

A meeting of the **OVERVIEW AND SCRUTINY PANEL (CORPORATE AND STRATEGIC FRAMEWORK)** will be held in the **COUNCIL CHAMBER, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON, PE29 3TN** on **TUESDAY, 3 JUNE 2008** at **6:00 PM** and you are requested to attend for the transaction of the following business:-

**Contact
(01480)**

APOLOGIES

1. MINUTES (Pages 1 - 4)

To approve as a correct record the Minutes of the meeting of the Panel held on 1st April 2008.

**Miss N Giles
387049**

2. MEMBERS' INTERESTS

To receive from Members declarations as to personal and/or prejudicial interests and the nature of those interests in relation to any Agenda Item. Please see Notes 1 and 2 overleaf.

3. BUDGET AND MEDIUM TERM PLAN (MTP) PROCESS 2009 - 2014 (Pages 5 - 10)

To consider a report by the Head of Financial Services on the Budget and Medium Term Plan (MTP) process, prior to its consideration by the Cabinet.

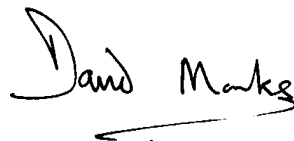
**S Couper
388103**

4. HUNTINGDONSHIRE SUSTAINABLE COMMUNITY STRATEGY & LOCAL ECONOMY STRATEGY (Pages 11 - 82)

To consider a report by the Head of Policy and Strategic Services on the Huntingdonshire Sustainable Community Strategy and Local Economy Strategy.

**Mrs C Sides
388495
Mrs C Garbett
388459**

Dated this 22 day of May 2008



Chief Executive

Notes

1. *A personal interest exists where a decision on a matter would affect to a greater extent than other people in the District –*
 - (a) *the well-being, financial position, employment or business of the Councillor, their family or any person with whom they had a close association;*
 - (b) *a body employing those persons, any firm in which they are a partner and any company of which they are directors;*
 - (c) *any corporate body in which those persons have a beneficial interest in a class of securities exceeding the nominal value of £25,000; or*
 - (d) *the Councillor's registerable financial and other interests.*
2. *A personal interest becomes a prejudicial interest where a member of the public (who has knowledge of the circumstances) would reasonably regard the Member's personal interest as being so significant that it is likely to prejudice the Councillor's judgement of the public interest.*

Please contact Miss H Ali, Democratic Services Officer, Tel No 01480 388006/e-mail: Habbiba.Ali@huntsdc.gov.uk if you have a general query on any Agenda Item, wish to tender your apologies for absence from the meeting, or would like information on any decision taken by the Panel.

Specific enquiries with regard to items on the Agenda should be directed towards the Contact Officer.

Members of the public are welcome to attend this meeting as observers except during consideration of confidential or exempt items of business.

Agenda and enclosures can be viewed on the District Council's website – www.huntingdonshire.gov.uk (under Councils and Democracy).

If you would like a translation of Agenda/Minutes/Reports or would like a large text version or an audio version please contact the Democratic Services Manager and we will try to accommodate your needs.

Emergency Procedure

In the event of the fire alarm being sounded and on the instruction of the Meeting Administrator, all attendees are requested to vacate the building via the closest emergency exit and to make their way to the car park adjacent to the Methodist Church on the High Street (opposite Prima's Italian Restaurant).

Agenda Item 1

HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the OVERVIEW AND SCRUTINY PANEL (CORPORATE AND STRATEGIC FRAMEWORK) held in the Council Chamber, Pathfinder House, St Mary's Street, Huntingdon, PE29 3TN on Tuesday, 1 April 2008.

PRESENT: Councillor S J Criswell – Chairman.

Councillors K M Baker, Mrs M Banerjee, Mrs K E Cooper, P J Downes, J E Garner, D A Giles, P M D Godfrey, D Harty, Mrs P A Jordan, Ms S Kemp, P G Mitchell, M F Newman, J M Sadler, P K Ursell, J S Watt and R J West.

APOLOGIES: Apologies for absence from the meeting were submitted on behalf of Councillors J D Ablewhite, K J Churchill, P H Dakers, J W Davies and A N Gilbert

(Owing to their membership on the Council's Environment Strategy Working Group Councillors M G Baker, J A Gray and R G Tuplin were unable to participate in the debate on the Environment Strategy).

25. MINUTES

The Minutes of the meetings of the Panel held on 29th January and 6th February 2008 were approved as correct records and signed by the Chairman.

26. MEMBERS' INTERESTS

No declarations were received.

27. ENVIRONMENT STRATEGY

(Councillor P L E Bucknell, Executive Councillor for Planning Strategy, Environment and Transport, was in attendance for this Item).

With the aid of a presentation and report by Mr P José, Head of Environmental Management, (a copy of which is appended in the Minute Book), the Panel was acquainted with the background to the production of the Environment Strategy for Huntingdonshire and the work that had been undertaken to produce the draft strategy. Members were advised that the Environment Strategy had been developed over a 12 month period and would be used to address the three environmental challenges of tackling climate change; using resources efficiently and protecting and improving the environment.

Mr P José directed Member's attention to the consultation process used and advised them that the strategy, through the development and implementation of a five-year action plan, would provide a platform for the District Council to pursue environmental objectives, enable it to influence others and lever in funding from outside organisations. It also would help the Council to become an exemplar for sustainable development and living.

Members discussed plans formally to launch the Strategy during Environment Week, between 2nd and 8th June 2008, and the need to produce materials in a variety of formats in order to make the Strategy accessible to a wide audience.

Members made reference to the value of environmental projects in terms of the carbon emitted and saved and their overall environmental impact compared with their cost. In response, Mr José assured the Panel that the intention was to promote cost-effective measures in the community and that the Strategy would attract funding from other sources ensuring value for money. Members suggested that the Council should endeavour to measure the carbon value of the project.

In discussing the educational aspects of the Strategy, Members stressed the importance of the advice provided by the Council to residents on home improvements. Having also referred to the need for suitably trained engineers to provide the home improvement measures, the Panel was informed of an accreditation scheme for installers operated by the Energy Saving Trust.

