



Corporate Plan 2017-2022



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Introduction

The Corporate Plan 2017-22 sets out the Council's aims and priorities for the next five years.

Our vision and commitments provide direction for our work. It ensures that we focus on activities that will achieve the greatest benefits for the District, given limited resources.

Priority projects are identified for each of the commitments. Each project is assigned to a lead Cabinet member (Portfolio Holder) and lead Head of Service. Delivery of projects is supported by the Council's project management approach and monitored through a robust performance management framework.

You can follow our progress against these commitments on the [how we are performing](#) and [news releases](#) pages of our website.

We also have a legal obligation to provide a number of statutory services. We will make sure that statutory services continue to be delivered to a high standard.

You can find out how we fund our work on the [Council budgets and spending](#) section of our website.

VISION: To contribute to a high quality life for all residents by delivering outstanding services, working with the community, county, town and parish councils.		
Protecting the vulnerable and delivering for families	Planning for the future	
Developing business and the visitor economy	COMMITMENTS	Delivering cultural, sports, leisure and heritage facilities
Keeping the District clean, green, healthy and safe	Ensuring value for money and outstanding customer service	

Commitment 1: Protecting the vulnerable and delivering for families

Over the next five years we will:
<ul style="list-style-type: none"> ➤ Support opportunities to provide high quality affordable housing ➤ Make the most of available accommodation for elderly, disabled, those with learning difficulties and disadvantaged residents ➤ Provide support for those working with the homeless ➤ Perform an ongoing review of dedicated disabled car parking provision and enforcement to prevent misuse of the spaces ➤ Work closely with volunteer groups who care for the elderly, disabled and disadvantaged ➤ Work with the Older People's Panel (including representatives from across the District) to ensure we make decisions that benefit the whole community ➤ Support community cohesion programmes ➤ Create recreational spaces where teenagers can spend time safely ➤ Work with local youth organisations to ensure we make decisions that benefit the whole community ➤ Support the District's Youth Councils ➤ Improve children's play areas and open spaces <i>(where not the responsibility of Parishes or the City Neighbourhoods Committee)</i> ➤ Support Hertfordshire County Council efforts to increase provision of primary (particularly in St Albans) and secondary school places ➤ Make provision for improved football facilities for the youth of the District ➤ Work with local groups to improve provision of recreation, sport and social opportunities for young people, including those with special needs ➤ Encourage children into Verulamium museum (and the new museum and art gallery when it opens)

Our priority projects for 2017-18	Lead Portfolio	Lead Department
Implement the sheltered housing redevelopment programme	Housing	Housing
Develop affordable housing on three garage sites in Batchwood (and identify other sites for development)	Housing	Housing
Assess options for major housing contracts	Housing	Housing

Commitment 2: Planning for the future

<i>Over the next five years we will:</i>
<ul style="list-style-type: none"> ➤ Put a Local Plan in place ➤ Protect the Green Belt, the District's environment and green spaces ➤ Improve the planning service ➤ Increase the number of affordable houses delivered each year for use by local people ➤ Conserve what is good in our townscape, ensuring developments are in harmony with other adjacent buildings ➤ Support initiatives to reduce aircraft noise and monitor possible aircraft route changes ➤ Encourage home self-build to promote high quality and diverse schemes ➤ Resist pressure for inequitable provision of additional traveller pitches in the District ➤ Prioritise proactive oversight of planning and licensing conditions and for environmental matters ➤ Carry out planning enforcement, where appropriate ➤ Work with neighbouring councils to ensure a complementary and co-ordinated approach to economic development and spatial planning ➤ Act as a champion for commuters to improve local rail services

<i>Our priority projects for 2017-18</i>	<i>Lead Portfolio</i>	<i>Lead Department</i>
Progress the Strategic Local Plan, Detailed Local Plan and other related Planning Policy documents, including the Community Infrastructure Levy (CIL)	Resources	Planning and Building Control
Embed the Commercial and Development Department and progress major property developments including the Civic Centre Opportunity Site (CCOS), Ridgeview and the former Museum of St Albans site	Housing	Commercial and Development

Commitment 3: Developing business and the visitor economy

Over the next five years we will:

- Encourage green science industries in collaboration with the Building Research Establishment, Rothamsted Research and University of Hertfordshire (through the 'Green Triangle')
- Improve marketing of St Albans District as a first class professional services hub and visitor destination
- Work with St Albans District Chamber of Commerce to improve local economic vitality
- Work with St Albans Enterprise Agency and the Local Enterprise Partnership to help businesses start, survive and thrive in the District
- Encourage joined up development schemes in St Albans City centre, ensuring that historical integrity is retained and enhanced
- Improve St Albans' cultural and heritage public realm
- Continue to identify opportunities to promote the heritage and history of the District through signage and the use of modern technology
- Quickly replace missing and damaged street signs
- Introduce street entertainment and cultural activities into the District's streets
- Promote markets and Sunday shopping in St Albans District
- Encourage a broad and unique shopping experience with high quality shops, restaurants and entertainment venues throughout the District
- Explore the possibility of bringing conference facilities to the District to help increase the number of visitors
- Provide opportunities and encouragement for local businesses to invest in and sponsor community facilities and activities as part of their Corporate Social Responsibility programmes
- Encourage telecoms providers to upgrade the quality of wireless and broadband networks in the District for the benefit of business and residents
- Make Council services and procurement more business friendly
- Continue to treat parking as a service rather than a means of generating income
- Work with retailers and other stakeholders to increase and improve street parking and traffic flow

