

## **Corporate Plan 2016/18**

### **Introduction**

The Council's Corporate Plan sets out our priorities for 2016 - 2018, together with the key actions we are taking to achieve them over the next two years.

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 continue 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 next couple of years 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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- Efficient and effective Council

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# Vision

**We want to improve the quality of life, deliver economic growth and provide value for money services for the people of Huntingdonshire**

## **Strategic Priorities and Objectives**

**Our plan for 2016 - 2018 will focus on:**

- **Enabling Communities**
- **Sustainable Growth**
- **Efficient and effective Council**

**Enabling Communities – our objectives are to:**

- Create, protect and enhance our safe and clean built and green environment
- Supporting people to improve their health and well-being
- Stronger and more resilient communities to enable people to help themselves

**Sustainable Growth – our objectives are to:**

- Accelerate business growth and investment
- Remove infrastructure barriers to growth
- Develop a flexible and skilled local workforce
- Improve the supply of new and affordable housing, jobs and community facilities to meet future need

**Efficient and Effective Council – our objectives are to:**

- Become more efficient in the way we deliver services providing value for money services
- Deliver good customer service

The Corporate Plan sets out the council's vision and strategic priorities. The Plan drives the work of all our services and feeds into the Service Plans of each of our seven Service areas – Community Services, Corporate Team, Customer Services, Development, Leisure & Health,

Operations and Resources. The rest of this Corporate Plan shows our key actions for 2016 - 2018. We will regularly measure and report back on our progress on these important activities and these reports are published on our website

*This section will be retained but the content kept to a single page covering most of the items below, but more forward looking.*

Potential to include a section on financial challenge setting out for example:

- Reductions in funding for local government
- What we have done so far to produce efficiencies
- How we are adapting to changing financial arrangements. E.g. funding that in the past came direct to the district council is now distributed via other organisations, such as the Local Enterprise Partnership (LEP), and we must continue to change our focus to ensure we have the skills to influence and work with these partners to access the money we need to deliver key projects.
- Changing needs of local population – ageing population, demand for housing, changing relationships with public sector partners (health, police)
- Despite all this change, we remain a district with many strengths – key transport links, high levels of employment etc

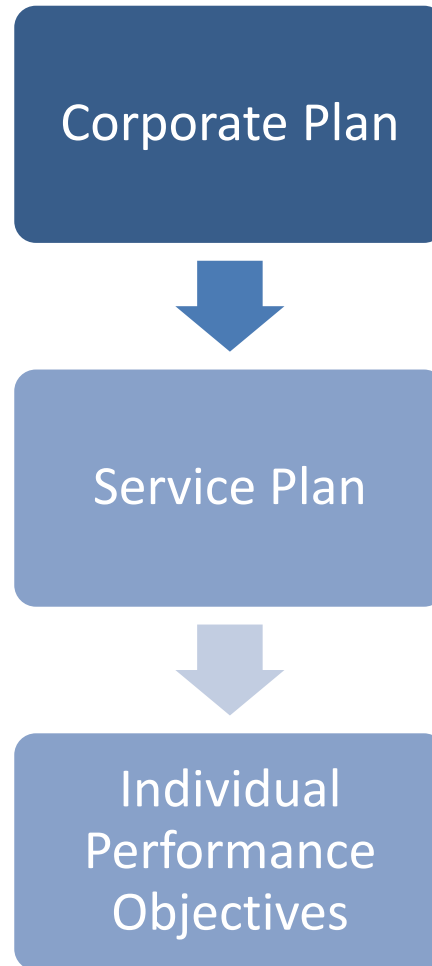
Potential to include a section on our District for example:

- Population, employment rates, skills, qualifications, transport links, house prices, rural isolation etc

Potential to include a section on the council for example:

- Number of Councillors, role of members,
- Key services that we provide
- Gross expenditure, where our funding comes from (income from charging for services and government grants)

There is a 'golden thread' that links our Vision, Strategic Priorities and Objectives with our day-to-day working priorities.