A comment was made that instead of "encouraging" certain actions, the actions referred to should be compulsory. The Director of Environmental and Community Services advised that the Council did not have the legal powers to make many of the items mandatory and that change was required at national level before this could be done.

Further comment was made on the need to protect agricultural land, to take measures to promote biodiversity in the District and to recognise the importance of road transportation to the economy. There was a need to balance these competing priorities and it was suggested that technology might provide alternatives to the use of fossil fuels.

RESOLVED

that the Cabinet be recommended:

- a) subject to the comments outlined above, endorse the proposed Environment Strategy for submission to the Council for approval and adoption;
- b) to authorise the Director of Environmental and Community Services, after consultation with the Executive Councillor for Planning Strategy, Environment and Transport, to agree minor textual changes and the final document format, and

- c) to approve the content and costs of the year on Project Plan.

Chairman

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**OVERVIEW AND SCRUTINY PANEL
(CORPORATE AND STRATEGIC FRAMEWORK)**

3 JUNE 2008

CABINET

12 JUNE 2008

BUDGET AND MTP PROCESS 2009-2014

(Report by the Head of Financial Services)

1 PURPOSE

- 1.1** The purpose of this report is to propose the approach, stages and timing for the review and approval of the financial strategy, the 2009/10 budget and the 2010/14 Medium Term Plan.

2 BACKGROUND

- 2.1** The Medium Term Plan approved in February 2008 provides a detailed budget for 2008/9 and detailed variations for the following 4 years. The financial strategy, also approved in February, forecasts the financial position through to 2018/9. This data forms the starting point for the creation of a new budget each year.
- 2.2** Whilst the budget for 2008/9 is balanced (in the sense that Council Tax and Government Grant is sufficient to cover the Council's net expenditure after an approved £1.6m is used from reserves) with no need to identify further spending adjustments, this is not true of the following years. In the last two years there has been a target to propose a balanced budget with necessary spending adjustments already identified and this has been achieved. In order to produce the same balanced budget position for 2009/10 there is a need to identify £0.5m of additional income or reduced spending. The situation for subsequent years is more onerous in that **further** additional income or reduced spending of £0.5m, £1m and then £1.6m will be required although there is a longer time period for this to be achieved.
- 2.3** The process of finalising our financial result for 2007/8 is currently underway, however recent forecasts suggest that our performance has been considerably better than originally budgeted in February 2007. Whilst the budget was based on using £1.5m from reserves it is now expected that a small surplus will be achieved. This improvement has been reported to Cabinet quarterly along with the causes of the continuing improvement.
- 2.4** Members will be aware of the Council's track record of beating the budget. A detailed analysis of the variances on this year's budget will be presented to Cabinet with the final results in July. We can, however, already anticipate that some of the improvements can be built into next year's budget although others, such as the significant LABGI receipt will not be repeated on the same scale and additional grants of £250k are already assumed. Thus some improvement in next year's budget can be anticipated without having to introduce changes to service plans. Whilst it is likely that this improvement could make a useful contribution towards identifying the £0.5m 'gap' for 2009/10, it is unlikely to contribute to the increasing gap in subsequent years.

2.5 The shortfall for the MTP period is shown below:

Forecast Total				
	2009/10	2010/11	2011/12	2012/13
	£M	£M	£M	£M
Net Expenditure	22.7	25.3	26.9	28.7
Funding from Government Grants and Council Tax	19.6	20.4	21.2	22.2
Shortfall	3.1	4.9	5.7	6.5
To be met from:				
Spending Adjustments not yet identified	0.5	1.0	2.0	3.6
Reserves	2.6	3.9	3.7	2.9

2.6 The latest forecast of revenue reserves at the end of 2008/09 is about £18.5m and so by the end of 2012/13 they will already have fallen to £5.4m. £3m is considered to be a minimum level for a Council of our size and hence planning further significant drawings is not advised.

2.7 The table below summarises the key reasons as to why the funding gap is increasing from the position in this year's budget. Further detail is provided in Annex A

Forecast variations from 2008/09				
	2009/10	2010/11	2011/12	2012/13
	£M	£M	£M	£M
COSTS RISING				
Pay inflation	1.5	3.1	4.4	5.8
Other expenditure inflation	0.4	0.8	1.2	1.7
Planned MTP variations	-0.6	-0.7	-0.8	-1.1
Falling interest and growing borrowing	1.3	2.3	3.0	3.6
	2.6	5.5	7.8	10.0
INCOME RISING MORE SLOWLY				
RSG and Council Tax	-0.8	-1.6	-2.5	-3.4
Income inflation	-0.3	-0.7	-1.3	-1.6
	-1.1	-2.3	-3.8	-5.0
SHORTFALL RISING	1.5	3.3	4.1	5.0
FUNDED FROM				
Additional use of Reserves	-1.0	-2.3	-2.1	-1.3
Savings Target	-0.5	-1.0	-2.0	-3.6

3 PROCESS AND TIMETABLE

3.1 As in previous years, the **first stage** of the process is to review the Council's longer term financial strategy. This will adjust the figures approved by the Council in February for inflation, interest rates, the 2007/08 outturn and any other unavoidable significant issues. It will thus enable the Council to confirm or revise the existing spending adjustment

targets and set any criteria for the review of existing MTP schemes and the inclusion of additional ones.

- 3.2 It is anticipated that this stage will address some of the £0.5m gap in the 2009/10 forecast but that some further work will be necessary to balance this budget and substantially more for later years.
- 3.3 The resulting Financial Forecast report will be considered on the following dates

Scrutiny	Cabinet	Council
2 September	4 September	24 September

- 3.4 The **second stage** will be to review the service budgets implied by the financial forecast whilst also incorporating proposed changes to service plans. The report will set out the changes (including efficiencies) to be introduced to service budgets and any proposals for enhancements to the level of provision which will require additional funding.
- 3.5 Cabinet Members will be involved in the production of the proposed service budgets and financial plans relating to their portfolios over the August to October period in order that they are able to comment to Cabinet upon their proposed service budgets.
- 3.6 The resulting Draft budget, MTP and Financial Strategy report will be considered on the following dates:

Scrutiny	Cabinet	Council
11 November	20 November	3 December

- 3.7 The **final stage** will take account of any, presumably minor, adjustments to the grant settlement figures together with any other necessary final adjustments required. It will show the final budget by service and will allow the Council to formally adopt the budget and set the level of Council Tax for 2009/10.
- 3.8 This report will be considered on the following dates

Scrutiny	Cabinet	Council
27 January	29 January	18 February

4. CONCLUSIONS

- 4.1 The budget/MTP process will need to be increasingly challenging due to the significant value of spending adjustments (additional income or reduced spending) that must be identified over the coming years.

