

# Corporate Plan 2018 - 2022

## Introduction

The Council's Corporate Plan sets out our priorities for 2018-2022, together with the key actions we are taking to achieve them. It is an ambitious programme of activity for a council that seeks to deliver growth and investment in the local economy whilst at the same time challenging itself to deliver good services for a lower cost.

It is important that in designing solutions and shaping priorities, we as a Council, are adapting to the challenges we are facing and involve our residents and local businesses. We want to support a safe and healthy environment, deliver economic growth and provide value for money services for the people of Huntingdonshire. We know that we cannot deliver our vision alone. In order to make savings, whilst still providing the high quality services local people want and deserve, we need to work with our partners, our businesses and our communities. The plan shows how we intend to do this and includes exploring sharing the cost of providing services with other public bodies.

The reality is that we are being asked to do more for less whilst protecting the range and quality of service we provide to local residents. The Council is working with many partners, including the Combined Authority of Cambridgeshire and Peterborough, to ensure that we are bringing investment to our district and attracting people to live and work here. Our vision sets out our aspirations for the **People** of Huntingdonshire to live in a safe, healthy and prosperous **Place** where communities and businesses can thrive.



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

# 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



Ensuring new developments have adequate provision of public open spaces including play provision



Facilitate and provide opportunities for positive activities that support residents health and wellbeing needs



Providing accessible green spaces, countryside, leisure and cultural facilities and opportunities



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 and well maintained open space, walking and cycling facilities on new housing developments



Meeting the housing and support needs of our population

### Key Actions

Improve leisure facilities stock by delivering the Sport and Leisure Facilities Strategy, achieving actions to support implementation on key priority areas

Increase physical activity levels through the provision of activities at One Leisure sites and in parks, open spaces and community settings

Use enterprising and innovative ideas to promote leisure and health facilities and activities to a wider audience

Continue to develop and support early homelessness prevention initiatives in line with the new duties contained within the Homelessness Reduction Act, to help residents remain in their current homes or find alternative housing (to be incorporated into a revised Homelessness Strategy)

Ensure that the principles of earlier interventions aimed at preventing homelessness are embedded within public sector organisations and other stakeholder partners

Support the development of volunteer opportunities

Support sports club development e.g. work with a number of sports clubs over the year

Continue to work with volunteers to manage and maintain relevant parks and open space

Provide financial assistance to people on low incomes to pay their rent and Council Tax

### Performance Indicators

We will measure our success in the following ways:

The average length of stay of all households placed in B&B accommodation

The average time between dates of referral of Disabled Facilities Grants (financial help for disabled residents that need to make changes to their home) to practical completion for minor jobs up to £10k

The number of days of volunteering to support HDC service delivery (e.g. Countryside and Leisure and Health)

The average number of days to process new claims for Housing Benefit and Council Tax Support

The average number of days to process changes of circumstances for Housing Benefit and Council Tax Support

The number of actions delivered from the Sport and Leisure Facilities Strategy

The amount of developer contributions secured to improve the facility infrastructure across the district (£'s)

The number of leisure and health facilities improved because of developer contributions

The Participation at targeted services for adults

The Participation at targeted services for older people

The Participation at targeted services for long-term health conditions (including exercise referrals)

The Participation at targeted services for disability/equality

The Participation at targeted services for young people

# 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

Encourage and support all levels of **apprenticeships** across the district

Through **business engagement** activity, promote links between training and education providers and local business

### Performance Indicators

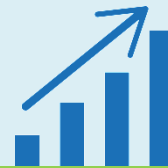
We will measure our success in the following ways:

The number of people attending **EDGE 'sharper skills for enterprise'** events

The number of **EDGE** customers supported into work

## 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 the levels of **volunteering**

### Key Actions

Support **community planning** including working with **parishes** to complete **Neighbourhood and Parish Plans**

Actively **manage** Council owned non-operational **assets**, where mutually beneficial, **transfer ownership** of assets to the **community**

**Manage** the **Community Chest funding pot** and **voluntary sector funding** to **encourage** and **support projects** to build and support community development.

**Support and encourage community** action on **litter picking**

### Performance Indicators

We will measure our success in the following ways:

Percentage of **Neighbourhood Plans** 'made' by the **Council** within **8 weeks** of a referendum vote in favour of the **Plan**

# 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

Collaborate with partners, providers and stakeholders in an enterprising fashion to enhance community resilience and build sustainable opportunities for people



Improving the quality of the environment, by including infrastructure that supports people to walk and cycle

### Key Actions

Continue to **manage and enhance** the **joint CCTV service** with Cambridge City Council

**Reduce incidences of littering** through **targeting of enforcement work**

**Increase the awareness of Recycling and Green Composting** through **organising and supporting community initiatives**

**Support delivery of sustainable community / leisure activities / facilities**

**Maintain clean open spaces** to DEFRA Code of Practice on **Litter and Refuse**, compliant with the **Environment Protection Act**

**Support the delivery of Open Spaces and Play Provision Strategy**

**Continue to monitor air pollution** across the District, and particularly within the **Air Quality Management Area**, working collaboratively with **partners** to **reduce the impact** of air pollution on the **health and well-being** of our **community**

**Achieve Green Flag** (a national standard) **status for Hinchingsbrooke Country Park, Paxton Pits and Riverside St Neots** by 2020

**Support and develop play facilities** alongside Town and Parish Councils

Aim to **reduce the energy usage in One Leisure by 20%** (of the 2015/16 baseline figure)

**Work in partnership to provide greater leisure opportunities** either by **delivering/facilitating services** or **providing a service/facility**