Strategic Priorities / Objectives	Work Programme	Actions
<b>Enabling Communities - we want to make Huntingdonshire a better place to live, to improve health and well-being and for communities to get involved with local decision making</b>		
<b>1a) Create, protect and enhance our safe and clean built and green environment</b>	<p>Our work programme includes:</p> <ul style="list-style-type: none"> <li>• ensuring that our streets and open spaces are clean and safe,</li> <li>• working closely with partners to reduce crime and anti-social behaviour,</li> <li>• improving the quality of the built environment in Huntingdonshire, and</li> <li>• providing and protecting quality green space and community facilities within new developments</li> </ul>	<p>Key actions for 2016/18 will include:</p> <ul style="list-style-type: none"> <li>○ Continue to manage and enhance the joint CCTV service with Cambridge City Council</li> <li>○ Reduce incidences of littering through targeting of enforcement work</li> <li>○ Reduce the level of household waste sent to landfill</li> <li>○ Support delivery of sustainable community activities / facilities</li> <li>○ Maintain clean open spaces to Environment Protection Act (EPA) standards</li> <li>○ Adopt a new Design Guide as Supplementary Planning Document</li> <li>○ Support the delivery of the Sport and Leisure Facilities Strategy</li> </ul>
<b>1b) Supporting people to improve their health and well-being</b>	<p>Our work programme includes:</p> <ul style="list-style-type: none"> <li>• prioritising accessible open space on new housing developments</li> <li>• meeting the housing and support needs of our ageing population</li> <li>• enabling people to live independently through the provision of adaptation and accessible housing</li> <li>• support and improve physical health to prevent people from becoming homeless</li> <li>• working with partners to improve health and reduce health inequalities, and</li> <li>• providing accessible leisure, green spaces, countryside, culture opportunities and public rights of way</li> </ul>	<p>Key actions for 2016/18 will include:</p> <ul style="list-style-type: none"> <li>○ Increase physical activity levels through the provision of activities in One Leisure sites and in parks, open spaces and community settings</li> <li>○ Prevent homelessness where possible by helping households either remain in their current home or find alternative housing</li> </ul>

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	<ul style="list-style-type: none"> <li>work to reduce the number of residents in fuel poverty by facilitating residents access to available energy funding</li> </ul>	
<b>1c) Stronger and more resilient communities to enable people to help themselves</b>	<p>Our work programme includes:</p> <ul style="list-style-type: none"> <li>supporting community development and enabling the voluntary and community sector organisations to develop, and</li> <li>working with communities to build resilience</li> </ul>	<p>Key actions for 2016/18 will include:</p> <ul style="list-style-type: none"> <li>Support community planning including working with parishes to complete neighbourhood and parish Plans</li> <li>Review control and management of council owned assets and where mutually beneficial, transfer ownership of council owned community assets to the community (community resilience/help people to help themselves)</li> <li>Manage the Community Chest and voluntary sector funding to encourage and promote projects to build and support community development</li> </ul>
<b>Sustainable growth - we want to make Huntingdonshire a better place to work and invest and we want to deliver new and appropriate housing</b>		
<b>2a) Accelerate business growth and investment</b>	<p>Our work programme includes:</p> <ul style="list-style-type: none"> <li>promoting inward investment;</li> <li>supporting economic growth in rural areas</li> <li>supporting new and growing businesses and promoting business success</li> <li>supporting economic growth by prioritising planning advice to growing key businesses, and</li> <li>supporting the delivery of the Alconbury Enterprise Zone (EZ).</li> </ul>	<p>Key actions for 2016/18 will include:</p> <ul style="list-style-type: none"> <li>Deliver the council's Marketing Strategy Implementation Plan to raise the profile of Huntingdonshire as a location of choice for business growth and investment</li> <li>Advertise opportunities for local businesses by Publishing Online Schedule of Proposed Procurements to promote future contract opportunities</li> </ul>