5. RECOMMENDATION

The Cabinet is recommended to:

- **approve the timetable and stages for considering amendments to service plans, the financial strategy, budget and MTP**
- **confirm the importance of identifying efficiency savings**

ACCESS TO INFORMATION ACT 1985

2008/09 Revenue Budget and the 2009/013 MTP

Contact Officer:

Steve Couper, Head of Financial Services ☎ 01480 388103

	Forecast Variations from 2008/09 Approved Budget											
	2009/ 2010	2010 2011	2011 2012	2012 2013	2013 2014	2014 2015	2015 2016	2016 2017	2017 2018	2018 2019		
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000		
Refuse and Recycling	-35	-43	-51	-51	-51	-51	-51	-51	-51	-51	-51	Mainly additional recycling credits
Public Conveniences	-32	-32	-32	-32	-32	-32	-32	-32	-32	-32	-32	Removal of APCs
Planning Policy and Conservation	-195	-356	-358	-381	-381	-381	-381	-381	-381	-381	-381	Mainly removal of one-off spending that had been funded by grants received in earlier years
Economic Development	-50	-50	-51	-51	-51	-51	-51	-51	-51	-51	-51	Mainly net rent income on Units
Joint Leisure Centres	-9	-174	-211	-267	-283	-283	-283	-283	-283	-283	-283	Mainly net additional income from developments
Parks and Open Spaces	-11	-29	4	-51	-51	-51	-51	-51	-51	-51	-51	Mainly net additional income from Hinchingsbroke Park café development
Housing Benefits	23	68	114	160	160	160	160	160	160	160	160	Mainly reduction in Benefits admin grant
Car Parks	-71	-71	-68	-72	-72	-72	-72	-72	-72	-72	-71	Mainly extra net car park income
Environmental Improvements	-2	-1	-51	-52	-52	-52	-52	-52	-52	-52	-52	Drop out of Environment Strategy Funding after 3 years
Offices	-38	157	242	242	242	242	242	242	242	242	242	Additional running costs of new buildings - mainly NNDR
IT related	70	38	50	50	50	50	50	50	50	50	50	
Other	-49	11	-40	-98	-154	-87	-87	-88	-88	-87	-87	
Spending adjustments identified	-494	-594	-708	-708	-708	-567	-708	-708	-708	-708	-567	Spending adjustments already planned
Technical	275	336	387	388	388	388	388	388	388	388	388	Mainly schemes b/f, reduction in staff recharges to capital and phasing out of commutations
	-618	-740	-774	-923	-994	-787	-928	-928	-928	-928	-787	
Major items												
Cost of borrowing	418	1,099	1,608	2,003	2,295	2,594	2,895	3,199	3,509	3,821	3,821	
Interest	902	1,216	1,392	1,557	1,671	1,714	1,708	1,702	1,694	1,685	1,685	Loss of interest due to use of revenue and capital reserves
Inflation (details on next page)	1,593	3,259	4,345	5,688	7,056	8,235	9,697	11,205	12,492	14,135	14,135	
TOTAL INCREASE	2,295	4,834	6,571	8,326	10,028	11,756	13,372	15,178	16,766	18,855	18,855	
TO BE FUNDED FROM												
RSG	-415	-782	-1,235	-1,704	-2,189	-2,691	-3,211	-3,749	-4,305	-4,882	-4,882	
Council Tax	-375	-771	-1,189	-1,630	-2,096	-2,589	-3,109	-3,659	-4,239	-4,852	-4,852	
Collection Fund Deficit	-28	-28	-28	-28	-28	-28	-28	-28	-28	-28	-28	
Use of Revenue Reserves	-977	-2,252	-2,119	-1,322	264	1,622	1,622	1,622	1,622	1,622	1,622	
Spending Adjustments still to be identified	-500	-1,000	-2,000	-3,642	-5,979	-8,070	-8,646	-9,365	-9,816	-10,715	-10,715	
TOTAL FUNDING	-2,295	-4,833	-6,571	-8,326	-10,028	-11,756	-13,372	-15,178	-16,766	-18,855	-18,855	

INFLATION	Forecast Variations from 2008/09 Approved Budget									
	2009/ 2010	2010 2011	2011 2012	2012 2013	2013 2014	2014 2015	2015 2016	2016 2017	2017 2018	2018 2019
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Pay and Pensions	1,514	3,135	4,435	5,798	7,227	8,725	10,295	11,942	13,668	15,478
Electricity and Gas	41	85	130	178	228	281	336	394	455	519
Vehicle fuel and mileage allowances	39	79	122	165	211	259	309	361	415	471
All other expenditure items	320	648	984	1,329	1,682	2,045	2,416	2,796	3,186	3,586
Car Park Income			-118	-118	-118	-248	-248	-248	-391	-391
Planning Income			-115	-115	-115	-241	-241	-241	-380	-380
Rents	-46	-93	-142	-192	-244	-298	-353	-409	-468	-528
All other income	-289	-586	-890	-1,203	-1,524	-1,853	-2,190	-2,537	-2,893	-3,258
sub total	1,579	3,268	4,405	5,842	7,348	8,669	10,323	12,057	13,592	15,497
Add inflation on Revenue MTP schemes	14	24	40	46	42	68	81	94	108	123
Less inflation on spending adjustments		-33	-101	-201	-334	-503	-708	-946	-1,209	-1,485
TOTAL	1,593	3,258	4,345	5,687	7,055	8,234	9,697	11,204	12,491	14,134

HUNTINGDONSHIRE SUSTAINABLE COMMUNITY STRATEGY AND LOCAL ECONOMY STRATEGY

(Report by Head of Policy and Strategic Services)

1. INTRODUCTION

- 1.1 At the meeting held on 2 October 2007, the Panel considered the draft Huntingdonshire Sustainable Community Strategy (SCS). Following that meeting the vision, outcomes and objectives set out in the SCS were endorsed by the Huntingdonshire Strategic Partnership (HSP) Board.
- 1.2 Since then, work has been carried out to refine the outcomes and objectives (Appendix A) and to develop delivery (action) plans. This report sets out progress to date on the development of the SCS .
- 1.3 In addition the Panel previously considered the Local Economy Strategy for Huntingdonshire. This Strategy was endorsed by the Local Economy Forum in January 2008. At that time Members of the Panel requested an opportunity to review the action plan associated with that Strategy.

