationally agreed priorities; the extent of statutory or regulatory requirement; and what local residents had told us.

For each priority we have identified outcomes or results that need to be achieved if we are going to make progress and achieve the vision of the future. We have also considered the impact of key Council services on these priorities and ranked similarly as high, medium or low. Combined with the classification of the six priorities (Appendix C), the two exercises provide an important aid to service planning, service review and the allocation of resources.

### High

#### ◆ a clean, green and attractive environment

- a clean District;
- a low level of landfill;
- high energy efficiency;
- appropriate biodiversity;
- re-development of brown field sites; and
- a high quality of built environment

#### ◆ housing that meets local needs

- sufficient affordable housing;
- well-maintained housing stock;
- opportunities for the vulnerable to live independently;
- a low level of homelessness;
- appropriate new housing.

#### ◆ safe and active communities

- low crime and low fear of crime;
- high community involvement;

### Medium

#### ◆ a healthy population

- healthy lifestyles;
- personal safety;

#### ◆ accessible services and transport choices

- services which meet local needs;
- transport opportunities that meet local needs.

### Low

#### ◆ a strong and diverse local economy

- residents with skills appropriate to the local job market;
- appropriate business enterprise and commercial development;
- a healthy rural economy;
- competitive market towns.

## Where We Must Excel

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

- ◆ **effective community leadership**
  - meeting our statutory requirements;
  - giving clear direction and setting priorities;
  - having effective external relationships;
  - having effective political management;
  - promoting equality and inclusion;
- ◆ **high quality services**
  - continuous improvement in the quality, effectiveness and 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 what we can do with the resources available;
  - recognising our successes; and
  - having a clear understanding of local 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**
  - employees that have appropriate skills;
  - Members with appropriate skills;
  - effective succession planning;
- ◆ **be innovative and improve**
  - an organisational culture which encourages challenge and embraces new concepts;
- ◆ **demonstrate and value key behaviours**
  - value equality and diversity;
  - have motivated employees who contribute to Council priorities;
  - celebrate our successes;
- ◆ **share and use knowledge**
  - learn from experience;
  - work together;
  - have an appropriate ICT infrastructure that enables the Council to work together

## 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. It enables us to examine our performance from three perspectives – community, process and learn and grow.

Appendix B is a diagram (or strategy map), which shows the relationship between the three perspectives and the outcomes we want to achieve.

These perspectives are also set out in a “scorecard” (Appendix D), which shows the outcomes we are trying to achieve, the end of year (or lag) measures, interim (or lead) measures, original targets and the results of performance for the last year and targets for the forthcoming year.

The scorecard use a traffic light system –

- ❖ **green** is a level that we want to achieve,
- ❖ **red** is an unacceptable level, where we will need to intervene to improve things, and
- ❖ **amber** represents performance in between.

This scorecard is used to monitor achievement, set objectives and define activities for services.

## Statement on Contracts

In accordance with the Code of Practice on Workforce Matters in Local Authority Service Contracts the Council certifies that there were no contracts awarded in 2004/05 that involved the transfer of employees.

## Policy Framework

**Purpose**

**Type of Plan**

**Focus**

**Strategic**

**Broad**

### Community Strategy

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

### Local Development Framework (Local Plan)

A development framework for Huntingdonshire, which also deals with the parts of the Community Strategy that 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.

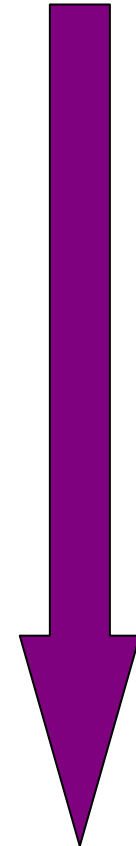
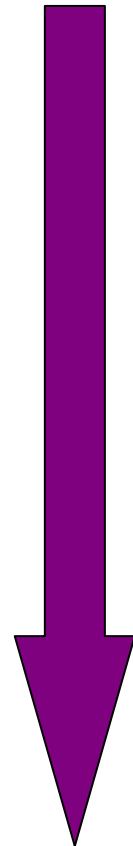
### Service Strategies

Tourism, leisure, housing, culture, etc.

### Service Plans

Operational activities.

