



Dear Councillor

**COUNCIL - WEDNESDAY, 20 JULY 2022**

I am now able to enclose for consideration at the above meeting the following reports that were unavailable when the agenda was printed.

**Agenda Item  
No.**

- 4. STATE OF THE DISTRICT AND CORPORATE PLAN 2022-23 (Pages 3 - 8)**

Updated Appendix 1 – Corporate Plan.

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## Corporate Plan 2022/23

Huntingdonshire District Council's Corporate Plan sets out the Council's objectives and key actions and performance measures and this 2022/23 Corporate Plan is a transitional, interim plan at the start of a new four-year administrative term. A programme of meaningful engagement with residents and other stakeholders linked to the development of our Place Strategy will begin in summer 2022 and it is expected that the output from this will inform a more fundamentally changed 2023/24 Corporate Plan.

The Council's objectives are:

- Tackling climate change and caring for the environment
- Enhancing employment opportunities and supporting businesses
- Supporting the needs of residents
- Improving the housing situation
- Strengthening our communities

In exploring options to invest in our services and people, 'Working together' will be an overarching principle for the Council. Recognising that the Council is only one part of a complex structure of public sector service providers and, in the context of public sector reforms and new ways of working, the need for collaborative partnership working is ever-increasing. Central to this approach is developing an enduring dialogue with residents, meaningfully engaging with them in the widest possible aspects of our work and listening and responding to concerns in shaping policies and priorities. We will draw on insights from councillors of all political persuasions and work together to ensure that the Council provides good services and good value, while considering social value as a priority. We will work constructively with other public bodies, business partners and the third sector. Local public sector partners are working together to draft a single system strategy setting out shared design principles, priorities and outcomes, which are expected to align with our Corporate Plan.

The Corporate Plan shows you our objectives, the work programmes we have put in place, the actions we will take and how we will measure our performance.

Objective	Proposed key actions	Proposed indicators
<p><b>Tackling climate change and caring for the environment</b></p> <p>Huntingdonshire must proactively tackle the climate crisis and ecological emergency. We will act upon this by:</p> <ul style="list-style-type: none"> <li>- declaring a climate emergency to help focus minds and urgently implementing a Climate Action Plan</li> </ul>	<ol style="list-style-type: none"> <li>1. Declare a climate emergency</li> <li>2. Develop, adopt and deliver a Climate Strategy informed by resident and stakeholder engagement</li> <li>3. Deliver investment programmes at Hinchingbrooke Country Park and Riverside Parks in Huntingdon and St Neots</li> <li>4. Protect and increase biodiversity within our parks and open spaces</li> </ol>	<ol style="list-style-type: none"> <li>1. Percentage of household waste reused/ recycled/ composted</li> <li>2. Percentage of sampled areas which are clean or predominantly clean of litter, detritus, graffiti, flyposting, or weed accumulations</li> <li>3. Carbon emissions from HDC service delivery (note: reporting is likely to be annual only)</li> </ol>

Objective	Proposed key actions	Proposed indicators
<ul style="list-style-type: none"> <li>- designing council policies that enable cutting of emissions and provide positive examples for businesses and residents</li> <li>- considering environmental impact in all policy-making and our stewardship of council assets and resources</li> <li>- ensuring our updated Local Plan reflects the priorities outlined in our Climate Action Plan</li> </ul>		
<p><b>Enhancing employment opportunities and supporting businesses</b></p> <p>We will:</p> <ul style="list-style-type: none"> <li>- promote Huntingdonshire as a location for investment in high-tech, highly-skilled and green economic opportunities and jobs, within environmental limits</li> <li>- support local businesses with the council's purchasing power</li> <li>- rejuvenate our economy in the wake of the pandemic, by: <ul style="list-style-type: none"> <li>- engaging with businesses to understand their future needs and aspirations</li> <li>- matching workspace to the needs of our residents and businesses</li> <li>- supporting provision of high-speed broadband and mobile phone coverage across the district</li> </ul> </li> </ul>	<ol style="list-style-type: none"> <li>1. Deliver the Market Towns Programme, including the St Neots Future High Streets Fund, accelerated delivery projects and masterplanning in Huntingdon, Ramsey and St Ives</li> <li>2. Explore external funding opportunities to deliver agreed masterplan and wider priorities</li> <li>3. Review Huntingdonshire's 2020-25 Economic Growth Strategy</li> <li>4. Work with partners to promote business support and business start up programmes and grant schemes</li> <li>5. Audit the impact of our current Social Value procurement policy and commit to actions to improve its impact</li> <li>6. Work with partners to support the provision of high-speed broadband and better mobile phone coverage across the district</li> </ol>	<ol style="list-style-type: none"> <li>1. Net change in number of local businesses</li> <li>2. Footfall in town centres</li> <li>3. Proportion of council spend with suppliers from the local area</li> <li>4. % of residential and business premises with super-fast fixed broadband coverage</li> <li>5. % of residential and business premises with indoor 4G mobile coverage from at least 3 operators</li> <li>6. Employment Rate</li> <li>7. No of Huntingdonshire Apprenticeship starts</li> </ol>

