

HAMBLETON DISTRICT COUNCIL

Report To: Cabinet
2 September 2014

Subject: **COUNCIL PLAN UPDATE**

All Wards
Portfolio Holder for Support Services: Councillor N A Knapton

1.0 PURPOSE AND BACKGROUND:

- 1.1 The purpose of this report is to update Members on the revised Council Plan for 2014/15.
- 1.2 The Council Plan was originally updated for 2014/15 where four portfolio Council priority themes existed:
- Customer Services & Asset Management
 - Housing, Planning & Waste Management
 - Leisure & Health
 - Support Services & Economic Development
- 1.3 The Council was restructured in April 2014 to consolidate the Directors to three and introduce six Heads of Service to provide operational support to the organisation. This resulted in three Service Departments for which there are three Portfolio Holders as detailed below:
- | | |
|-----------------------------------|--------------------------------|
| Customer & Leisure Services | Councillor Mrs Bridget Fortune |
| Environmental & Planning Services | Councillor Brian Philips |
| Support Services | Councillor Nigel Knapton |
- 1.4 The Deputy Leader of the Council also has responsibility for two specific areas - the Financial Strategy (which is located within Support Services) and Economic Development (located within Customer Services).

2.0 THE COUNCIL PLAN 2014/15

- 2.1 The Council Plan 2011 to 2015 set out the direction for the Council, showing the Council's goals and giving measurable outcomes. The Council's approach to performance management is designed to ensure that priorities are effectively implemented, monitored and managed to achieve real improvements in the quality of life in the local community.
- 2.2 The Council Plan has been updated during the first quarter of 2014/15 for approval at this 2 September 2014 Cabinet. This revised Council Plan will be used to monitor the Council's performance until the next election in May 2015 and update reports will be provided as follows:
- | | |
|---------------------------|------------------|
| Performance Monitoring Q2 | 2 December 2014 |
| Performance Monitoring Q3 | 10 February 2014 |
| Performance Monitoring Q4 | 9 June 2014 |

- 2.3 The revised Council Plan incorporates the Council's Vision for 2014/15: Hambleton – a place to grow, be happy, be healthy, be prosperous. It includes five priorities which each of the three Portfolio Holder Service Departments support. The five priorities are detailed as follows:
- i. Providing Customer Excellence
 - ii. Driving Economic Development
 - iii. Promoting Health & Wellbeing
 - iv. Improving Waste & Recycling
 - v. Delivering Services for a Changing Population

2.4 Attached at Annex A is the revised Council Plan 2014/15.

3.0 LINK TO COUNCIL PRIORITIES

3.1 The Council Plan provides the Council's five priorities, which reflect the needs of community. This enables measureable outcomes to be monitored against and reported on a quarterly basis to ensure the Council is performing as the community would desire.

4.0 RISK ASSESSMENT:

4.1 There are no risks directly associated in approving this report.

5.0 FINANCIAL IMPLICATIONS:

5.1 There are no direct financial effects from this report.

6.0 LEGAL IMPLICATIONS:

6.1 There are no direct legal implications arising from this report.

7.0 EQUALITY/DIVERSITY ISSUES:

7.1 There are no specific equality implications to this report.

8.0 RECOMMENDATIONS:

8.1 That Cabinet approves and recommends to Council the revised Council Plan 2014/15, which will be used to monitor the Council's performance from Q2 onwards.

JUSTIN IVES

Background papers: Council Plan working papers
Discussion papers from Officer / Member meetings in June 2014

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020914 Council Plan Update

Hambleton District Council

COUNCIL PLAN

2014/15

Introduction

We continue to work in challenging and changing times for local government. Our aim is to respond positively to the Government's agenda whilst finding ways to improve local services at a reduced cost during what are still difficult economic times for many.

Over the next year we will continue to focus on those issues which are most important to the people who live, work in and visit our district. These priorities are described within this Council Plan.

We will concentrate our attention, invest our resources and work together with our partners on a district, county and regional basis, whilst ensuring we work closely with our local communities in responding to local issues.

We are committed to delivering high quality services that our people want. It is our ambition to be one of the highest performing councils which provides services at the lowest cost possible.

The Council Plan sets out the direction for the Council for the next year and gives an overview of our priorities and key actions as we strive to meet the needs of our community.

Cllr Mark Robson, Leader of Hambleton District Council

The Council's Vision is:

Hambleton – a place to grow, be happy, be healthy, be prosperous.