### Team and Individual Key Performance Areas

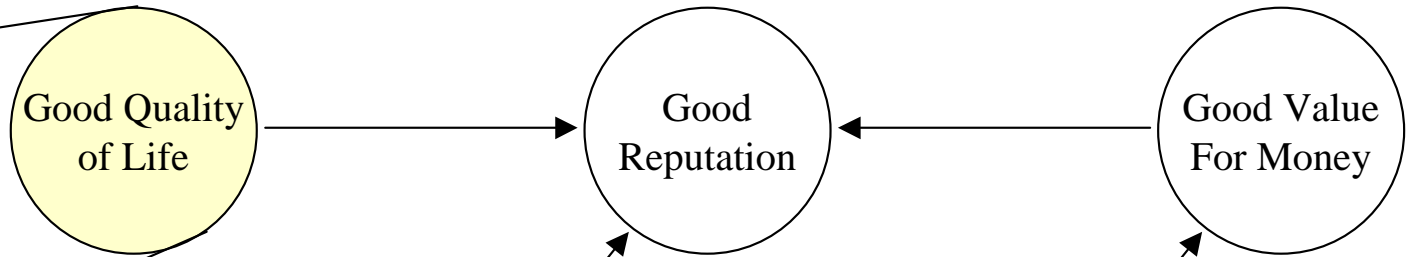


**Operational**

**Specific**

# Community

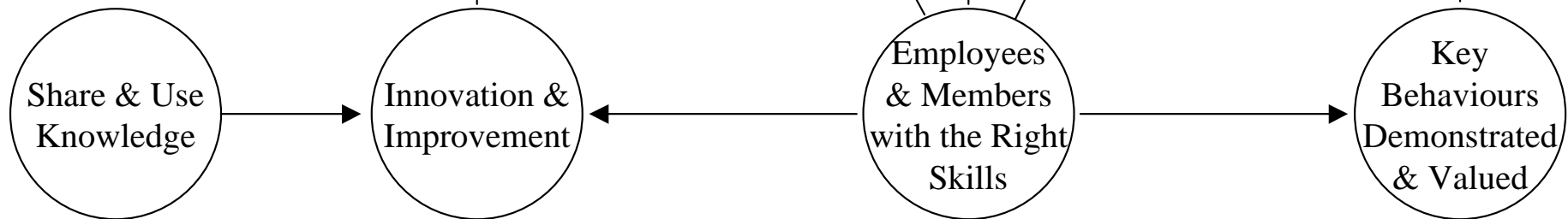
**Key Priorities:**  
 A clean, green and attractive environment  
 Housing which meets local needs  
 Safe and active communities  
 A healthy population  
 Accessible services and transport choices  
 A strong and diverse local economy



# Process



# Learn & Grow





		High Impact	Medium Impact	Low Impact
High Priority	Clean, Green and Attractive Environment	<p><b>Environmental Health</b></p> <ul style="list-style-type: none"> <li>❖ Nuisance - investigations of complaints and interventions</li> <li>❖ Dog fouling - education, patrols, spot fines &amp; prosecutions</li> </ul> <p><b>Operations Division</b></p> <ul style="list-style-type: none"> <li>❖ Street cleaning</li> <li>❖ Waste collection service</li> <li>❖ Grounds maintenance</li> </ul> <p><b>Environment</b></p> <ul style="list-style-type: none"> <li>❖ Waste and recycling services</li> </ul> <p><b>Planning</b></p> <ul style="list-style-type: none"> <li>❖ Re-development of brown field sites</li> <li>❖ Urban Capacity Study, Design Frameworks, Planning Guidance and market town vision statements</li> <li>❖ Development control</li> </ul>	<p><b>Environmental Health</b></p> <ul style="list-style-type: none"> <li>❖ Inspection of prescribed industrial processes for pollution risks</li> <li>❖ Identification/inspection/remediation of contaminated land sites</li> </ul> <p><b>Projects</b></p> <ul style="list-style-type: none"> <li>❖ Design/manage construction of capital projects</li> </ul> <p><b>Countryside Services</b></p> <ul style="list-style-type: none"> <li>❖ Managing open spaces</li> <li>❖ Education and events programme</li> <li>❖ Promoting biodiversity</li> </ul> <p><b>Planning</b></p> <ul style="list-style-type: none"> <li>❖ Listed buildings – advice and negotiation and grant aid.</li> </ul>	<p><b>Environmental Health</b></p> <ul style="list-style-type: none"> <li>❖ Monitoring and assessment of local air quality</li> <li>❖ Education, advice and guidance on home energy efficiency</li> </ul> <p><b>Environment</b></p> <ul style="list-style-type: none"> <li>❖ Education and awareness training</li> </ul> <p><b>Tourism</b></p> <ul style="list-style-type: none"> <li>❖ Target group travel market</li> <li>❖ Provide information on public transport, walking and cycling</li> </ul> <p><b>Planning</b></p> <ul style="list-style-type: none"> <li>❖ Encourage biodiversity through policies, advice and negotiation</li> </ul>
	Housing Which Meets Local Needs	<p><b>Housing</b></p> <ul style="list-style-type: none"> <li>❖ Enable affordable and special needs housing</li> <li>❖ Maintain housing register and nominate applicants</li> <li>❖ Disabled Facilities Grants &amp; Home Improvement Agency</li> <li>❖ Supporting People Strategy</li> <li>❖ Provide homelessness prevention/intervention services</li> </ul> <p><b>Benefits</b></p> <ul style="list-style-type: none"> <li>❖ Pay housing benefit quickly and accurately</li> <li>❖ Award