<i>Our priority projects for 2017-18</i>	<i>Lead Portfolio</i>	<i>Lead Department</i>
Review future arrangements for managing the Council's car parks and parking enforcement post 2019 NEW	Community Engagement and Localism	Legal, Democratic and Regulatory Services

Commitment 4: Delivering cultural, sport, leisure and heritage facilities

Over the next five years we will:
<ul style="list-style-type: none"> ➤ Develop cultural, sport, leisure and heritage facilities with activities that benefit the entire District including a new City centre museum and art gallery ➤ Support local sports groups and work with them to deliver their key projects ➤ Support the development of local District, Town and St Albans City football clubs ➤ Promote sporting activities across the District, including supporting minority sports ➤ Run projects in collaboration with local groups to encourage people to participate in leisure pursuits such as use of cycle paths and walking in our beautiful countryside ➤ Support the planting of, and access to, Heartwood Forest

Our priority projects for 2017-18	Lead Portfolio	Lead Department
Redevelop the Town Hall as a new museum and art gallery	Sports, Leisure and Heritage	Commercial and Development
Develop Harpenden leisure and cultural facilities	Sports, Leisure and Heritage	Commercial and Development
Develop Abbey View athletics track	Sports, Leisure and Heritage	Commercial and Development

Commitment 5: Keeping the District clean, green, healthy and safe

Over the next five years we will:

- Provide a high standard waste and recycling service for the benefit of all households
- Work to speed up the delivery of a greater than 60% recycling rate
- Work with businesses, especially pubs and restaurants, to encourage recycling which will be beneficial to both the Council's targets and the businesses' waste clearance costs, ultimately reducing the business waste that goes to landfill
- Work with residents, local groups and neighbourhood police to nurture a local community spirit
- Support the work of Police Community Support Officers and the Community Policing Team
- Improve community safety with quality CCTV linked to visible and effective policing
- Work proactively with the Police to reduce anti-social behaviour across the District
- Ensure the operation of an effective fly-tip, street cleaning and graffiti removal service and take enforcement action against related offenders
- Increase understanding of environmental sustainability and recycling initiatives through education and promotional activities
- Work in partnership Hertfordshire County Council to reduce the damage to verges and pavements and to recover the cost of making good the damage from those causing it
- Work with health partners and community groups to provide a stronger voice around health and wellbeing for the District
- Engage with the all health partners including the Herts Valleys Clinical Commissioning Group, through the Health and Wellbeing Partnership, to input into their ongoing strategic review and future decisions on hospital provision in St Albans
- Work with residents to provide solutions to difficulties in parking hot spots
- Conduct rolling reviews of Controlled Parking Zones
- Work in partnership with the Hertfordshire County Council to identify schemes to ease traffic congestion and improve air quality, especially for the centre of St Albans
- Support Hertfordshire County Council's speed limit reviews – both for 20mph limits in urban areas and Tranquil and Quiet lanes in rural areas
- Closely monitor new technologies and other opportunities to identify greener transport options across the District
- Work to develop radial cycle routes in urban parts of the District
- Provide increased cycle parking in shopping and commercial areas
- Work with partners on initiatives to improve public transport through Network St Albans

<i>Our priority projects for 2017-18</i>	<i>Lead Portfolio</i>	<i>Lead Department</i>
Settle in the new waste and recycling contract and accelerate recycling beyond 60%	Environment	Community Services
Engage with local health partners, through the Health and Wellbeing Partnership, to input into future decisions on hospital provision in St Albans	Planning	Chief Executive and Policy

Commitment 6: Ensuring value for money and outstanding customer service

Over the next five years we will:

- Strengthen performance management culture across the Council ensuring the customer is at the heart of everything we do
- Provide quality, value for money services
- Improve communications with the public and reacting to public feedback, e.g. on recycling matters
- Deliver projects on time and to budget and without wasting money on consultants
- Develop Council officers and councillors
- Make Council officers and councillors accountable for poor delivery or communication
- Work in partnership with other arms of local government and other public, private and voluntary sector parties to ensure the delivery of services at the best value for residents
- Actively support local groups to carry out functions at present carried out by the Council while providing minimal, but effective, mutually agreed supervision
- Ensure fair and equitable treatment and provision of funds across the entire District

<i>Our priority projects for 2017-18</i>	<i>Lead Portfolio</i>	<i>Lead Department</i>
Implement digital technologies to transform services for customers	Planning	Corporate Services
Shape the Council to meet the future needs of the District's residents, businesses and visitors <i>NEW</i>	Resources	Corporate Services
Implement a financial strategy for the period to 2020 in light of a reduced Government funding settlement <i>NEW</i>	Resources	Finance

Any comments? Any questions? Need this plan in an alternative format?

We very much welcome any comments you wish to make about the plan. Your feedback is a valuable part of the annual review of the plan and, along with other information such as opinions from residents' surveys and changes in local circumstances, will help us to identify our future priorities and actions.

If you have questions about this plan, or you require this information in another format e.g. in large print, Braille, audio or in a language other than English, please contact the Council's Corporate Services department on **01727 819571** or email performance@stalbans.gov.uk.