Objective	Proposed key actions	Proposed indicators
<ul style="list-style-type: none"> <li>- supporting residents to access employment and skills advice and provision</li> </ul>	<ol style="list-style-type: none"> <li>7. Launch new Invest in Huntingdonshire and Made in Huntingdonshire campaign, establish an inward investment baseline</li> <li>8. Work with partners to support the provision of careers advice, technical and vocational learning including apprenticeships</li> </ol>	
<p><b>Supporting our residents needs</b></p> <p>We are committed to ensuring that Huntingdonshire residents have the highest possible quality of life.</p> <p>Residents face a growing affordability challenge for life's basic necessities. To help mitigate the cost of living crisis, we will use universal access to basic services as a guiding principle.</p> <p>All residents deserve:</p> <ul style="list-style-type: none"> <li>- somewhere warm and safe to live</li> <li>- a healthy diet</li> <li>- opportunities to improve their skills, access employment and improve household income</li> <li>- open spaces and leisure facilities to support their physical and mental health</li> <li>- access to the digital and transport infrastructure needed for modern life</li> </ul>	<ol style="list-style-type: none"> <li>1. Continue to improve digital access to council services</li> <li>2. To develop our understanding of customer and resident needs and use this to enable us to better support our residents in a way that makes sense to them</li> <li>3. To continue to provide financial assistance to people on low incomes to pay their rent and Council Tax</li> <li>4. Identify and support residents at risk of situations escalating into crisis, including a review of contracts for the provision of public advice and support for the voluntary and community sector to ensure this is done in the most effective and convenient way</li> </ol>	<ol style="list-style-type: none"> <li>1. Number of active customer portal accounts (accessed within the last 12 months)</li> <li>2. Number of missed bins</li> <li>3. Average number of days to process new claims for Housing Benefit and Council Tax Support</li> <li>4. Number of attendances at One Leisure Active Lifestyles programmes</li> <li>5. Number of One Leisure Facilities admissions – swimming, Impressions, fitness classes, sports hall and pitches (excluding Burgess Hall and school admissions)</li> <li>6. Number of residents at risk of 'crisis' proactively supported</li> <li>7. Number of preventative campaigns or initiatives undertaken</li> </ol>

Objective	Proposed key actions	Proposed indicators
<p>We are committed to working with partners to do all we can to deliver this.</p> <p>We will take a positive and proactive approach to:</p> <ul style="list-style-type: none"> <li>- joining up services for the benefit of residents by working with the new integrated care system, other public bodies and the third sector</li> <li>- ensuring that Huntingdonshire is an inclusive district for all residents</li> <li>- working to ensure that more of the wealth created in our local communities should stay in our local communities</li> </ul>		
<p><b>Improving housing provision</b></p> <p>We will undertake a review of affordable housing.</p> <p>We will start the review of the Local Plan and associated strategies and policies. Delivery of affordable homes, quality of the built environment, creating healthy spaces and communities, available sustainable public transport, and embedding digital connectivity will all be important considerations.</p> <p>This review will also include an examination of the suitability of new housing developments with respect to:</p>	<ol style="list-style-type: none"> <li>1. Commence an update of the Local Plan. This should ensure that local planning policies include a focus on sustainability of new developments, achieving the right mix of housing sizes, types and tenures to meet the needs of residents, the quality of the built environment, creating healthy spaces and communities, public transport and digital connectivity</li> <li>2. Maintain a five year housing land supply (5YHLS) and ensure that the Housing Delivery Test in the National Planning Policy Framework is met</li> <li>3. Design and implement strategies to use Council assets to support the</li> </ol>	<ol style="list-style-type: none"> <li>1. Net change in number of homes with a Council Tax banding</li> <li>2. Number of new affordable homes delivered</li> <li>3. Number of homelessness preventions achieved</li> <li>4. The amount of Community Infrastructure Levy (CIL) funding committed for infrastructure development</li> <li>5. Percentage of planning applications processed on target – major (within 13 weeks or agreed extended period)</li> <li>6. Percentage of planning applications processed on target – minor (within 8 weeks or agreed extended period)</li> <li>7. Percentage of planning applications processed on</li> </ol>