discretionary housing payments</li> </ul> <p><b>Planning</b></p> <ul style="list-style-type: none"> <li>❖ Affordable housing policies in development plans, urban design frameworks and market town vision statements</li> <li>❖ Joint work with Cambridgeshire authorities and sub-regional organisations</li> <li>❖ Development control advice and negotiations</li> </ul>	<p><b>Housing</b></p> <ul style="list-style-type: none"> <li>❖ Housing Stock Strategy</li> <li>❖ Provide grants and advice</li> </ul> <p><b>Environmental Health</b></p> <ul style="list-style-type: none"> <li>❖ On-demand inspection and remediation of housing in disrepair</li> <li>❖ Housing Condition Survey</li> </ul> <p><b>Benefits</b></p> <ul style="list-style-type: none"> <li>❖ High level of benefit take-up through marketing/communications</li> <li>❖ Benefit surgeries</li> </ul> <p><b>Planning</b></p> <ul style="list-style-type: none"> <li>❖ Rural housing exception sites developed</li> </ul>	<p><b>Housing Benefits</b></p> <ul style="list-style-type: none"> <li>❖ Pastoral Visiting Officer</li> <li>❖ Links to Registered Social Landlords and Housing Services</li> </ul>
	Safe and Active Communities	<p><b>Community Safety</b></p> <ul style="list-style-type: none"> <li>❖ Public awareness raising</li> <li>❖ Anti social behaviour case-workers to quickly resolve complaints</li> </ul>	<p><b>Emergency Planning</b></p> <ul style="list-style-type: none"> <li>❖ CCTV &amp; monitoring “shop watch” radio system</li> </ul> <p><b>Operations</b></p> <ul style="list-style-type: none"> <li>❖ Street cleansing – removal of graffiti, fly-posting and fly-tipping</li> </ul> <p><b>Administration</b></p> <ul style="list-style-type: none"> <li>❖ Implementation of Licensing Act 2003</li> </ul> <p><b>Countryside Services</b></p> <ul style="list-style-type: none"> <li>❖ Support agencies working with people at risk</li> </ul> <p><b>Planning</b></p> <ul style="list-style-type: none"> <li>❖ ‘Secured by Design’ standards - policies and plans, advice and negotiations, including liaison with Police</li> </ul> <p><b>Parks Management</b></p> <ul style="list-style-type: none"> <li>❖ Provide &amp; support the provision of facilities for young people</li> <li>❖ Provide activity programme</li> </ul>	<p><b>Community Safety</b></p> <ul style="list-style-type: none"> <li>❖ Anti Social Behaviour Orders and Contracts.</li> </ul> <p><b>Planning</b></p> <ul style="list-style-type: none"> <li>❖ Active involvement in planning issues</li> <li>❖ Advice and guidance for Town and Parish Councils</li> <li>❖ Flooding prevention</li> </ul> <p><b>Revenue Collection</b></p> <ul style="list-style-type: none"> <li>❖ Discount &amp; exemption take up and review</li> <li>❖ High level of Council Tax and NNDR collection</li> </ul> <p><b>Community Initiatives</b></p> <ul style="list-style-type: none"> <li>❖ Support to voluntary sector organisations</li> <li>❖ Support neighbourhood management</li> </ul> <p><b>Policy</b></p> <ul style="list-style-type: none"> <li>❖ Active involvement and engagement, including young people</li> </ul>



