

# Corporate Plan 2018 – 2020 (DRAFT)

*(This document will be digitally designed when the content has been agreed)*

DRAFT

## Foreword

This Corporate Plan sets out the Council's vision, strategic objectives and priority areas for action for the next two years and beyond.

Kettering Borough Council has achieved a great deal over the years and has much to be proud of. The Council remained strong through the global financial crisis and successive years of government funding reductions. Our workforce is well motivated and responsive to change, as evidenced by our Investors in People and Customer Service Excellence assessments. The services we provide are fit for purpose and the innovative arrangements we have with our partners serve our customers well.

We are now entering a new era of change. Moving forward, the Council will need to work closer still with other public service providers and the Government to respond to the opportunities and challenges that public sector reform may bring.

The decisions moving forward will not be easy. However, working in partnership with others, we have an opportunity to help shape the future of the area like never before. At the same time, we will need to keep both hands on the steering wheel and continue to provide day-to-day services well, without getting distracted from what matters most – meeting our customers' needs and making the area a great place to be.

## Introduction

The Council provides a wide range of services to its 100,000 residents and growing number of businesses based locally. As well as providing services, the Council has an important role in promoting the economic, social and environmental wellbeing of the area, to protect the interest of citizens and safeguard the vulnerable.

The Council's wide range of duties has to be balanced with its need for overall financial sustainability. The Council therefore identifies priorities to concentrate on, whilst at the same time, works to be as efficient and customer focused as it can be across all of the services it provides.

This corporate plan sets out a vision for the Council, a set of strategic objectives and priority areas of focus for the next two years. It describes not only *what* the Council wants to achieve, but also *how* and where definable, to *which* standards.

The priorities set out in this plan provide important focus. However, the environment within which the Council operates is rapidly growing and changing fast. This plan will therefore change over time. It will reflect circumstances on the ground, new challenges as they emerge and the impact of new legislation.

## A coordinated approach

Below this high-level plan sit a range of service plans. These describe the aims, planned activity, performance and resources of the nine service units working within the Council.

Below that, as appropriate, are team plans and individual agreed objectives. Alongside the Corporate Plan sits the Council budget and financial framework, and various statutory plans which set out policies and service standards, as the law requires for defined activities. Much of the detail about how we secure our outcomes will be found in these other documents.

Some of the work of the Council also serves other organisations, where we provide services in partnership. Our work will also reflect the priorities of those partners.

## Identifying Priorities

Elected councillors, through the Council and the Executive Committee of the Council, set policy and service standards and agree priorities. The objectives and priorities in this Plan reflect what the Council feels are the most pressing challenges and opportunities facing the area which the Council has the capacity, ability and responsibility to deal with.

The Council does not seek to impose itself on other service providers. The police, county council, health services, the voluntary and private sectors and government agencies are all responsible for their functions and work. However, we are always prepared to work constructively through the Local Strategic Partnership with all those third parties for the benefit of this Borough, and some of that is reflected within this Corporate Plan.

## Our Vision

We want to ensure that the local area is a great place to live, work and visit and that public services provide the very best value for money for local people.

## Our Strategic Objectives

To achieve our vision, we will focus on three high-level objectives:

- Delivering **sustainable growth**;
- Developing **stronger, safer, cleaner and healthier neighbourhoods**;
- Providing **modern public services**.

# Our strategic Priorities

## Sustainable growth

Delivering sustainable growth is key to achieving our vision for the area. Kettering Borough is part of the North Northamptonshire Growth area. This area is part of one of the fastest growing regions of the Country. This growth, if managed responsibly, has the ability to provide the right combination of homes, jobs, skills, education, healthcare, retail, leisure, play, greenspace and transport infrastructure to maintain a prosperous and thriving area for generations to come.

As well as providing a range of quality services to meet the above objective, we will focus on the following priority areas:

Ref	Priority	Description
<b>A1</b>	Local Plan and related policies	Effectively prepare a Part 2 Local Plan for the borough of Kettering that will provide detailed planning policies to compliment the Part 1 North Northamptonshire Joint Core Strategy.
<b>A2</b>	East Kettering Sustainable Urban Extension	Continue to support the delivery of the East Kettering (Hanwood Park) development ensuring the provision of 5,500 new homes, employment sites, schools, retail, leisure and health facilities.
<b>A3</b>	Kettering Town Centre delivery plan	Implement the Delivery Plan to ensure continued investment is maintained in Kettering town centre to improve the offer for residents, businesses, visitors and shoppers.
<b>A4</b>	Burton Latimer Section 106 delivery	Ensure the effective delivery of the Town Centre Improvement Scheme at Churchill way public car park and The Paddocks play area. Provide enhanced community and leisure facilities within the town, potentially developing the Community Centre at the King George V recreation ground on Pioneer Avenue.
<b>A5</b>	New infrastructure to support future growth	Secure investment from government, partners and business to ensure the provision of new infrastructure such as road links, schools and health facilities to support housing and business growth.
<b>A6</b>	Housing and growth deal with the Government	Seek to negotiate a deal with Government that secures financial investment and planning flexibilities to ensure that economic growth and new housing can be delivered in a sustainable manner
<b>A7</b>	New build council housing	Undertake an ambitious programme of council house building following the completion of five new homes at Laburnum Crescent and starting a further 27 new homes to be built at Scott Road and Albert Street subject to obtaining planning permission.
<b>A8</b>	Social housing green paper	The Government is planning to publish a green paper during 2018 which will aim to address the major issues facing the social housing sector. The Council stands ready to meet the challenges and embrace the opportunities arising from the green paper

## Stronger, safer, cleaner and healthier neighbourhoods

Ensuring that the area is a safe, clean and healthy place to live and that local communities are strong and working together for a common purpose is fundamental to our vision for the future.