Our Priorities

Our Priorities for 2014 to 2015 are:

- Providing Customer Excellence
- Driving Economic Development
- Promoting Health & Wellbeing
- Improving Waste & Recycling
- Delivering Services for a Changing Population

Our Foundations

Our Foundations are fundamental to the delivery of our Priorities and the pursuit of our Vision:

- Good Finances
- Good Communications
- Good People
- Good Governance

**Hambleton – a place to grow, be happy,
be healthy, be prosperous**

Providing Customer Excellence

Driving Economic Development

Promoting Health & Wellbeing

Improving Waste & Recycling

Delivering Services for a Changing Population

Good Finances

Good Communications

Good People

Good Governance

Our Priorities

Providing Customer Excellence

AIM <i>What we want to achieve</i>	ACTION <i>How we intend to achieve it</i>
To put our customers first & provide access to high quality, value for money services that meet the needs of our communities.	Deliver an easy to use, easy to access, responsive service by : <ul style="list-style-type: none"> • Monitoring and responding to customer feedback & satisfaction levels. • Providing a comprehensive, easy to access and up to date website.
Encourage our residents to become more involved in making decisions which impact on their local communities.	<ul style="list-style-type: none"> • Work with our communities & support Area Partnerships to refresh their Local Action Plans and better provide local facilities and services. • Provide funding through investment in the Communities Fund at a local level. • Support communities to bring forward neighbourhood plans and consider proposals for designation of community assets.
Improve the performance and productivity of our services.	Undertake a fundamental review of all the Council's Services by 31 March 2015. The aim is to reform Services in order to : <ul style="list-style-type: none"> ▪ Meet customer requirements. ▪ Improve efficiency, including utilising technology to make improvements.

Our Priorities

Driving Economic Development

AIM <i>What we want to achieve</i>	ACTION <i>How we intend to achieve it</i>
To support local economic growth.	<ul style="list-style-type: none"> • Develop & implement an Economic Strategy for the district with our partners. • Provide workspaces and improve the average occupancy levels. • Provide grants and opportunities to enable young people to get into work through apprenticeship and graduate schemes. • Encourage businesses to locate, stay and grow via local forums, networking & a range of communications & support. • Through local planning processes, approve 30 hectares of employment land by March 2015 mainly in the five market towns to facilitate opportunities for local economic growth.
To ensure that the Planning Service supports the sustainable economic growth and development of the District.	<ul style="list-style-type: none"> • Proactively facilitate and support the sustainable economic development of the area by working with developers to achieve planning permissions for new homes, businesses and industrial developments, infrastructure and other development that the area needs to thrive. • In 2014-15 we will review the Planning Policies that impact upon economic development and growth and will ensure that the infrastructure needed to support growth can be provided by implementing the Community Infrastructure Levy.
To provide an environment for business growth by developing the Business Rates scheme.	<ul style="list-style-type: none"> • Review the newly developed business rates scheme to gain best opportunity for new and developing business to grow. • Monitor the ratio between the total rateable value and the number of businesses in the area to ensure that any changes to this are reflected in the target set by Government for future years.

Our Priorities

Promoting Health & Wellbeing

AIM <i>What we want to achieve</i>	ACTION <i>How we intend to achieve it</i>
Improve the health and wellbeing of people through participation in sport, physical activity and the arts.	<ul style="list-style-type: none"> • Provide a range of initiatives, programmes and activities within community settings and leisure centres. Ensure that in addition to being aimed at the general community that these initiatives are also targeted at specific groups including: <ul style="list-style-type: none"> ○ Young people ○ 60+ ○ Disabled ○ Those with specific health conditions ○ People with a sedentary lifestyle • Provide four directly managed, high quality leisure centres across the district. • Provide guidance, assistance and support, financial and otherwise, to help 3rd parties improve the health and wellbeing of the community.
Encourage and facilitate greater community cohesion.	<ul style="list-style-type: none"> • Provision of a targeted programme of community events, initiatives, programmes and activities. • Assist community clubs and organisations. • Provide and distribute financial grants and allocations aimed at achieving community good. • Co-ordinate and facilitate volunteer programmes.
Improve the personal safety of individuals.	<ul style="list-style-type: none"> • Provide a learn to swim programme and school swimming opportunities. • Provide a safeguarding service. • Support and facilitate coach education and club assurance schemes. • Promote food safety in businesses and homes.
Support healthy communities and businesses by providing an outreaching Environmental Health Service.	<ul style="list-style-type: none"> • Support and deliver action plans on alcohol and tobacco health issues. • To support businesses to develop and maintain healthy staff. • Promote home health through actions on controlling indoor air pollution and preventing excess cold.

Our Priorities

Improving Waste & Recycling

AIM <i>What we want to achieve</i>	ACTION <i>How we intend to achieve it</i>
Minimise the impact of waste on the environment by increasing the amount of household waste that is recycled.	<ul style="list-style-type: none"> • Work with the community and stakeholders to deliver a high quality, customer focussed and cost effective waste management service. In 2014-15 we will produce a new Waste Management Strategy.
Provide an efficient, customer focussed, waste and recycling collection service.	<ul style="list-style-type: none"> • Improve recycling tonnages, environmental outcomes and income. • To achieve cost efficiencies through having a strategic approach for the delivery of waste management services. • To consult and then carry out modelling of materials that could be collected, to reduce waste to landfill and meet customer expectations. • To improve customer satisfaction, through process improvement, staff engagement and empowerment. • To ensure that Health and Safety is a core consideration in any future proposed service operation for both residents and the Council's operatives. To form effective partnerships to deliver efficiencies through vehicle and recycling procurements.