	<b>Healthy Population</b>	<b>Environmental Health</b> <ul style="list-style-type: none"> <li>❖ Inspection and enforcement of employment premises</li> <li>❖ Education, advice and guidance for employment premises</li> <li>❖ Investigation of all RIDDOR accidents</li> </ul> <b>Leisure Centres</b> <ul style="list-style-type: none"> <li>❖ Provide facilities for sport, physical recreation</li> <li>❖ Promote health benefits of exercise</li> </ul> <b>Leisure Development</b> <ul style="list-style-type: none"> <li>❖ Intervention and prevention programmes</li> </ul>	<b>Environmental Health</b> <ul style="list-style-type: none"> <li>❖ Inspection and enforcement of food premises</li> <li>❖ Education, advice and guidance for food premises</li> <li>❖ Investigation of all food-borne illnesses/outbreaks reported</li> <li>❖ Food sampling programme to fit national need</li> </ul> <b>Countryside Services</b> <ul style="list-style-type: none"> <li>❖ Provide open spaces for healthy activities</li> <li>❖ Promote health benefits of countryside activities</li> </ul> <b>Parks Management</b> <ul style="list-style-type: none"> <li>❖ Provide open spaces for healthy activities</li> <li>❖ Promote health benefits of open spaces</li> </ul>	<b>Environmental Health</b> <ul style="list-style-type: none"> <li>❖ Pest eradication service</li> </ul> <b>Transport</b> <ul style="list-style-type: none"> <li>❖ Work with CCC on Local Transport Plan road safety objectives</li> <li>❖ Secure funding to address traffic safety issues</li> </ul> <b>Emergency Planning</b> <ul style="list-style-type: none"> <li>❖ Emergency Plans and responses to civil emergencies</li> </ul> <b>Arts</b> <ul style="list-style-type: none"> <li>❖ Arts activities and events</li> </ul> <b>Community Initiatives</b> <ul style="list-style-type: none"> <li>❖ Support voluntary organisations</li> <li>❖ Support talented performers</li> </ul>
<b>Medium Priority</b>	<b>Accessible Services and Transport Choices</b>	<b>Environment</b> <ul style="list-style-type: none"> <li>❖ Kerb-side waste &amp; recycling services &amp; mini recycling sites</li> </ul> <b>Transport</b> <ul style="list-style-type: none"> <li>❖ Car parking provision</li> </ul> <b>Benefits</b> <ul style="list-style-type: none"> <li>❖ Benefit services - Huntingdon/Ramsey/St Ives/StNeots/Yaxley and mobile service project</li> <li>❖ Pastoral visitor</li> </ul> <b>Revenue Collection</b> <ul style="list-style-type: none"> <li>❖ Cash offices and e-payments and Direct Debit</li> </ul> <b>Community Initiatives</b> <ul style="list-style-type: none"> <li>❖ Support voluntary organisations by funding, promotion advice</li> <li>❖ Community based information services</li> </ul> <b>Planning</b> <ul style="list-style-type: none"> <li>❖ planning strategy influencing the sustainable location of development</li> <li>❖ Maximise developers' contributions to transportation and community facilities from appropriate schemes</li> </ul> <b>Administration</b> <ul style="list-style-type: none"> <li>❖ Effective telecommunications and service recovery</li> </ul> <b>Information Management Division</b> <ul style="list-style-type: none"> <li>❖ Call Centre &amp; Customer Service Centre implementation</li> </ul>	<b>Information Management Division/All Services</b> <ul style="list-style-type: none"> <li>❖ Online (Web, Kiosk, H.E.L.P) information, payments, booking, services and recruitment</li> </ul> <b>Transport</b> <ul style="list-style-type: none"> <li>❖ Community transport schemes</li> </ul> <b>Administration</b> <ul style="list-style-type: none"> <li>❖ Taxi and Private Hire licensing and regulation</li> </ul> <b>Leisure Development</b> <ul style="list-style-type: none"> <li>❖ Support local clubs and their development needs</li> <li>❖ Organise outreach programmes of sport across the district</li> </ul> <b>Leisure Centres</b> <ul style="list-style-type: none"> <li>❖ Improve accessibility of service through physical improvement</li> <li>❖ Improve promotion of range of activities</li> </ul>	<b>Information Management Division</b> <ul style="list-style-type: none"> <li>❖ Online access to learning and information through HeLP, including tutor assistance</li> </ul> <b>Community Safety</b> <ul style="list-style-type: none"> <li>❖ Anti social behaviour case-workers and use of self help packs</li> </ul> <b>Emergency Planning</b> <ul style="list-style-type: none"> <li>❖ Out of hours contact service</li> </ul> <b>Arts</b> <ul style="list-style-type: none"> <li>❖ Market arts activities in the district</li> <li>❖ Organise programmes of Arts events</li> </ul> <b>Countryside Services</b> <ul style="list-style-type: none"> <li>❖ Enable voluntary sector to deliver activities</li> <li>❖ Improve year round use of sites</li> </ul> <b>Tourism</b> <ul style="list-style-type: none"> <li>❖ Promotional material through variety of channels</li> <li>❖ Increase direct marketing</li> </ul>
<b>Low Priority</b>	<b>Strong and Diverse Economy</b>	<b>Economic Development</b> <ul style="list-style-type: none"> <li>❖ Identified projects, including the competitiveness of market towns, enterprise support in Ramsey Area; creative industries; commercialisation of science, particularly renewable energy/non or low carbon technologies, supporting rural economies and inward investment.</li> </ul> <b>Planning</b> <ul style="list-style-type: none"> <li>❖ Appropriate allocation, development and occupation of employment land, including town centre floorspace, through policies and development plan, allocation development plan, advice and negotiations urban design frameworks and market town vision statements</li> </ul> <b>Tourism</b> <ul style="list-style-type: none"> <li>❖ Promote the District as a destination meeting special interests</li> <li>❖ Encourage tourism providers to raise quality standards</li> </ul>	<b>Operations</b> <ul style="list-style-type: none"> <li>❖ Market services - maintain balanced markets/diverse product sales</li> </ul> <b>Legal</b> <ul style="list-style-type: none"> <li>❖ Industrial starter units and commercial portfolio - meeting need/ demand, identifying potential sites for development on own or in partnership and seek necessary funding.</li> </ul> <b>Countryside Services</b> <ul style="list-style-type: none"> <li>❖ Publicise facilities and events</li> <li>❖ Attend national events to promote facilities</li> </ul> <b>Economic Development</b> <ul style="list-style-type: none"> <li>❖ Work with business and learning providers to identify skill and training needs, bid for funding to fill gaps and manage retail, aeronautical and motor sports skills initiatives</li> <li>❖ Support and develop of Town Centre Partnerships</li> </ul>	<b>Revenues</b> <ul style="list-style-type: none"> <li>❖ Rural small business and discretionary rate relief</li> </ul> <b>Community Initiatives</b> <ul style="list-style-type: none"> <li>❖ Support local organisations to become social enterprises</li> </ul> <b>Economic Development</b> <ul style="list-style-type: none"> <li>❖ Support business start-up/development/retention through grant aid</li> <li>❖ Support the development of business support networks</li> </ul>

