Enabling Communities

Delivering Sustainable Growth

Becoming a More Efficient and Effective Council

Corporate Plan
2016 - 2018
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.

Jo Lancaster,
Managing Director
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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
• Delivering Sustainable Growth
• Becoming a More Efficient and Effective Council

Enabling Communities - our objectives are to:
• Create, protect and enhance our safe and clean built and green environment
• Support people to improve their health and well-being
• Develop stronger and more resilient communities to enable people to help themselves

Delivering 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

Becoming a More Efficient and Effective Council - our objectives are to:
• Become more efficient in the way we deliver services providing value for money services
• Become a customer focused organisation

The Corporate Plan sets out the Council’s vision and strategic priorities and is effectively our business plan. The Plan feeds into the Service Plans of each of our seven Service areas – Community, Corporate Team, Customer Services, Development, Leisure & Health, Operations and Resources. The rest of this Corporate Plan shows our key actions for 2016 – 2018, which we will regularly measure and report on, publishing these reports on our website.
Huntingdonshire

Huntingdonshire covers approximately 91,300 hectares of the north western part of Cambridgeshire County. With a population of 173,600, it is the largest district in the county by both land area and population. The population is forecast to grow to around 210,000 by 2036. Huntingdonshire lies south of Peterborough (Unitary Authority), and shares boundaries with Fenland, East Cambridgeshire and South Cambridgeshire districts in the east, and Northamptonshire and Bedfordshire counties in the west. The River Great Ouse crosses the district in the south, and the River Nene forms the northern and western boundaries.
Huntingdonshire is well connected to other parts of the country via main roads. The A1 is an important north-south link to Huntingdonshire (much of it is to motorway standard). The A14 links Huntingdonshire with the Midlands in the west and the ports of Harwich and Felixstowe in the east. The A14 also links Huntingdonshire with the M11 as an additional route to London and connects with the M25 to give good access to the South East and South Coast. Huntingdon and St Neots are connected with London Kings Cross by a frequent 50 minute railway service.
Huntingdonshire has four market towns: Huntingdon, St Ives, St Neots and Ramsey. It is predominantly rural, with village settlements providing the main focus for community facilities outside of the market towns. While Huntingdon is the district’s administrative hub – the District Council is based there – the largest town by population is St Neots.

Economic activity (production, distribution and consumption of goods and services) in the area is high, with an estimated 84.2% of residents aged 16-64 classed as economically active and an 82.4% employment rate among residents aged 16-64. The Jobseekers Allowance claimant rate of 0.6% is well below the national rate of 1.8%.

The proportion of residents aged 16-64 counted in the Department for Work and Pensions Working Age Claimant Group as recipients of a range of key benefits is also low at just 7.5% compared with a national average of 11.7%. The 2011 Census estimated that 19.2% of residents aged over 16 had no qualifications, which is below the national average of 22.5%. More than 38,000 residents over 16 (27.9%) had a qualification of level 4 or above (Certificate of Higher Educations BTEC, HNC, NVQ Level 4) and this is above the national average of 27.4%.

We provide a range of services to residents, businesses and visitors. These include refuse and recycling, business growth support, car parks, elections, environmental health, housing advice, housing and council tax support, leisure centres, markets, parks and open spaces, planning and conservation.

Huntingdonshire District Council has 52 councillors, who represent 29 wards across the district.

The Budget Requirement for the Council is £19.9m. There is a Council Tax Requirement for £7.9m with a Council Tax Base of 59,358 and a Council Tax per Band D property of £133.18. The net Zero Based Budgeting (ZBB) savings incorporated into the 2016/17 Budget totalled £1.4m with savings identified as a consequence of ZBB, Shared Services and Income Generation totalling £4.7m by 2020/21.