2. SUSTAINABLE COMMUNITY STRATEGY — PROGRESS

- 2.1. During November through to March work has been undertaken to help produce a delivery plan for each of the six strategic themes. A workshop to refine each of delivery plans was held on the 29 April. Following which and in the light of subsequent discussions, the attached (draft) plans have been produced. (*Appendices A1- A6*).
- 2.2 As expected, each strategic theme is at a different stage of development in terms of its delivery planning as summarised below. Additional information is presented in respect of the development of the Local Economy Strategy. The groups which form the Partnership are now able to examine their delivery plans in light of the Local Area Agreement (LAA) and targets and the recently published set of national indicators. It is important that wherever possible, targets in the delivery plans reflect those in the LAA and other strategic documents. This will help to build the connection between the SCS and County Vision and the delivery plans and the LAA. It will also develop a link with other countywide and sub-regional plans and strategies.

Growth and Infrastructure – Appendix A1

In light of the work to produce an Infrastructure Framework for Huntingdonshire the first meeting of the Growth and Infrastructure Group met on 9 May 2008. Partners reviewed the Outcomes and Objectives and made changes to reflect the current issues and needs in the District.

Health and Wellbeing – Appendix A2

Following discussions at the workshop and subsequent comments the attached draft delivery plan has been produced. It is proposed that there should be an inaugural meeting of the new Health and Wellbeing group to further refine and endorse the delivery plan.

Environment – Appendix A3

Following discussions at the workshop the attached draft delivery plan has been produced. It is proposed that a meeting of the Environment Forum will be arranged shortly to take this work forward.

Children and Young People – Appendix A4

Following discussions at the workshop and recent meetings of the Children and Young Peoples Partnership, the attached draft delivery plan has been produced. To enable an effective contribution from schools it is intended that the next meeting of the partnership will take forward the development of the delivery plan.

Inclusive, Safe and Cohesive Communities – Appendix A5

Work to date has involved close liaison with the Community Safety Partnership and a limited range of services responsible for inclusion and cohesiveness of communities. The attached draft delivery plan sets out work to date and it is proposed that this work will be progressed as changes to the HSP structure are implemented.

Local Economy Strategy – Action Plan (Economic Prosperity – Appendix A6)

Following discussions at the workshop, and subsequent comments, the attached draft delivery plan will be further developed by the Economic Forum.

Huntingdonshire Local Economy Strategy (2008 to 2015) was endorsed by partner organisations and adopted by the Huntingdonshire Strategic Partnership Economy Forum at their meeting on 23 January 2008. The strategy sets out a vision for sustainable economic growth in the district in line with the (draft) Sustainable Community Strategy for Huntingdonshire, emerging Core Strategy for the District, Greater Cambridgeshire Partnership Sub-regional Business Plan and Tourism Strategy, and the East of England Regional Economic Strategy.

The development of the action plan for this strategy comes at an important time amid a number of Government policy reviews. It coincides with the review of the East of England Regional Economic Strategy and the Sub-national Review of Economic Development and Regeneration. There is a move for regional spatial policy to be brought together with regional economic policy and for economic development responsibilities to be delegated down to the regional and sub-regional/county level. The East of England Development Agency is currently looking to cascade funding to sub-regions who can show that they can deliver economic growth.

It is important therefore that Huntingdonshire has a clear, unified delivery plan for the local economy strategy which links to sub-regional activities and provides a focus for investment and interventions for a range of organisations working in the District.

Over the last three months work has been undertaken to develop an action plan to deliver the Huntingdonshire Local Economy Strategy in conjunction with partners in the Economic Forum and the wider Strategic Partnership. The plan contains initiatives and projects which do not currently make up core services of partners. It aims to add value to a

range of work currently undertaken in the District and promote joint initiatives which will lead to sustainable growth in the local economy.

The action plan covers the full period of the strategy from 2008 to 2015 and will be used to secure private and public funding for projects and attract further investment to the district. In particular, the Economy Forum will engage with the following partners to secure support for the plan:

Greater Cambridge Economic Partnership
 Greater Peterborough Economic Partnership
 East of England International
 East of England Development Agency.

Work with these partners to deliver sub-regional and regional initiatives will directly relate to the priorities and job growth set out in the Local Economy Strategy. The Action Plan will be monitored regularly throughout the year by the Economy Forum and reviewed annually to reflect changing needs and opportunities facing the District. In the meantime, it will be circulated for further development to local, sub-regional and regional partner organisations before it is adopted as a partnership plan.

3. FORMAT AND PUBLICATION

For the purposes of publication, it is proposed that the published Sustainable Community Strategy will detail the vision and outcomes/objectives and highlight key partnership projects/work that support the delivery of the overall strategy. While the delivery plans will be published electronically as working documents subject to annual review and quarterly performance management.

4. NEXT STEPS

The process for the completion of the SCS is set out below:-


19 June 2008	HSP Executive	
26 June 2008	Cabinet	
9 July 2008	HSP Board	
2 September 2008	Overview and Scrutiny Panel (Corporate Strategic Framework)	Final SCS
4 September 2008	Cabinet	Final SCS
18 September 2008	HSP Executive	Final SCS
24 September 2008	HDC Council	Final SCS
8 October 2008	HSP Board	Final SCS
21 October 2008	Cambridgeshire County Council	Final SCS

5. RECOMMENDATION

That the Overview and Scrutiny Panel comment on the draft delivery plans for Huntingdonshire Sustainable Community Strategy and the Action Plan associated with the Local Economy Strategy.