### Performance Indicators

We will measure our success in the following ways:

The **percentage of sampled areas** are **clean or predominantly clean** of **litter, detritus, graffiti, flyposting, or weed accumulations**

The **percentage of street cleansing and grounds maintenance service requests** will be **resolved in five working days**

The **percentage of successful enforcements – dog fouling, litter**

The **percentage of household waste** will be **sent to landfill**

The **percentage of food premises** scoring **3 or above** on the **Food Hygiene Rating Scheme**

The **number of complaints about food premises** (per 100 food businesses)

The **percentage of grounds maintenance works inspected** will **pass** the Council's **agreed service specification**

The **number of missed bins** per 1,000 households

The **number of partners, providers and stakeholders** worked with to **support sustainable service delivery of One Leisure and Active Lifestyles**

# 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



Supporting economic growth by prioritising planning advice to growing key businesses

### Key Actions

Complete a sector analysis and industrial clusters research to help inform a review of the priorities in the Economic Growth Plan

Deliver Action Plan to implement Off Street Car Parking Strategy

### Performance Indicators

We will measure our success in the following ways:

Net business-use floor space created

## 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

Continue to work with partners and influence the Combined Authority to secure resources to facilitate delivery of new housing, drive economic growth and to provide any critical infrastructure

Support the Combined Authority's preparation and delivery of Masterplans for the Market Towns

Continue to provide active input into the delivery stage of the A14 and to lobby for dualling of the A428, the route of the East-West Rail and the local road network to deliver the specific requirements of the Council

Make decisions on spend of Community Infrastructure Levy on at least an annual basis

Work with partners to deliver roll-out of high-speed broadband and mobile phone coverage across the District.

### Performance Indicators

We will measure our success in the following ways:

Community Infrastructure Levy collected (£m)

# Place

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

Our Work Programme

Market



Affordable



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

Prepare for examination of the Local Plan to 2036 by the Secretary of State

Prepare a programme of the next review of the Local Plan

Facilitate delivery of new housing and appropriate infrastructure on the large strategic sites at St Neots and Alconbury Weald

Maintain a five year housing land supply

Housing Strategy annual Action Plan 2018/2019 adopted and implemented

## Performance Indicators

We will measure our success in the following ways:

The percentage of planning applications processed on target – major (within 13 weeks or agreed extended period)

The percentage of planning applications processed on target – minor (within eight weeks or agreed extended period)

The percentage of planning applications processed on target – households extensions (within eight weeks or agreed extended period)

Number of new affordable homes delivered

Net additional homes delivered 2017/2018

(this result is provided annually by Cambridgeshire County Council and is reported in arrears)



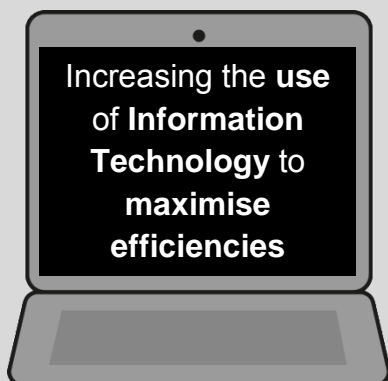
# Becoming a more Efficient and Effective Council

Become more efficient and effective in the way we deliver services

## Our Work Programme



**Implementing our Transformation Programme**



**Ensuring our Medium Term Financial Strategy is focused on strategic priorities**



Where possible, migrating customers to online services as the service of choice



**Identifying new opportunities for income generation**

**Continuing to reshape the way the Council works to realise our savings target and improve performance**



**Maximising income opportunities, where appropriate**



**Having an engaged and motivated workforce**



**Supporting a Council apprenticeship programme and education engagement**

## Key Actions

- Deliver the HDC Transformation Programme; focussing on LEAN reviews and maximising the impact of flexible and mobile working**
- Maximise the income generating potential of all traded activities**
- Deliver current apprenticeships programme and develop a revised programme for cohort 2 to reflect HDC and its community needs**
- Undertake an employee survey, sharing the results and producing an action plan to present to staff and Members**
- Actively manage Council owned non-operational assets, and where possible, to ensure such assets are generating a market return for the Council**

## Performance Indicators

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

- The total amount of energy used in Council buildings**
- The percentage of business rates collected in year**
- The percentage of Council Tax collected in year**
- The percentage of space let on estates portfolio**
- The percentage of invoices from suppliers paid within 30 days**
- Staff sickness days lost per full time employee**
- £'s generated in Commercial Estate Rental & Property Fund Income**
- Planned net budget reductions achieved**

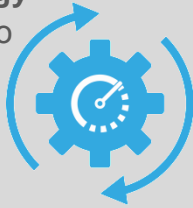
**The PIs below are part of a basket of employment measures changing every quarter**

- The percentage of Staff Appraisals completed (Quarter 1)**
- The percentage response rate to the Staff Survey (Quarter 2)**
- The percentage of staff survey results improved (Quarter 3)**
- The number of Staff Council (employee group) representatives (Quarter 4)**

# 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

Deliver the HDC Transformation Programme; focussing on tackling 'wicked issues', improving online services and delivering the multi-agency Customer Service Centre at Pathfinder House

Launch the new organisational values in 2018/19 and ensure they become embedded into 'business as usual' for staff

## Performance Indicators

We will measure our success in the following ways:

The Call Centre telephone satisfaction rate

The Customer Service Centre satisfaction rate

The percentage of Stage 1 complaints resolved within time

The percentage of Stage 2 complaints resolved within time

The percentage of calls to Call Centre answered

Reducing avoidable contacts

Generating customer accounts

*Picture/Closing Statement*