**Vision**

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

There is a ‘golden thread’ that links our Vision, Strategic Priorities and Objectives within our Corporate Plan to each Service Plan and everyone’s day-to-day working priorities.
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

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<th>Strategic Objectives</th>
<th>Work Programme</th>
<th>Actions</th>
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| 1a) Create, protect and enhance our safe and clean built and green environment | 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;  
• improving the quality of the built environment in Huntingdonshire; and  
• providing and protecting quality green space and community facilities within new developments. | Among our key actions for 2016-18, we will:  
• continue to manage and enhance the joint CCTV service with Cambridge City Council;  
• reduce incidences of littering through targeting of enforcement work;  
• reduce the level of household waste sent to landfill;  
• support delivery of sustainable community activities / facilities;  
• maintain clean open spaces to Environmental Protection Act standards;  
• adopt a new Design Guide as Supplementary Planning Document; and  
• support the delivery of the Sport and Leisure Facilities Strategy. |
| 1b) Support people to improve their health and well-being | Our work programme includes:  
• prioritising accessible open space on new housing developments;  
• meeting the housing and support needs of our ageing population;  
• enabling people to live independently through the provision of adaptation and accessible housing;  
• supporting and improving physical health to prevent people from becoming homeless;  
• working with partners to improve health and reduce health inequalities;  
• providing accessible leisure, green spaces, countryside, culture and opportunities and public rights of way; and  
• working to reduce the number of residents in fuel poverty by facilitating residents’ access to available energy funding. | Among our key actions for 2016-18, we will:  
• increase physical activity levels through the provision of activities in One Leisure sites and in parks, open spaces and community settings; and  
• prevent homelessness where possible by helping households either remain in their current home or find alternative housing. |
| 1c) Develop stronger and more resilient communities to enable people to help themselves | Our work programme includes:  
• supporting community development and enabling the voluntary and community sector to develop; and  
• working with communities to build resilience. | Among our key actions for 2016-18, we will:  
• support community planning including working with parishes to complete Neighbourhood and Parish Plans;  
• review control and management of council owned assets and where mutually beneficial, transfer ownership of council owned assets to the community; and  
• manage the Community Chest and voluntary sector funding to encourage and promote projects to build and support community development. |
## Delivering Sustainable Growth

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

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<td>2a) Accelerate business growth and investment</td>
<td>Our work programme includes: • promoting inward investment; • supporting economic growth in rural areas; • supporting new and growing businesses and promoting business success; • supporting economic growth by prioritising planning advice to growing key businesses; and • supporting the delivery of the Alconbury Enterprise Zone.</td>
<td>Among our key actions for 2016-18, we will: • deliver the Council’s Marketing Strategy Implementation Plan to raise the profile of Huntingdonshire as a location of choice for business growth and investment; and • advertise opportunities for local businesses by publishing the online Schedule of Proposed Procurements to promote future contract opportunities.</td>
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<td>2b) Remove infrastructure barriers to growth</td>
<td>Our work programme includes: • influencing the development of the Highways and Transport Infrastructure Strategy; and • facilitating the delivery of infrastructure to support housing growth.</td>
<td>Among our key actions for 2016-18, we will: • prepare an infrastructure Delivery Plan alongside the Local Plan; • 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; and • continue to provide active input into the delivery stage of the A14 and lobby for dualling of the A428 and improvements to the A1 to deliver the specific requirements of the council.</td>
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<td>2c) Develop a flexible and skilled local workforce</td>
<td>Our work programme includes: • ensuring there are sufficient skills to support the Enterprise Zone; • working with businesses to establish current and future skills needs; and • creating stronger links between businesses and education and training.</td>
<td>Among our key actions for 2016-18, we will: • work in partnership to ensure local delivery of training to meet business growth; • encourage and support apprenticeships across the district; and • to develop our own apprenticeship programme in response to the Apprenticeship Levy.</td>
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<td>2d) Improve the supply of new and affordable housing, jobs and community facilities to meet future need</td>
<td>Our work programme includes: • 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; and • ensuring that there are the right community facilities to accommodate the housing growth.</td>
<td>Among our key actions for 2016-18, we will: • prepare the Local Plan; • facilitate delivery of new housing on the large strategic sites at: o St Neots o Wyton o Alconbury Weald; • maintain a 5 year housing land supply position; • adopt a new Housing Strategy and deliver the associated Affordable Housing Action Plan; and • ensure our approach to Community Infrastructure Levy is used creatively to enable housing growth.</td>
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Becoming a more Efficient and Effective Council