BACKGROUND INFORMATION

Key corporate strategies of all partner organisations
Huntingdonshire Community Strategy 2004
Local Government White Paper, 'Strong and Prosperous Communities'
Local Economy Strategy, 2008-2015
East of England Regional Economic Strategy

Contact Officer: **Claire Sides, Senior Policy Officer**
(Sustainable Community Strategy)
 **01480 388495**
Corrine Garbett, Sustainable Economic Development Manager
(Local Economy Strategy)
 **01480 388459**

Growth & Infrastructure

New development will place additional demands on the district's physical and social infrastructure. Dealing positively with this growth will help to deliver sustainable communities. It is essential that growth is appropriately directed and opportunities are maximised. A key challenge for Huntingdonshire will be to ensure that the infrastructure, transport network and community/leisure facilities in new or expanded communities meet demand and that the growth in jobs matches new housing and addresses previous imbalances. In order to deliver sustainable communities it is also important that growth in housing maximises the opportunities for affordable homes

Outcomes:

- Sustainable patterns of growth and development
- Sufficient housing to meet future needs
- Appropriate business infrastructure to support sustainable growth of the economy and reduce out commuting
- An upgraded and managed transport network, including public transport to service existing and growing communities effectively and safely.
- Enhanced market town centres that serve their surrounding area
- Appropriate flood risk management, sustainable water supply and sufficient provision of utilities including the development of local renewable sources of energy
- Improve health, education/learning, training, community, leisure and local and strategic open space through the appropriate provision of facilities to meet current and future needs
- New and upgraded homes and other buildings which are well designed, well maintained and contribute to lowering carbon emissions

Sustainable patterns of growth and development

- Ensure appropriate policies and plans are in place to meet the infrastructure needs
- Ensure effective and realistic delivery plans are in place

Sufficient housing to meet future needs

- Ensure an appropriate supply of new housing to at least meet RSS targets
- Increase supply of affordable housing (including key worker)
- To reduce the occurrence of homelessness

Appropriate business infrastructure to support sustainable growth of the economy and reduce out commuting

- Ensure land, premises and infrastructure are available for the development of key sectors to support economic growth, including:
 - Advanced manufacturing
 - Environmental technologies
 - high tech industries such as telecommunications; and
 - creative industries

An upgraded and managed transport network, including public transport to service existing and growing communities effectively and safely.

- Enhanced strategic highway capacity and safety
- Improved public transport
- Enhance the physical integration of bus/train/taxi/cycle/pedestrian services (including provision for people with mobility issues)
- Increase cycle and footway networks (particularly to key services in towns and villages)
- Develop improved access to services and facilities by community-based transport

Enhanced market town centres that serve their surrounding area

- Appropriate re-developed and new floor space to enable an improved mix of retail, leisure, commercial, cultural and public facilities
- Enhanced public realm
- Appropriate level of managed car parking

Appropriate flood risk management, sustainable water supply and sufficient provision of utilities including the development of local renewable sources of energy

- Appropriate flood risk management measures in place
- Develop capacity for renewable energy
- Sustainable water supply
- Develop utility provision including ICT (Broadband capacity)

Improve health, education/learning, training, community, leisure and local and strategic open space through the appropriate provision of facilities to meet current and future needs

- Provide appropriate cultural, leisure and community infrastructure
- Provide appropriate local green, recreational and open space
- Provide appropriate networked strategic green open space
- Provide appropriate health and social care infrastructure
- Provide appropriate life-long education/ learning and training facilities

New and upgraded homes and other buildings which are well designed, well maintained and contribute to lowering carbon emissions

- Ensure the building of new homes and commercial/public premises comply to zero carbon standards by 2016 and Lifetime Home Standards
- Improve energy and water efficiency of existing homes, commercial and public buildings
- Ensure design and location of public services as far as possible reduce carbon emissions
- Ensure design and location of community services as far as possible reduce carbon emissions
- Well maintained/decent homes
- Conserved heritage assets

Health & Wellbeing

Promoting health and wellbeing, protecting health and intervening to improve health and high quality health care are key to maintaining sustainable communities. To achieve this, the partnership will need to address health inequalities, intervene to alter situations with negative health impacts, promote healthy lifestyles, ensure well maintained (decent) homes and provide/promote opportunities for active leisure and cultural activities

Outcomes:

- Appropriate culture and leisure opportunities
- Reduced health inequalities
- Individuals choose healthy lifestyles
- Reduced accidents
- Increased opportunities for vulnerable people to live independently

Appropriate culture and leisure opportunities

- 17 Develop culture & leisure opportunities
- Provide accessible opportunities - things to do, particularly Children and Young People and those with disabilities
- Address play needs as identified in the Play Strategy
- Address culture needs as identified in the Cultural Strategy
- Promote awareness of active leisure activities
- Improve access to the countryside and green space
- Provide arts and entertainment including performance exhibition spaces
- Enhance access to heritage
- Provide good quality and quantity of leisure services including modernisation
- Ensure sufficient quality and quantity of indoor and outdoor sporting infrastructure

Reduced health inequalities

- Narrow the gap of inequalities between areas in the district

Individuals choose healthy lifestyles

- Reduce the number of people who smoke
- Tackle obesity – improve nutrition and physical exercise in children and adults
- Promote active and healthy lifestyles
- Reduce alcohol and drug misuse
- Improve sexual health
- Promote mental health well being
- Reduce teenage pregnancies

Reduced accidents

- Reduce workplace accidents
- Prevent falls by older people
- Prompt and efficient disabled facilities grants/adaptations

Increased opportunities for vulnerable people to live independently

- Promote the independence of older people
- Increase provision for homeless and young people
- Support the housing needs of other vulnerable groups where appropriate

Inclusive, Safe and Cohesive Communities

Huntingdonshire has relatively low levels of deprivation. However, there are some small pockets of deprivation that need to be addressed. Huntingdonshire also experiences relatively low levels of crime, but in order to make our communities 'safe', we need to reduce crimes such as burglary, violence against the person and acquisitive crime and address anti-social behaviour and reassurance. In order to create successful cohesive communities it is important to promote active communities with opportunities for cultural, leisure, community and volunteering activities. It is vital that we ensure the delivery of good transport services and communication linking people to jobs, health facilities and other services and that we ensure the availability of information, advice and guidance.