Strategic Priorities / Objectives	Work Programme	Actions
<b>2b) Remove infrastructure barriers to growth</b>	<p>Our work programme includes:</p> <ul style="list-style-type: none"> <li>• influencing the development of the Highways and Transport Infrastructure Strategy, and</li> <li>• facilitating the delivery of infrastructure to support housing growth.</li> </ul>	<p>Key actions for 2016/18 will include:</p> <ul style="list-style-type: none"> <li>○ Prepare an infrastructure Delivery Plan alongside the Local Plan</li> <li>○ Continue to work with partners and 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> <li>○ Continue to provide active input into the delivery stage of the A14 and to lobby for dualling of the A428 and improvements to the A1 to deliver the specific requirements of the council.</li> </ul>
<b>2c) Develop a flexible and skilled local workforce</b>	<p>Our work programme includes:</p> <ul style="list-style-type: none"> <li>• ensuring there are sufficient skills to support the Enterprise Zone</li> <li>• working with businesses to establish current and future skills needs, and</li> <li>• create stronger links between businesses and education and training.</li> </ul>	<p>Key actions for 2016/18 will include:</p> <ul style="list-style-type: none"> <li>○ Work in partnership to ensure local delivery of training to meet business growth</li> <li>○ Encourage and support apprenticeships across the district</li> <li>○ HDC to develop our own apprenticeship programme in response to the Apprenticeship Levy</li> </ul>
<b>2d) Improve the supply of new and affordable housing, jobs and community facilities to meet future need</b>	<p>Our work programme includes:</p> <ul style="list-style-type: none"> <li>• ensuring an adequate supply of housing to meet objectively assessed needs, and</li> <li>• planning and delivering the provision of decent market and affordable housing for current and future needs</li> <li>• Ensure that there are the right community facilities to accommodate the housing growth</li> </ul>	<p>Key actions for 2016/18 will include:</p> <ul style="list-style-type: none"> <li>○ To prepare the Local Plan</li> <li>○ Facilitate delivery of new housing on the large strategic sites at: <ul style="list-style-type: none"> <li>○ St Neots</li> <li>○ Wyton</li> <li>○ Alconbury Weald</li> </ul> </li> <li>○ Maintain a 5 year housing land supply position</li> <li>○ Adopt a new Housing Strategy and deliver</li> </ul>



Strategic Priorities / Objectives	Work Programme	Actions
		<p>the associated Affordable Housing Action Plan</p> <ul style="list-style-type: none"> <li>○ Ensure our approach to Community Infrastructure Levy is used creatively to enable housing growth (NM)</li> </ul>
<b>Efficient and Effective Council - we want to continue to deliver value for money services</b>		
<p><b>3a) Become more efficient in the way we deliver services providing value for money services</b></p>	<p>Our work programme includes:</p> <ul style="list-style-type: none"> <li>• Investigating and implementing a programme of Shared Services</li> <li>• ensuring our Medium Term Financial Strategy is focused on strategic priorities</li> <li>• maximising income opportunities</li> <li>• increasing the use of Information Technology to maximise efficiencies; and where possible, migrating customers to the lowest cost access channel</li> <li>• We will have a more engaged workforce?</li> <li>• continue to reshape the way the council works to realise our savings target and improving council performance wherever possible</li> <li>• maximise council income through effective asset management, and collection activities.</li> <li>• continue to improve the efficiency of the council's customer access channel, and</li> <li>• continue to work with partners through shared services</li> </ul>	<p>Key actions for 2016/18 will include:</p> <ul style="list-style-type: none"> <li>○ Develop full business cases for previously identified energy reduction projects across the council's estates</li> <li>○ Time taken from receipt to decision on Licencing applications</li> <li>○ Introduce measures to reduce energy costs in one Leisure</li> <li>○ Introduce more on line self-service delivery on the council website ensuring we focus on customer need</li> <li>○ Maximise the income generating potential of One Leisure and all traded activities</li> <li>○ Improving residents satisfaction levels measured through a residents survey</li> <li>○ Collecting money that is owed</li> <li>○ More positive staff /valuing staff</li> <li>○ To budget "Plan on a Page" to reduce reliance on Government grants and New Homes Bonus over the next few years, retaining tight budgetary control with affordability and value for money are at the core of the council's decision making processes</li> <li>○ Zero Based Budgeting (ZBB) Phase 2 is undertaken to identify further service savings</li> </ul>

Strategic Priorities / Objectives	Work Programme	Actions
		<ul style="list-style-type: none"> <li>○ Achieving budgeted savings planning ahead to make savings at the earliest opportunity</li> </ul>
<p><b>3b) Deliver good customer service</b></p>	<p>Our work programme includes:</p> <ul style="list-style-type: none"> <li>• Continue to gain a better understanding of our customers and ensuring all customer engagement is meaningful</li> <li>• involving customers in significant changes to services, and</li> <li>• ensuring modern technology is used effectively to maximise our interaction with customers</li> </ul> <p>We will apply the six key principles in our Customer Service Strategy across all service areas:</p> <ul style="list-style-type: none"> <li>• listen to customers</li> <li>• get it right first time</li> <li>• provide value for money services</li> <li>• act and behave in the right way</li> <li>• make it matter to staff</li> <li>• work with partners for the benefit of customers</li> </ul>	<ul style="list-style-type: none"> <li>○ Implement a consultation exercise with residents and business to inform 2017/18 budget planning</li> <li>○ We will deliver actions to contribute to the Customer Service Strategy</li> </ul>

## Measuring how well we are doing

We will 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 or annually to senior officers and Councillors.