## Corporate Scorecard

### Community Perspective

Outcome	Lag Measure	Actual 2004/05	Lag Target		Lead Measure	Lead Target	
			2004/05	2005/06		2004/05	Revised 2005/06
Good reputation	Comprehensive Performance Assessment (CPA) rating	Excellent	Excellent	Excellent	% of outcomes achieved from the CPA improvement plan	80%	80%
Good value for money	% satisfied with level of Council Tax for services provided	36%	70%	60	% projected average annual council tax increase for the next 5 years	10%	15%
					% of residents who have a clear understanding average council tax paid for services provided by HDC	TBC	TBC
Good quality of life	% satisfied with Huntingdonshire as a good place to live	87%	85%	88%	% of lead targets for the six priority areas forecast to be met	80%	80%
Safe and active communities	% who feel safe	82%	77%	85%	% of targets for Safe & Active Communities forecast to be met	80%	80%
Healthy population	Average life expectancy	77.5	77.5 yrs males 82.1 yrs females	77.5 yrs males 82.1 yrs females	% of targets for Healthy Population forecast to be met	80%	80%
		82.1					
Clean, green, attractive environment	% satisfied that Huntingdonshire is a clean, green and attractive place	72%	71%	75%	% of targets for Clean, Green and Attractive Environment forecast to be met	80%	80%
Housing that meets local needs	% of housing needs targets achieved		80%	80	% of targets for Housing That Meets Local Needs forecast to be met	80%	80%
Strong & diverse economy	The number of local jobs	74,000	74,000	75,000	% of targets for Strong and Diverse Economy forecast to be met	80%	80%
Accessible services and transport choices	% who feel they have good access to services	56%	90%	60	% of targets for Accessible Services & Transport Choices forecast to be met	80%	80%

### Process Perspective

Outcome	Lag Measure	Actual 2004/05	Lag Target		Lead Measure	Lead Target	
			2004/05	Revised 2005/06		2004/05	Revised 2005/06
Effective community leadership	% who believe we have clear direction and priorities	53%	70%	70%	% of employees who believe we have clear direction and priorities	90%	90%
High quality service delivery	% of customers rating service quality as good or better	67%	65%	65%	% of service delivery targets achieved	65%	65%







Outcome	Lag Measure	Actual 2004/05	Lag Target		Lead Measure	Lead Target	
			2004/05	Revised 2005/06		2004/05	Revised 2005/06
Effective partnerships	% of partnership targets achieved		TBC	TBC	% of partnerships which comply with the council's framework	90%	90%
Effective management	Revenue expenditure as a percentage of budget	<b>*94%</b>	95%	95%	Forecast outturn	90%	90%
	Capital expenditure as a percentage of budget	<b>*75%</b>	90% +/- 5%	95% +/- 5%	Forecast outturn	90% +/- 5%	95% +/- 5%
	% of effective management outcomes in resource strategies achieved		85%	85%	% of effective management actions on track	85%	85%
Managing Expectations	% of people with an accurate understanding of our service standards	<b>73%</b>	80%	80%	% of services for which we have defined and communicated service standards	100%	100%









### Learn and Grow Perspective







Outcome	Lag Measure	Actual 2004/05	Lag Target		Lead Measure	Lead Target	
			2004/05	Revised 2005/06		2004/05	Revised 2005/06
Employees and Members with the right skills	% of employees with appropriate skills		80%	80%	% of training & development plans completed	80%	80%
	% of Members who have attended appropriate courses		80%	80%	% of Members for whom training & development plans have been identified	100%	100%
Innovation and improvement	% of staff who feel we have a culture of innovation		60%	60%	No. of suggestions made per quarter	20	20
					No. of innovation awards made per quarter	2	2
Key behaviours demonstrated and valued	% of staff who feel that key behaviours are valued		70%	70%	% of employees demonstrating key behaviours	80%	80%
Share & Use Knowledge	% of staff who feel we are a learning organisation		80%	80%	% of completed projects for which post-project appraisals have been completed and published	90%	90%
					No. of examples of knowledge sharing per month	20	20








\*Provisional







## National Best Value Performance Indicators for 2004/05

	Best Value Performance Indicator	Actual 2003/4	Trend 03/04 V 04/05	Actual 2004/5	Targets				Comments
					04/05	05/06	06/07	07/08	
	<b>Our Overall Performance</b>								
1a	Does the Council have a Community Strategy developed in collaboration with the local strategic partnership, for improving the economic, social and environmental well being in a way that is sustainable?	Yes		Yes	Yes	Yes	Yes	Yes	
1b	By when will a full review of the community strategy be completed?	2006/07		2006/07					
1c	Has the Council reported progress towards implementing the community strategy to the wider community this year?	No		Yes					
2a	The level of the Equality Standard for Local Government to which the Council conforms	1		1	1	1	1	2	
2b	The duty to promote race equality check list score	68%		68%	68%	68%	74%	79%	Top Quartile based on 2003/04
8	The percentage of invoices for goods and services that were	94%		96.3	95%	97%	97.5%	98%	Top Quartile based








	Best Value Performance Indicator	Actual 2003/4	Trend 03/04 V 04/05	Actual 2004/5	Targets				Comments
					04/05	05/06	06/07	07/08	
	paid by the Council within 30 days of such invoices being received.			%					on 2003/04
9	The percentage of Council Tax collected	99%		98.1 %	98.4%	98.4%	98.5%	98.6%	
10	The percentage of non-domestic rates due for the financial year which were received by the Council	99.2%		99.1 %	99%	99.2%	99.3%	99.4%	Top Quartile based on 2003/04
180a (i)	Actual/'Typical' energy consumption in Council buildings - electricity	141%		154.3 %	140%	150%	145%	140%	
180a (ii)	Actual/'Typical' energy consumption in Council buildings - fossil fuels	107%		53%	100%	54%	55%	56%	
	<b>People Statistics</b>								
11a	The percentage of employees in the top 5 per cent of earners that are women	11.1%		15.8 %	15%	15%	15%	20%	Bottom Quartile based on 2003/04
11b	The percentage of employees in the top 5 per cent of earners that are from ethnic minorities	0%		2.6%	0%	3%	3%	5%	
12	The number of working days/shifts lost to sickness absence	7.56		8.26	7	7	7	7	
14	The percentage of council employees retiring early (excluding ill-health retirements)	0.7%		0.15 %	.50%	0.45%	0.45%	0.45%	Top Quartile based on 2003/04