Outcomes:

- Accessible services for all
- Appropriate community transport
- Vibrant and cohesive communities
- Reduced anti social behaviour
- Reduced crime
- Reduced fear of crime
- Good opportunities for life long learning
- Effective neighbourhood management in appropriate communities
- Better working with young people
- Appropriate lifestyle opportunities for older people

Accessible services for all

- Increase access to services for young and older people and in rural areas
- Promote different ways of providing services in communities
- Ensure access to information, advice and guidance

Appropriate community transport

- Affordable transport for job seekers, young people and those on low incomes

Vibrant and cohesive communities

- Promote community based/run activities
- Promote community involvement
- Address the needs of migrant workers and non settled communities including gypsies and travellers
- Address the needs of existing communities where a change in population occurs
- Engage with new and developing communities
- Provide specialist support

Reduced anti social behaviour (inc. criminal damage)

- Reduce alcohol related anti social behaviour
- Address anti-social behaviour
- Reduce vehicle related anti social behaviour

Reduced crime

- Reduce alcohol and drug misuse
- Reduce re-offending
- Reduce the incidences of violence against people including domestic abuse

Reduced fear of crime

- Promote safer by design

Good opportunities for life long learning

- Support and increase the capacity of learning communities and facilities for out-reach learning
- Increase access to formal and informal learning opportunities
- Provide opportunities for family learning
- Address the lack of basic skills
- Promote opportunities for local people to improve or gain skills through cultural, leisure and volunteer activities

Effective neighbourhood management in appropriate communities

- Implement neighbourhood management in Ramsey, Oxmoor and Eynesbury
- Investigate neighbourhood management in other communities
- Promote the engagement of communities in the provision and running of services.

Better working with young people

- Engage with young people
- Reduce the risk of young people being victims
- Reduce the risk of young people perpetrating crime

Appropriate lifestyle opportunities for older people

- Appropriate lifestyle opportunities for older people
- Provide opportunities for lifelong learning

Children and Young People

Outcomes:

- Services that are designed and evaluated by children and young people
- Effective and sustained support is available for all parents and carers especially those that are vulnerable and/or have vulnerable children and young people
- Safe, accessible, positive activities for children and young people
- A safe clean environment for children and young people
- Positive images of children and young people
- Education and training opportunities for all children and young people

Services that are designed and evaluated by children and young people

- Develop structures to facilitate children and young people's active involvement in delivery of services
- Encourage and support children and young people's active involvement in the implementation of the Sustainable Community Strategy
- Monitor the impact of children and young people's active involvement; ensure feedback and develop an evidence base

Safe, accessible, positive activities for children and young people

- Increase the range of opportunities for children and young people to meet in informal and safe environments
- Improve access to existing facilities
- Provide opportunities for leadership and volunteering and peer mentoring for young people

A safe, clean environment for children and young people.

- Develop local initiatives to improve the environment for children and young people
- Address fear of crime

Positive images of children and young people

- Bridge the generation gap
- Encourage positive images of children and young people

Education and training opportunities for all children and young people

- Raising the aspirations of children and young people
- Develop training and employment opportunities based on the needs of young people

Effective and sustained support is available for all parents and carers especially those that are vulnerable and/or have vulnerable children and young people

- Develop sustainable support for vulnerable parents/carers and families
- Develop frameworks for involving parents and carers in the delivery of services and monitor impact
- Develop a balance of 1:1 and group support

Economic Prosperity

To maintain a flourishing and diverse local economy, it is vital that we increase investment in our local economy. Dynamic job and business creation will benefit the local community and provide a wide range of employment opportunities. It is important that we maintain a high level of business support, promote the development of key growth sectors, maintain the economic viability and vibrancy of our town centres and ensure that skill levels support economic prosperity. Previously, housing and population growth has outstripped job growth and it is important that this imbalance is addressed to maintain and develop our flourishing economy

Outcomes:

- A comprehensive level of business support
- An appropriate physical infrastructure to support sustainable growth of the economy
- Skills that support economic prosperity
- Vibrant town centres
- Increased visitor numbers
- Well developed key growth sectors

A comprehensive level of business support

- Co-ordinate the delivery of advice and support for new start ups
- Ensure the availability of general business services and advice across the district
- Ensure specific business advice, for key growth sectors, rural businesses, young people, migrant workers and businesses looking to re-locate here
- Enable the growth of small and medium sized businesses
- Ensure appropriate (de) regulation
- Promote strong business to business networks
- Develop appropriate services and support for businesses already in the district and those looking to locate within Huntingdonshire

An appropriate physical infrastructure to support sustainable growth of the economy

- Improve public transport
- Improve transport networks for business
- Ensure land and premises for economic growth
- Improve ICT broadband/capacity

Skills that support economic prosperity

- Meet skill shortages
- Address skills for the future, particularly in key growth sectors
- Maximise opportunities for workplace learning and training
- Promote learning and training opportunities for people in deprived communities and those who are long term out of work
- Seek investment opportunities for learning and skills development
- Increase retention of young people in learning and training
- Promote vocational opportunities for young people
- Ensure the readiness and transition of young people to work

Vibrant town centres

- Increase the number of people using town centres
- Encourage residents and businesses to buy local produce and services
- Increase the retail offer and mix
- Improve the evening economy
- Enhance town centre environments

Increased visitor numbers

- Encourage local people to visit local attractions
- Encourage business visitors
- Market Huntingdonshire to prospective businesses
- Improve the mix of attractions, facilities and leisure opportunities
- Develop attractions and services for visitors, specifically overnight stay visitors

Well developed key growth sectors (Creative Industries, Environmental Science, Technologies, High Value Manufacturing and Hi-Tech Enterprise)

- Develop business support and promote training for individuals and businesses
 - Improve the development of networks for collaboration and the fostering of supply chains
 - Cultivate a dynamic cluster within each key sector
 - Harness the world-class expertise of our key sectors and utilise for growth
- Encourage employment creation within the sector both in the market towns and rural areas of our district

Environment

To reduce emissions of carbon and other greenhouse gases we must focus on a more balanced transport system with an emphasis on reducing travel demand and increasing sustainable modes of travel, and also look to influence the way energy is used and produced in the District. By focusing our efforts on vulnerable groups we help protect them from the impacts of fuel poverty.