Kettering Borough Council provides a wide range of services focussed on delivering this strategic objective. Innovative partnership arrangements with police, health and neighbouring councils are already delivering tangible results on the ground. The Local Strategic Partnership, Health and Wellbeing Forum and Kettering Futures Partnerships continue to build strong links between service providers to harness resources and effort to tackle shared problems such as health inequalities, social inclusion, welfare and money management, environmental crime and anti-social behaviour. Progress has been good but there is still much to do.

To meet our objective for **developing stronger, safer, cleaner and healthier neighbourhoods**, we will focus on the following priority areas:

Ref	Priority	Description
<b>B1</b>	Partnership for street scene services with Corby Borough Council	Ensure that the new shared street scene service not only saves money, but delivers tangible improvements to the service provided to customers as well as the standard of cleanliness and environmental protection of the areas served.
<b>B2</b>	Homelessness Reduction Act 2017	Implement the requirements of the Homeless Reduction Act by taking a more preventative approach to tackling homelessness across the Borough.
<b>B3</b>	Welfare reform implementation	Continuing to effectively implement the requirements of Welfare Reform whilst ensuring adequate assistance and advice is available to all customers needing support across the borough.
<b>B4</b>	Parking management	Provide good value, well run, safe and fit for purposes parking facilities for the borough to support work, rest and play.
<b>B5</b>	Provision of acceptable sites for the traveller community	Seek to identify and bring forward suitable sites across the Borough that will make adequate provision for the needs of the gypsy and traveller community.
<b>B6</b>	Working with the Police to tackle crime and anti-social behaviour	Continue to develop partnership working with the Police, particularly in areas such as anti-social behaviour, County Lines, the enforcement of the Public Spaces Protection Order (PSPO) and the Safer Communities Team.
<b>B7</b>	Improving health and wellbeing in the borough	Ensure that our policies and activities across the Council support the improvement health and wellbeing across the borough.

## Modern public services

The demand for public services and customer expectations continue to increase. At the same time, the resources available are scarcer and are under increasing pressure. To help balance this equation, the Council is continuously working to be more efficient, economic and effective.

The Council has a long track record of innovation in public services and has set best practice standards in a lot of what it does. However, as the challenges the Council face increase, so does the need for finding new ways of working.

To meet our objectives for providing **modern public services**, we will focus on the following priority areas:

Ref	Priority	Description
C1	Doing the day job well	Ensure services provided by the Council meet the standards promised to our customers.
C2	Public service reform	Working collectively with our partners and other public service providers to help facilitate the required public sector reform for the area.
C3	Customer service excellence	Further elevate the standard of service provided to customers across services provided by the Council.
C4	Value for money and efficient ways of working	Find, implement and embed better, more efficient and effective ways of achieving required outcomes such as improved online service provision and streamlining processes.
C5	Shared services arrangements	Further build on the foundations in place with existing partnership arrangements and develop new ones, the principal project in 2018/19 being the delivery of the shared street scene partnership with Corby BC. Ensure that partnership arrangements expand where appropriate and deliver shared benefits of cost recovery, service continuity and greater added value.
C6	Resource management and commercialism	Ensure we are ambitious in our approach to diversifying and increasing income by: getting the best return from the assets and resources we have and look to acquire; maximise the monetary and social value return to public services; and develop a financially more sustainable approach to delivering high quality services.
C7	Reinventing Repairs	A service improvement programme to create a housing repairs service that is professional, customer-focused and cost-effective.

## Customer Service Standards

Providing excellent customer service has been a long-standing commitment of Kettering Borough Council. The customer services standards that are provided to customers that cut across all services are set out below. Please be aware that each of the Council's services has additional standards that are specific to the type of service provided. These are set out in more detail in the Service Plans.

### **Kettering Borough Council will aim to:**

- See customers who visit us within 10 minutes
- Answer phone calls within 10 rings
- Answer email queries within 10 working days
- Answer web chat queries within 10 rings
- Reply to written enquiries within 10 working days

### **Kettering Borough Council is committed to:**

- Providing a polite, friendly and effective response
- Dealing with enquiries at first point of contact wherever possible
- Making an appointment when requested
- Staff wearing name badges

### **When serving customers, staff will:**

- Demonstrate a positive attitude at all times, showing care, empathy, courtesy, respect and a willingness to deliver a quality service.
- Give fair and consistent treatment to all our customers, treating them as individuals, to ensure they have equal access to our services.
- Work as a team on behalf of the customer, demonstrating ownership, accountability and commitment to deliver.
- Present themselves as service professionals being neat, clean, well-organised and dressed appropriately for the type of work you are doing.
- Communicate honestly and effectively in listening, questioning and understanding.
- Ensure all written communication is professional and jargon free.
- Deliver on promises, keeping the customer informed at all times even when there is no news.
- Take the initiative to solve problems, deliver solutions and signpost where relevant and appropriate.
- Seek and act on feedback in pursuit of improving the Council's performance.
- Challenge disrespectful behaviour and attitudes in colleagues that impact on the Council's goal of service excellence.
- Always greet people in a professional and personal manner e.g. good morning/afternoon, name, willingness to offer help.
- Answer a ringing phone wherever possible even if it is not at your own desk and deal with the caller or take a message for your colleague.
- Speak to a customer even if a caller is incorrectly connected to your phone. You should own the call and not quickly dismiss the caller.