	Best Value Performance Indicator	Actual 2003/4	Trend 03/04 V 04/05	Actual 2004/5	Targets				Comments
					04/05	05/06	06/07	07/08	
	as a percentage of the total work force								
15	The percentage of employees retiring on grounds of ill health as a percentage of the total workforce	0.5%		0%	0.35%	0.35%	0.35%	0.35%	Top Quartile based on 2003/04
16a	The percentage of council employees declaring that they meet the disability definition in the Disability Discrimination Act 1995	2%		3.6%	3%	3%	3%	4%	Implementation of Personnel system resulted in an increased number of employee declarations.
16b	The percentage of the economically active population who have disabilities. (2001 census)	10.5%		10.5%	10.5%	10.5%	10.5%	10.5%	
17a	The percentage of council employees from minority ethnic communities	1.7%		1.7%	2%	2%	2%	3%	
17b	The percentage of the economically active population who are from an ethnic minority background. (2001 census)	2.7%		2.7%	2.7%	2.7%	2.7%	2.7%	
	<b>Waste Collection &amp; Recycling</b>								
82a	The percentage of the total	17.4%		21%	20%	21%	21%	21%	Top Quartile based







	Best Value Performance Indicator	Actual 2003/4	Trend 03/04 V 04/05	Actual 2004/5	Targets				Comments
					04/05	05/06	06/07	07/08	
	tonnage of household waste which have been recycled								on 2003/04
82b	The percentage of the total tonnage of household waste which have been composted	4.1%		11.5 %	12%	27.5%	30%	30%	Top Quartile based on 2003/04
82 (a) + (b)	The percentage of total tonnage of household waste recycled	21.5%		32.5 %	32%	48.5%	51%	51%	
84	The number of kilograms of household waste collected per head	358kg		377k g	369kg	380kg	391kg	401kg	Top Quartile based on 2003/04
86	The cost of waste collection per household	£40.95		*£53.39	£54.68	£66.27	£68.77	£71.52	
91	The percentage of population resident in the authority's area served by a kerbside collection of recyclables	98%		98%	100%	100%	100%	100%	
199	The percentage of land and highways assessed as having significant or heavy combined deposits of litter and detritus (eg, sand, silt and other debris)	3%		7%	12%	12%	12%	12%	
	<b>Access to Our Services</b>								
156	The percentage of council buildings open to the public in which <b>all</b> public areas are suitable for and accessible to	6%		12%	12%	12%	18%		



	Best Value Performance Indicator	Actual 2003/4	Trend 03/04 V 04/05	Actual 2004/5	Targets				Comments
					04/05	05/06	06/07	07/08	
	people with disabilities.								
157	The number of types of interactions that are enabled for electronic delivery as a percentage of the types of interactions that are legally permissible for electronic delivery	50%		73%	70%	100%	100%	100%	
	<b>Legal Services</b>								
177	The percentage of authority expenditure on legal and advice that have been awarded the Quality Mark and meet a priority legal need identified in the Community Legal Service Partnership strategic plan.	42.4%		42.4 %	44.3%	44.3%	44.3%	44.3	Targets subject to funding agreement
	<b>Community Safety</b>								
126	Domestic burglaries per 1,000 households.	8.56		6.74	9.68	Not available	Not available		
127a	Violent offences by a stranger per 1000 population	1.4		1.6	The Police are no longer required to collect this data; therefore no targets have been set.				
127b	Violent offences in a public place per 1000 population	3.21		3.62					
127c	Violent offences in connection with licensed premises per 1000	0.66		0.77					



	Best Value Performance Indicator	Actual 2003/4	Trend 03/04 V 04/05	Actual 2004/5	Targets				Comments
					04/05	05/06	06/07	07/08	
	population								
127d	Violent offences committed under influence per 1000 population	1.16		1.71					
128	Vehicle crimes per 1,000 population	11.02		8.8	8.46	Not available	Not available		
166	Score against a checklist of enforcement best practice for environmental health/trading standards	84%		90%	100%	100%	100%	100%	
174	The number of racial incidents recorded by the authority per 100,000 population	1.2		1.87	0	0	0	0	
175	The percentage of racial incidents that resulted in further action	100%		100%	100%	100%	100%	100%	
176	The number of domestic violence refuge places per 10,000 population which are provided or supported by the authority	0		0	0	0	0	0	
	<b>Housing Matters</b>								
62	The percentage of unfit private sector dwellings made fit or demolished as a direct result of action by the local authority	7.2%		6.88%	7%	Indicator deleted from 2005/06		Top Quartile based on 2003/04	

	Best Value Performance Indicator	Actual 2003/4	Trend 03/04 V 04/05	Actual 2004/5	Targets				Comments
					04/05	05/06	06/07	07/08	
64	The number of private sector vacant dwellings that are returned into occupation or demolished during 2004/05 as a direct result of action by the local authority	12		7	12	12	12	12	
183a	The average length of stay in bed & breakfast - weeks	7		5	6	5	4	4	
183b	The average length of stay in hostels - weeks	12		15	12	14	12	12	
76.1	The number of Benefit claimants visited per 1,000 cases	348		203	420	200	200	200	
76.2	The number of fraud investigators per 1,000 cases	1		0.35	1	0.4	0.4	0.4	
76.3	The number of fraud investigations per 1,000 cases	74		93	50	95	100	100	Top Quartile based on 2003/04
76.4	The number of prosecutions and sanctions per 1,000 cases	9		8	9	8	8	8	Top Quartile based on 2003/04
78a	The average time for processing new benefits claims (days)	40.5		35.1	36	30	28	27	
78b	The average time for processing notification of change of circumstance (days)	7.2		8.8	9	9	9	9	The target increased due to change in legislation commencing in April 2004.

