Corporate Plan
2018 - 2022

Huntingdonshire
D I S T R I C T   C O U N C I L

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.

Vision

We want to support a safe and healthy environment, deliver economic growth and provide value for money services for the people of Huntingdonshire

Safe & Healthy Environment

Deliver Economic Growth

People

We want to make Huntingdonshire a better place to live, to improve health and well-being and support **people** to be the best they can be

Place

We want to make Huntingdonshire a better **place** to work and invest and we want to deliver new and appropriate housing

Provide Value For Money Services

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**

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

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**

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)
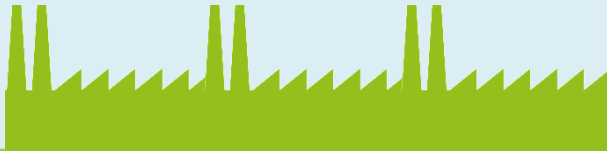
The **Participation** at **targeted services** for **disability/equality**

The **Participation** at **targeted services** for **young people**

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**
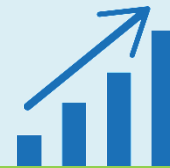
Performance Indicators

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 Practise on **Litter and Refuse**, compliant with the **Environmental Protection Act**

Support the **delivery** of **The 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 **Hinchingbrooke 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

Huntingdonshire
LIVE · WORK · INVEST

Supporting the delivery of the Alconbury Enterprise Zone

Supporting economic growth by prioritising planning advice to growing key businesses

Supporting economic growth in market towns and rural areas

Promoting inward investment

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

Influencing the development of the Highways and Transport Infrastructure Strategy

Facilitating the delivery of infrastructure to support housing growth

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)

Corporate Plan 2018 - 2022

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

Our Work Programme

Market

Affordable

Ensuring an **adequate supply** of **housing** to **meet objectively assessed needs**

Planning and **delivering** the **provision** of **decent market** and **affordable housing** for **current** and **future 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** – **household 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

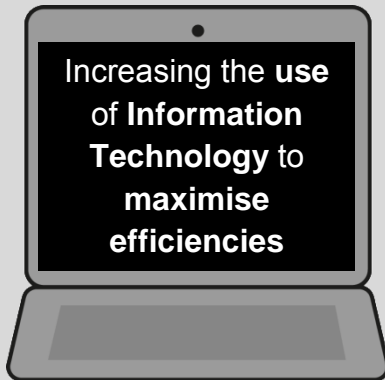**Implementing** our **Transformation Programme**

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

Maximising income opportunities, **where appropriate**

Increasing the **use** of **Information Technology** to **maximise efficiencies**

HDC Ventures LTD

Identifying new **opportunities** for **income generation**

Having an **engaged** and **motivated workforce**

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

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

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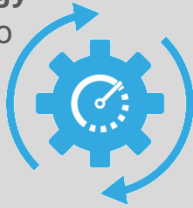The **percentage response rate** to the **Staff Survey (Quarter 2)**
The **percentage** of **staff survey results improved (Quarter 3)**
The **number** of **Staff Council (employee group) representatives (Quarter 4)**

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**

icare

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