It is important to safeguard both the urban and rural heritage of the District, to protect the quality of green space and ensure adequate provision for present and future generations. We must make this environmental capital accessible to all, while realising its economic potential for the benefit of visitors and residents alike.

We all have concern for our local environment – the places in which we live, work and play. Our streets, local park, village or town, as well as the organisations and businesses that we work within, all impact on the environment. We must maintain our local environment to a high standard, while at the same time reducing our impacts on the broader global environment

Outcomes:

- Mitigate and adapt to climate change
- Efficient use of resources
- An environment that is protected and improved

Mitigate and adapt to climate change

- Increase energy efficiency
- Encourage renewable energy
- Reduce travel and emissions to air
- Adaptation to climate change

Efficient use of resources

- Encourage sustainable purchasing
- Efficient water use
- Make the best use of land
- Reduce waste

An environment that is protected and improved

- Reduce contaminated and polluted land
- Protect & enhance biodiversity & open space
- Protect and enhance urban & rural character
- Maintain a clean & safe Huntingdonshire

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SUSTAINABLE COMMUNITY STRATEGY
GROWTH AND INFRASTRUCTURE THEME

DRAFT Revisited desired outcomes

OUTCOME	OBJECTIVE	ACTIONS (Incomplete)
<p>1. Sustainable patterns of growth and development</p>	<ul style="list-style-type: none"> Ensure appropriate policies and plans are in place to meet the infrastructure needs 	<ul style="list-style-type: none"> Adopted Core Strategy DPD Adopted DC Policies DPD Adopted Planning Proposals DPD Support production of Parish Plans
	<ul style="list-style-type: none"> Ensure effective and realistic delivery plans are in place 	<ul style="list-style-type: none"> Develop and adopt Investment Framework
<p>2. Sufficient housing to meet future needs</p>	<ul style="list-style-type: none"> Ensure an appropriate supply of new housing to at least meet RSS targets 	<ul style="list-style-type: none"> Adopted Core Strategy DPD Adopted DC Policies DPD Adopted WTCH Action Plan Review Public Sector Land Holdings <p>NOTE: Need to remember that actions show how appropriate mix of housing will be supplied taking into account needs of different locations, not seeing District as a whole, and also the major change in needs due to demographic changes.</p>
	<ul style="list-style-type: none"> Increase supply of affordable housing (including key worker) 	
	<ul style="list-style-type: none"> To reduce the occurrence of homelessness 	<ul style="list-style-type: none"> Sub regional Homelessness Action Plan New Supported Lodgings RSLs Homelessness Prevention Protocol

OUTCOME	OBJECTIVE	ACTIONS (Incomplete)
<p>3. Appropriate business infrastructure to support sustainable growth of the economy and reduce out commuting</p>	<ul style="list-style-type: none"> • Ensure land, premises and infrastructure are available for the development of key sectors to support economic growth, including: <ul style="list-style-type: none"> • Advanced manufacturing • Environmental technologies • high tech industries such as telecommunications; and • creative industries 	<ul style="list-style-type: none"> • Planning DPDs (see outcome 1) • Enterprise Centres, including enterprise development with secondary and further education colleges • High Tech/Advanced Manufacturing Campus • Enhance ICT/Broadband Capacity
<p>4. An upgraded and managed transport network, including public transport to service existing and growing communities effectively and safely.</p>	<ul style="list-style-type: none"> • Enhanced strategic highway capacity and safety 	<ul style="list-style-type: none"> • Promote the upgrading of A14 and investigate the potential for a spur road to Hinchingsbrooke Hospital as part of improvement scheme • Develop plan to integrate Rights of Way into A14 upgrade process to ensure continued or enhanced access • Promote the dualling of the A428 from A1 to Caxton Gibbet as part of the Regional Assembly Transport Programme Review • Implement the Huntingdonshire element of the Road Safety Partnership Action Plan.

OUTCOME	OBJECTIVE	ACTIONS (Incomplete)
	<ul style="list-style-type: none"> Improved public transport 	<ul style="list-style-type: none"> Achieve funding and implement the Huntingdon to St Ives schemes as part of planned bus priority measures Maximise the opportunity for the Guided Busway to improve accessibility Improve the quality and availability of local transport infrastructure, eg. bus shelters, information, community transport guide Implement Huntingdonshire Work-Placed Travel Plans Implement Accessibility Action Plan for 4 priority wards Investigate the lessons learnt from the Ramsey Area MTTs for the potential wider development of rural transport plans across the District
	<ul style="list-style-type: none"> Enhance the physical integration of bus/train/taxi/cycle/pedestrian services (including provision for people with mobility issues) 	<ul style="list-style-type: none"> Develop plan to improve access experience to bus services for people with disabilities, as pilot project Implement Safer Routes to School Initiative as part of School Travel Plans Work with Health Schools & Safe Routes to School to improve access to physical activity as part of Healthy Schools Programme Work with local councils to improve and develop local path networks for access, recreation, transportation and health Implement Great Fen Access Improvement Plan Implement Market Town Transport Strategies for Huntingdon, St Neots and St Ives Develop a Market Town Transport Strategy for the Ramsey area.

OUTCOME	OBJECTIVE	ACTIONS (Incomplete)
	<ul style="list-style-type: none"> Increase cycle and footway networks (particularly to key services in towns and villages) Develop improved access to services and facilities by community-based transport 	<ul style="list-style-type: none"> Ensure concessionary fares availability to all eligible categories Develop cycle network action plan to link villages and towns to provide inter-urban links Incorporate transport plans into parish plans Reduce inequalities in Community Transport service provision as a result of District and County cross-border differences, in particular acceptance of concessionary passes on dial-a-ride services and car scheme subsidy/support by County Councils Promote and support continued development of Welcome Home from Hospital and Good Neighbour Schemes Identify access champions within HSP partner organisations and provide appropriate training
<p>5. Enhanced market town centres that serve their surrounding area</p>	<ul style="list-style-type: none"> Appropriate re-developed and new floor space to enable an improved mix of retail, leisure, commercial, cultural and public facilities Enhanced public realm Appropriate level of managed car parking 	<ul style="list-style-type: none"> WTCH Action Area Plan <p>NOTE: Need to ensure that cost of maintenance of such projects is not forgotten and included in IF where possible.</p> <ul style="list-style-type: none"> Implement the Car Parking Strategy Action Plan 2008 - 2011