	Best Value Performance Indicator	Actual 2003/4	Trend 03/04 V 04/05	Actual 2004/5	Targets				Comments
					04/05	05/06	06/07	07/08	
79a	The percentage of cases for which the calculation of the amount of benefit due was correct on the basis of the information available for the determination for a sample of cases checked post-determination.	96.2%		99%	97.6%	98.4%	98.4%	98.4	Top Quartile based on 2003/04
79b	The percentage of recoverable overpayments (excluding council tax benefit) that were recovered in the year,	44%		41.47%	42%	38%	39%	40%	
202	The number of people sleeping rough on a single night within the area of the local authority	N/A	N/A	0-10					BVPI introduced 2004/05
203	% change in average number of families in temp accommodation compared previous year	N/A	N/A	40%					BVPI introduced 2004/05
	<b>Planning Measures</b>								
106	The percentage of new homes built on previously developed land	34%		35.9%	40%	43%	43%	43%	Bottom Quartile based on 2003/04
109a	Major applications determined in 13 weeks	43%		41%	60%	60%	60%	60%	
109b	Minor applications determined in 8 weeks	59%		52%	65%	65%	65%	65%	Bottom Quartile based on 2003/04
109c	Other applications (predominantly householder)	87%		81%	80%	80%	80%	80%	

	Best Value Performance Indicator	Actual 2003/4	Trend 03/04 V 04/05	Actual 2004/5	Targets				Comments
					04/05	05/06	06/07	07/08	
	determined in 8 weeks								
179	The percentage of standard searches carried out in 10 working days	97.8%		96.5 %	100%	100%	100%	100%	
200a	Does the Council have a development plan (or alterations to it) that has been adopted in the last 5 years and the end date of which has not expired?	Yes		Yes	Yes	No	No	No	
200b	If 'No', are there proposals on deposit for an alteration or replacement, with a published timetable for adopting those alterations or the replacement plan within three years?					Yes	Yes		
204	Percentage of appeals allowed against the authority's decision to refuse planning applications	N/A	N/A	27%					
205	Quality of service checklist	N/A	N/A	88.9 %		90%	90%	90%	

\* = Provisional at this time (20/5/2005)

## Improvement Plan

Subject	Area of Focus	Reference	Action Proposed	Outcome	Leading Members and Officers
Priorities and Vision	<p>Explicit and strategic choices about priorities and non-priorities.</p> <p>To ensure that priorities will be met and that resources are allocated appropriately between priorities, lower priorities or non-priorities.</p> <p>Communicate priorities internally and externally.</p>	<p>CPA Report Pages 10-11/ Sections 26-35</p> <p>Self-Assessment Page 25</p> <p>Peer Challenge Report Pages 8 &amp; 9</p>	<p>Facilitate strategic choices.</p> <p>Initiate review programme, including external challenge, based on priorities and informed by CPMF.</p> <p>Prepare and implement communications plans.</p>	<p>Council has made choices about short and medium term priorities that contribute to overall priorities.</p> <p>Review programme to provide continuous improvement and endorsement of priority areas.</p> <p>Local people, Partners and employees are aware of and contribute to achievement of priorities.</p>	<p>Member: Derek Holley Officer: David Monks Support: Directors and Heads of Service</p>
Performance Management	<p>Linking of policy framework and service delivery to performance management framework.</p>	<p>CPA P.14-15/ S.55-63</p> <p>Self-Assessment P25</p> <p>Peer Challenge Report</p>	<p>Complete project plan to implement comprehensive performance management framework, including publication of service standards.</p>	<p>Performance information is used to improve services and inform the allocation of resources.</p>	<p>Member: Terry Rogers Officer: David Oliver Support: Head of Policy</p>

		P 8-10			
Risk Management	Integration of risk with comprehensive performance management framework and service planning process.	CPA P.14-15/ S.60  Self-Assessment P25	Complete risk registers  Link to new service planning framework.  Complete business continuity plans	Significant risks and opportunities that affect the delivery of services have been identified and mitigated.	Member: Terry Rogers Officer: David Oliver Support: Head of Financial Services
Overview & Scrutiny	Business planning, focus, use of performance management framework.	CPA P.12/S.39  Self-Assessment P25  Peer Challenge Report P 8 & 9	Implement overview and scrutiny development plan.  Integrate corporate performance management framework with scrutiny process.	Overview & Scrutiny Panels have a strategic focus to contribute to improving performance and the achievement of the Council's priorities.	Members: Kevin Reynolds and Philip Swales, Chairmen of Overview & Scrutiny Panels –  Officer: Peter Watkins Support: Head of Administration
Learning & Knowledge	Learning across the Council and making the most of learning opportunities to use research, consultation and knowledge to plan services.  Understanding the needs of hard to engage groups such as BME's, Travellers, Young People, etc.	CPA P.23/S.108  P.24/S.118  Peer Challenge Report P 11, 12 & 16	Adopt systematic approaches to learning and sharing knowledge.  Mapping Diversity Project, Traveller Needs Survey, Housing Survey. "Here by Right" programme.	Council uses learning and knowledge and research effectively across the organisation to improve the delivery of services and achievement of priorities.	Member: Andrew Hansard Officer: Peter Watkins Support: Heads of Personnel and Policy