Objective	Proposed key actions	Proposed indicators
<ul style="list-style-type: none"> <li>- protecting and enhancing the local environment</li> <li>- protecting the character of a local area</li> <li>- sustainable construction practices</li> <li>- building homes to high environmental standards</li> <li>- potential work locations for new residents</li> <li>- available sustainable public transport and active travel options</li> <li>- appropriate infrastructure</li> </ul> <p>We will also:</p> <ul style="list-style-type: none"> <li>- encourage new building developments that accommodate a range of specialist housing</li> <li>- work closely with towns and parishes to widen knowledge around the Community Infrastructure Levy and how local communities can access these funds</li> </ul>	<p>delivery of affordable homes</p>	<p>target – household extensions (within 8 weeks or agreed extended period)</p>
<p><b>Strengthening our communities</b></p> <p>We will:</p> <ul style="list-style-type: none"> <li>- Continue to work with accredited community organisations to ensure our services fulfil local needs, and are delivered in the way that best builds community and resident capacity</li> <li>- Enable communities to develop and maintain Neighbourhood Plans that reflect the needs and aspirations of those living there</li> <li>- Continue to develop local employment and skills</li> </ul>	<ol style="list-style-type: none"> <li>1. Develop, adopt and deliver a Place Strategy informed by resident and stakeholder engagement</li> <li>2. Commence development of a refreshed Community Strategy informed by our resident engagement activity and our current Community Strategy</li> <li>3. Support community planning by providing advice to Towns and Parish Councils seeking to develop or update Neighbourhood Plans</li> <li>4. Deliver the CCG funded Community activity project with and through</li> </ol>	<ol style="list-style-type: none"> <li>1. Number of hours worked by volunteers</li> <li>2. Number of accredited community and voluntary sector groups within Hunts under the 'Good to Go' or other scheme</li> <li>3. The number of food safety inspections undertaken</li> <li>4. Number of 'Aspirations High' initiatives delivered within identified primary schools</li> <li>5. Number of local health/physical activity events developed</li> </ol>

Objective	Proposed key actions	Proposed indicators
<p>pathways building on the work of our local jobs clubs pilot</p> <ul style="list-style-type: none"> <li>- work with police and communities to help people feel safe where they live</li> <li>- support local people to take action to improve their area including through 'seed funding' projects with community grants</li> </ul> <p>In managing the council's assets and using its resources, we will consider the social and economic impacts upon local communities, as well as financial implications for the council. We will explore every opportunity to build capacity and empower communities to take ownership and meet residents' need.</p> <p>We want our communities to be great places to live and work. We will explore all opportunities to increase the provision of green spaces, play areas, youth activities and community buildings.</p> <p>We will work toward our long-term ambition to be the most active District in Cambridgeshire.</p>	<p>community groups, to better meet and build local capability</p> <p>5. Fund and award Community Chest Grants to local community groups, and support the work of local voluntary organisations</p> <p>6. Work with our Communities to co-ordinate support for Ukrainian refugees moving to the area, including Homes for Ukraine sponsors and their guests</p> <p>7. Work in partnership to provide greater leisure and health opportunities at Community, Sports Club or within formal Leisure to enable more people to be more active, more often</p> <p>8. Play an active role in the development of the Integrated Care Partnership to ensure that health delivery contributes to local objectives around enhanced Quality of Life</p>	<p>6. Number of people supported by local jobs clubs</p>