



Corporate Plan 2015 - 2016



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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





Contents

Vision, Strategic Priorities and Objectives **5**

Strategic Priorities

A strong local economy **6**

Enabling sustainable growth **7**

Working with our communities **8**

Ensuring we are a customer focused and service led council **9**

Measuring how well we are doing **10**

Appendix A: Corporate Performance and Contextual Indicators **11**



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"> • Deliver a programme of themed business information clinics and events, and measure their impact • Report on the effectiveness of the fast track pre-application advice to potential growing businesses
<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"> • Develop Community Infrastructure Levy governance structure • 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
<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"> • 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 • Work in partnership to identify skills and competency gaps in high value manufacturing and develop gap closure strategies





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"> • Invest in initiatives that will deliver affordable housing • Implement a programme to adopt the Local Plan to 2036 • Facilitate delivery of new housing on the large strategic sites at: Alconbury St Neots Wyton Bearscroft - Godmanchester • Review council assets to identify which could be used to facilitate affordable housing and dispose to appropriate partners • Monitor 5 year housing land supply position on an annual basis, and carry out light-touch reviews on a quarterly basis
<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"> • Develop a market town centre improvement strategies and action plans for St Neots
<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"> • Update the Buildings at Risk Register • Complete the updated Design Guide, setting out the council's requirements of new development



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"> • Continue to manage and enhance the joint CCTV service with Cambridge City Council • Increase the use of fixed penalty notices for littering • Manage the Community Chest to encourage and promote projects to build and support community development • Further analysis of our current partnership commitments to deliver value for money and ensure alignment with the corporate priorities • Deliver diversionary activities for young people
<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"> • Support healthy lifestyles through the provision of open space on new developments and maintenance of existing open spaces • Increase physical activity levels through the provision of activities in One Leisure sites and in community settings • 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. • Assist non priority single homeless people with housing options through the Cambridgeshire Single Homelessness Service • Enable a new extra care scheme to be built to meet needs in St Ives and Ramsey • Provide a responsive Disabled Facility Grants programme • Reduce fuel poverty and improve health by maximising the number of residents taking up the grant funded Action on Energy scheme
<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"> • Set out our 'community planning' offer and support community planning including working with parishes to complete neighbourhood and parish plans • Review control and management of council assets





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
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.

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.

Key actions for 2015/16 will include:

- Continue zero base budgeting for 2016/17 including a 'service challenge' process
 - Deliver Facing the Future
 - Develop full business cases for previously identified energy reduction projects across the council's estates
 - Carry out a staff satisfaction survey
 - Build and launch a new council website that focuses on customer need
 - Maximise the income generating potential of One Leisure sites to fully cover the cost of operation
 - Develop a full business case for a Building Control Shared Service
 - Publish Online Schedule of Proposed Procurements to promote future contract opportunities
 - Provide two training events to local businesses in Public Procurement
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- Implement a consultation exercise with residents to inform 2016/17 budget planning
 - Revisit and relaunch the Customer Service Strategy to ensure it continues to meet the needs of our customers and provide value for money services



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 within three months
- % of green bin debt outstanding after three months
- % of Invoices from suppliers paid within thirty days