<p>Access and Accommodation</p>	<p>Council headquarters and accommodation generally</p> <p>Disability Discrimination Act compliance</p> <p>Electronic service delivery</p> <p>Sustainability of accommodation and energy efficiency</p>	<p>CPA P.13/S.47 P.24/S.117</p> <p>P.18/S.78</p> <p>P.18/S76</p> <p>Peer Challenge Report P 11</p>	<p>Complete accommodation review</p> <p>Complete DDA compliance survey and works</p> <p>Deliver Customer First programme</p>	<p>Appropriate accommodation and to deliver high quality services to local people in a sustainable way.</p>	<p>Member: Derek Holley Officer: Liz Wilson Support: Heads of Environment &amp; Transport and Information Management</p>
<p>Capacity</p>	<p>Sustainability of spending plans, employee capacity, suitability of accommodation, staff turnover, extent of external challenge in priority areas.</p>	<p>P.23/S.111</p> <p>Peer Challenge Report P 15</p>	<p>Review spending and resource allocation plans to ensure delivery of priorities.</p> <p>Delivery of People Strategy</p>	<p>The Council has adequate capacity – financial, people assets and systems – to deliver priorities.</p>	<p>Member: Terry Rogers Officer: David Oliver Support: Heads of Personnel, Legal &amp; Estates, Financial Services and Information Management</p>
<p>Partnership Working</p>	<p>Relationship between partnerships and Council priorities, risks and opportunities of partnerships, the links between the three tiers in Cambridgeshire, and the extent of innovative working to improve public service</p>	<p>CPA 2005</p>	<p>Develop Partnership framework</p> <p>Monitoring and evaluation of partnership success</p> <p>Implement “Next Steps” and performance management system for Huntingdonshire Strategic Partnership.</p>	<p>Strong and effective partnerships, which enhance capacity to delivery priorities.</p>	<p>Member: Ian Bates Officer: Liz Wilson Support: Head of Policy</p>

			Contribute to the development and achievement of Local Public Service Agreements.		
Procurement	Strategic and sustainable procurement of goods and services.	P.15/S.62 P.21/S.97	Review procurement strategy in relation to Gershon report, national procurement strategy and principles of sustainability.	Strategic procurement, which helps to deliver priorities and supports efficient, effective and economic services.	Member: Terry Rogers Officer: David Oliver Support: Head of Financial Services
Housing	Homelessness  Information and knowledge of housing needs of BMEs and other hard-to-reach groups  Stock condition survey	P.18/S.77  P.29/S.123	Implementation of BVR – Balancing Housing Need – which incorporates improvements identified during the CPA  BME survey Traveller Needs Survey  Conduct stock condition survey	Achievement of housing which meets local needs priority.	Member: Paula Longford Officer: Liz Wilson Support: Heads of Housing Services, Planning Services, and Environmental Health Services
Children and Young People	Taking account of the views of children and young people.  Protection of Children and Young People	P.45/ S.192-203	Adopt “Here by Right” standard.  Develop corporate protection policies	Improved services that meet the needs of children and young people.	Member: Andrew Hansard Officer: Peter Watkins Support: Head of Policy



Diversity and user focus	Diversity with emphasis on social inclusion and cohesion	CPA 2005	<p>Revise equality and inclusion strategy.</p> <p>Complete "Mapping Diversity" project.</p> <p>Use research and consultation data to plan and improve services.</p> <p>Complete race assessments and implementation of actions.</p> <p>Promote compliance with Disability Discrimination Act.</p>	<p>Policies and services that meet diverse needs across the District and promote equality.</p> <p>Community leadership that promote cohesiveness, inclusion and equality.</p>	<p>Member: Andrew Hansard Officer: Peter Watkins Support: Head of Policy</p>
Benefits	Results of BFI CPA assessment.	P.49/S.207	<p>Processes for developing and changing local procedures.</p> <p>Management checks of benefit assessments.</p> <p>Improvements in processing time.</p> <p>Revising documentation.</p> <p>Vetting arrangements for new staff</p> <p>Fraud investigation and recovery of over-payments</p>	Benefit Services that meet BFI standards.	<p>Member Terry Rogers Officer: David Oliver Support: Head of Revenue Services</p>

Corporate Governance	Results of Auditor CPA Judgement	P.48/S.204	Achievement of Corporate Governance framework.	An effective ethical framework.	Member: Chris Stephens Officer: Peter Watkins Support: Heads of Administration, Policy and Financial Services
Financial Management	Results of Auditor CPA Judgement	P.48/S.204	Completion of programmed improvements.	Appropriate level of compliance with the CPA Auditor code.	Member: Terry Rogers Officer: David Oliver Support: Head of Financial Services