Enabling Communities	
<b>Create, protect and enhance our safe and clean built and green Environment</b>	<p>80% of street cleansing works to standard NI195 results for street cleansing (80% graded A-B)</p> <p>80% of street cleansing and grounds environmental maintenance service request resolved in 5 working days</p> <p>% of successful enforcements (90%)</p> <p>15% of HDC countryside sites self-managed (by Friends of Groups)</p> <p>Number of play spaces created/upgraded per annum against target/priorities set in needs analysis work</p> <p>Number of residents taking up grant funded energy efficiency measures from Central Government or energy companies whenever available</p>
<b>Supporting people to improve their health and well-being</b>	<p>Average length of stay of all households placed in B&amp;B accommodation to be less than six 6 weeks</p> <p>% of Needs Analysis completed</p> <p>Admissions or participation at targeted services including older people, long term health conditions, disability and young people (healthy weight)</p> <p>Average time (in weeks) between date of referral of DFGs to practical completion for minor jobs up to £10,000.</p> <p>% of food premises scoring 3 or above on the Food Hygiene Rating Scheme</p> <p>Number of complaints about food premises (per 1,000 population or per 100 food businesses)</p> <p>% of CCTV cameras operational</p> <p>Market segmentation to take from OL Strategy (JW)</p>
<b>Stronger and more resilient communities to enable people to help themselves</b>	<p>% satisfaction with the Anti-Social Behaviour service</p> <p>Supporting the VCS – CAB reduction in the number of people accessing the service</p>

	Supporting the VCS – the number of volunteer hours in Huntingdonshire Anti-Social Behaviour Number of assets transferred into community ownership
<b>Sustainable Growth</b>	
<b>Accelerate business growth and investment</b>	Processing of planning applications on target - major (within 13 weeks or agreed extended period) Number of Marketing Strategy actions on track Inspections of newly registered food businesses within 28 days of registration
<b>Remove infrastructure barriers to growth</b>	Proportion of Community Infrastructure Levy receipts allocated
<b>Develop a flexible and skilled local workforce</b>	The % of all working age-population (16-64) who have received job related training in the last 13 weeks in Huntingdonshire Number of council apprenticeships created
<b>Improve the supply of new and affordable housing, jobs and community facilities to meet future need</b>	Prepare Local Plan in accordance with the approved Local Development Scheme Gross number of affordable homes delivered Net additional homes delivered
<b>Efficient and effective Council</b>	
<b>Become more efficient in the way we deliver services providing value for money services</b>	80% of grounds maintenance targets consistently met Less than 45% of household waste sent to landfill 90% of missed bins recovered within 48 hours 2% annual energy use reduction from council owned buildings Average number of days to process new claims for Housing Benefit and Council Tax support (26 days) Average number of days to process changes of circumstances for Housing Benefit and Council Tax support (7 days) Number of Disabled Facilities Grants 99% of business rates collected in year 98.6% of council tax collected % of space let on estates portfolio

	<p>% of invoices from suppliers paid within thirty days  Staff sickness days lost per full time employee target (target reduced to 9 days per person)  Commercial Investment Strategy income targets achieved (2016/17 – £1.7m 2017/18 - £2.0m)  Achieve net budget reductions as planned  Achievement of the council's medium term financial strategy  Lean - number of business process reviews  0% Change in Band D Council Tax</p>
<p><b>Deliver good customer service</b></p>	<p>95% Call Centre telephone satisfaction rates  95% Customer service centre satisfaction rates  % complaints resolved at Stage one  % complaints resolved at Stage 2  75% Website satisfaction rate  Continual improvement of One Leisure – Net Promoter Score based on likelihood of recommending service</p>