We want to continue to deliver value for money services

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| 3a) Become more efficient in the way we deliver services providing value for money services | Our work programme includes:  
• investigating and implementing a programme of Shared Services;  
• ensuring our Medium Term Financial Strategy is focused on strategic priorities;  
• maximising income opportunities;  
• increasing the use of Information Technology to maximise efficiencies; and where possible, migrating customers to the lowest cost access channel;  
• having a more engaged workforce;  
• maximise to reshape the way the Council works to realise our savings target and improving performance wherever possible;  
• maximise Council income through effective asset management and collection activities;  
• maximise to improve the efficiency of the council’s customer access channel; and  
• maximise to work with partners through shared services. | Among our key actions for 2016-18, we will:  
• develop full business cases for previously identified energy reduction projects across the Council’s estates;  
• improve processes to reduce the time taken from receipt to decision on Licensing applications;  
• introduce measures to reduce energy costs in One Leisure;  
• introduce more on line self-service delivery on the Council’s website ensuring we focus on customer need;  
• maximise the income generating potential of One Leisure and all traded activities;  
• improve residents satisfaction levels measured through a residents survey;  
• collect money that is owed to HDC;  
• identify actions from the Employee Survey to create a more positive environment for staff;  
• 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 at the core of the Council’s decision making processes;  
• undertake Zero Based Budgeting Phase 2 to identify further service savings; and  
• achieve budgeted savings planning ahead to make savings at the earliest opportunity. |
| 3b) Become a customer focused organisation | Our work programme includes:  
• maximise to gain 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. | Among our key actions for 2016-18, we will:  
• implement a consultation exercise with residents and business to inform 2017/18 budget planning; and  
• deliver actions to contribute to the Customer Service Strategy. |

We will apply the six key principles in our Customer Service Strategy across all service areas:  
• listen to customers;  
• get it right first time;  
• provide value for money services;  
• act and behave in the right way;  
• make it matter to staff; and  
• work with partners for the benefit of customers.
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.

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| Create, protect and enhance our safe and clean built and green environment | • 80% of street cleansing works completed to standard  
• NI195 results for street cleansing (80% graded A-B)  
• 80% of street cleansing and grounds maintenance service request resolved in five working days  
• % of successful enforcements (90%) – dog fouling, littering  
• 15% of HDC countryside sites self-managed (by ‘Friends of’ groups)  
• Number of play spaces created/upgraded per annum against target/ priorities set in needs analysis work |
| Support people to improve their health and well-being      | • Average length of stay of all households placed in B&B accommodation to be less than six weeks  
• % of Housing Needs Analysis completed  
• Admissions or participation at targeted services including older people, long term health conditions, disability and young people (healthy weight)  
• Average time (in weeks) between dates of referral of Disabled Facilities Grants to practical completion for minor jobs up to £10,000  
• % of food premises scoring 3 or above on the Food Hygiene Rating Scheme  
• Number of complaints about food premises (per 1,000 population or per 100 food businesses)  
• % of CCTV cameras operational  
• One Leisure: Increase the number of members and users in targeted segments of the community |
| Develop stronger and more resilient communities to enable people to help themselves | • % satisfaction with the Anti-Social Behaviour service  
• Citizens Advice Bureau: Reduction in the number of people accessing the service  
• The number of volunteer hours worked in Huntingdonshire |
## Delivering Sustainable Growth

### Accelerate business growth and investment
- 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

### Remove infrastructure barriers to growth
- Proportion of Community Infrastructure Levy receipts allocated

### Develop a flexible and skilled local workforce
- 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

### Improve the supply of new and affordable housing, jobs and community facilities to meet future need
- Gross number of affordable homes delivered
- Net additional homes delivered

## Becoming a More Efficient and Effective Council

### Become more efficient in the way we deliver services providing value for money services
- 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 completed
- 99% of business rates collected in year
- 98.6% of council tax collected
- % of space let on estates portfolio
- % of invoices from suppliers paid within thirty days (98%)
- Staff sickness days lost per full time employee (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
- 0% change in Band D Council Tax

### Become a customer focused organisation
- 95% Call Centre telephone satisfaction rates
- 95% Customer Service Centre satisfaction rates
- % complaints resolved at Stage 1 within time
- % complaints resolved at Stage 2 within time
- 75% website satisfaction rate
- One Leisure: Net Promoter Score based on likelihood of recommending service