Our Priorities

Delivering Services for a Changing Population

AIM <i>What we want to achieve</i>	ACTION <i>How we intend to achieve it</i>
Provision of an adequate amount and range of housing, including affordable housing, to meet the housing needs of all sections of the local community.	<ul style="list-style-type: none"> • Through the Council's Planning and Strategic Housing functions ensure that there are sufficient deliverable housing sites to meet the needs of the area for market and affordable housing and to support economic growth. • In 2014/15 our focus will be on working with developers to achieve and implement planning permissions on allocated sites and on windfall sites where compatible with policy. • We will be robust in our negotiations to achieve the Council's targets for affordable housing and appropriate housing mix in new developments, particularly to ensure that a significant proportion of new housing is designed to meet the needs of older people. • We will continue to support the work of the Rural Housing Enabler to deliver small affordable housing schemes in rural areas.
Provision of direct support to District residents in need to prevent homelessness.	<ul style="list-style-type: none"> • Maintain our performance on homelessness preventions to ensure the number of residents who suffer the distress and disruption of being made homeless is minimised.
Improve the health and wellbeing of a changing population.	<ul style="list-style-type: none"> • Provide a range of initiatives, programmes and activities for targeted community groups.
Help people to continue to lead more independent lives.	<ul style="list-style-type: none"> • Provision of a targeted programme of initiatives, programmes and activities aimed at those whose independence is most at risk, eg. elderly and people with a disability. • Develop further the Disabled Facilities Grant scheme providing adaptations to private residences

Our Foundations

These are the foundations that support all of the Council's key priorities and are fundamental to their delivery.

Good Finances:

- Provide financial sustainability by implementing arrangements throughout the period of the current spending review and beyond
- Generate additional income and utilise alternative types of funding to ensure on-going affordability of Council services
- Manage the implementation for the Council and community of the changes to Welfare Reform

Good Communications:

- Deliver a cohesive approach throughout the Council to engaging and communicating with our communities and stakeholders, including:
 - proactive information flows that keep stakeholders up to date with council developments
 - improved use of social media channels
 - creating opportunities for business-friendly dialogue
 - maintaining and developing strong links with local media
- Support and improve internal communications to inform and empower the organisation to:
 - understand what is important to our communities, stakeholders and customers
 - understand and promote the Council and its services
 - capture and trial ideas for improvement
 - be responsible and accountable for the service they provide

Good People:

- Empower the workforce to achieve the best solution for their customers
- Develop skills and abilities of all throughout the organisation and provide excellent training opportunities
- Value all employees and support their ideas to improve the organisation
- Create a healthy, safe, well being environment in which employees want to work and are able to maintain a good work life balance

Good Governance:

- Clarity of purpose, aims and responsibilities
- Strong leadership
- Transparent decision making
- Accountability to its stakeholders

Our Values

This Council's key values are:

Openness:

- Open, honest and transparent in the provision of our services to the community

Responsibility:

- Accountable and responsible for our actions as individuals and as an organisation

Customer focus:

- Committed to providing, and improving upon, a high quality, customer-focussed service

Fairness:

- Fair to all on an equal basis

Respectful:

- Value our work colleagues and stakeholders

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Business Groups

To show how our business units contribute to the above portfolios we have clustered them as follows:

Customer & Leisure Services

- Business Engagement
- CCTV
- Communications
- Community Leisure
- Community Safety
- Customer Services
- Business & Community (part)
- Workspace Management
- Car parking
- Economic Development
- Leisure Centres
- Safeguarding children & vulnerable adults

Environmental & Planning Services

- Building Control
- Conservation
- Decent Homes
- Development Management
- Emergency Planning
- Environmental Health
- Fuel Poverty
- GIS
- Household Waste
- Housing Options & Advice
- Land Charges
- Licensing
- Pest Control
- Planning Policy
- Recycling
- Street Scene
- Street Naming & Numbering

Support Services

- Business Support
- Corporate Finance
- Council Tax
- Democratic Services
- Design & Maintenance
- Elections
- Housing Benefits
- ICT
- Legal Services
- HR
- Payroll
- Performance & Risk
- Procurement
- Reprographics
- Revenues and Benefits

Further Information

Our Corporate Business Plan has been kept deliberately short, in order to maintain our focus on the key issues. If you would like to know more about any of these issues including background information about the Council and the project plans which support each of the priorities please visit our website at : www.hambleton.gov.uk

You can also email us at info@hambleton.gov.uk to request further information.

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Prepared by Hambleton District Council July 2014