OUTCOME	OBJECTIVE	ACTIONS (Incomplete)
<p>6. Appropriate flood risk management, sustainable water supply and sufficient provision of utilities including the development of local renewable sources of energy</p>	<ul style="list-style-type: none"> • Appropriate flood risk management measures in place • Develop capacity for renewable energy • Sustainable water supply • Develop utility provision including ICT (Broadband capacity) 	
<p>7. Improve health, education/learning, training, community, leisure and local and strategic open space through the appropriate provision of facilities to meet current and future needs</p>	<ul style="list-style-type: none"> • Provide appropriate cultural, leisure and community infrastructure • Provide appropriate local green, recreational and open space • Provide appropriate networked strategic green open space 	<ul style="list-style-type: none"> • Support the implementation of the Cambridgeshire Sub-Region Green Infrastructure Strategy • Support the development of a green infrastructure plan for West Huntingdonshire • Support the implementation of schemes from the Rights of Way Improvement Plan covering Huntingdonshire • Ensure appropriate links and opportunities are maximised with the Peterborough Green Grid

OUTCOME	OBJECTIVE	ACTIONS (Incomplete)
<p>8. New and upgraded homes and other buildings which are well designed, well maintained and contribute to lowering carbon emissions</p>	<ul style="list-style-type: none"> Provide appropriate health and social care infrastructure 	<ul style="list-style-type: none"> Develop a pilot programme for GP Practice and hospital based Travel Plans for employees, patients and visitors Implement NICE Obesity Guidance for Local Authorities, Workplaces, Schools, etc by delivering the Hunts transport elements of the Cambridgeshire Obesity Prevention & Management Strategy which includes the promotion of physically active ways of travelling
	<ul style="list-style-type: none"> Provide appropriate life-long education/ learning and training facilities 	<ul style="list-style-type: none"> Develop Huntingdonshire Regional College including the St Neots Campus 'Building Schools for the Future' Develop a range of Children's Centres and early learning provision in Huntingdonshire and ensure they improve outcomes for children and young people New/improved primary schools
	<ul style="list-style-type: none"> Ensure the building of new homes and commercial/public premises comply to zero carbon standards by 2016 and Lifetime Home Standards 	<ul style="list-style-type: none"> Mayfield Road demonstration project DPD policies
	<ul style="list-style-type: none"> Improve energy and water efficiency of existing homes, commercial and public buildings 	<ul style="list-style-type: none"> Retro fitting project
	<ul style="list-style-type: none"> Ensure design and location of public services as far as possible reduce carbon emissions 	
	<ul style="list-style-type: none"> Ensure design and location of community services as far as possible reduce carbon emissions 	
	<ul style="list-style-type: none"> Well maintained/decent homes 	
	<ul style="list-style-type: none"> Conserved heritage assets 	

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Outcome	Objective	Action	Target	Lead	NI	Notes	Links to other strategic themes/outcomes/objectives
Appropriate culture and leisure opportunities	Develop Culture & leisure opportunities	Where cultural, recreational & leisure opportunities are provided to ensure they are of a high quality and meet local demand.	40% of respondents reporting that they are 'very satisfied' or 'satisfied' with cultural, recreational and leisure services in Huntingdonshire by December 2008.	Policy & Strategic Services		Survey required to measure satisfaction	Growing success
	Provide accessible opportunities – particularly Children and Young People and those with disabilities	Contribute to an increase in physical activity in Huntingdonshire - All leisure centres to host, assist and promote local clubs that participate on their site.	Increasing overall participation rates at Leisure Centres by 2% p.a.	Simon Bell			
Provide participatory arts activities for children in school half-term breaks (Art Attack).		Number of children attending: target 400 during 2008/9	Viv Peters		Max. 36 days available @ 12 places		Relevant to C&YP section: Safe, accessible, positive activities for C&YP
Provide under-represented groups with the opportunity to participate in sport and active recreation: School-holiday Activity Programme tailored for disabled participants; disability multi-sport festivals; support Active and Able multi-sport clubs; facilitate and enable coach-development.		Total throughput of activity programme for disabled participants and under-represented groups 1400 during 2008/9.	Jo Peardon				Relevant to C&YP section: Safe, accessible, positive activities for C&YP Hunts Obesity Group
Provide a range of accessible leisure opportunities within Huntingdonshire: a Holiday Activity Programme for <17 yrs; School Club outreach programme for primary school children		Total throughput of holiday activity programme, school outreach programme and primary school events 3350 participants in 2008/9.	Jo Peardon				Relevant to C&YP section: Safe, accessible, positive activities for C&YP Hunts Obesity Group
	Provide accessible opportunities for children and young people and disabled people to participate in sport and active recreation.	Target throughput of 6000 per annum	Jo Peardon				Relevant to C&YP section: Safe, accessible, positive activities for C&YP Hunts Obesity Grp

	Promote sports/leisure activities to primary schools through the leisure centres	Increase Swimming Lesson programme by 1% per annum	Simon Bell		Relevant to C&YP section Hunts Obesity Group
Address play needs as identified in the Play Strategy –	Develop a street-skate facility in Stukeley Meadows, Huntingdon Following extensive consultation with local residents and young people living in the area an area of land has been identified to develop play facilities targeted at the 14-18 years age group.	To have installed the facility by 30 September 2008.	Claudia Waters/ Chris Allen	£52k BIG lottery funding released 16/4/08 Total Project Cost over 3 years £ 152,178 all funding secured	Play Strategy 2007-12 & Relevant to C&YP section: Safe, accessible, positive activities for C&YP
	Develop and support the Fusion Holiday Play-scheme over the next 3 years. Fusion: an open access project for young people aged 8-18 years any time during the day/evening.	Continuation of the scheme until end of year 2010/11. Through-put each year	Claudia Waters/ Anna Calvert	£52k BIG lottery funding released 16/4/08 3yr Project Cost £ 152,178 Play may need to be cross referenced with C&YP section	Play Strategy 2007-12 & Relevant to C&YP section: Safe, accessible, positive activities for C&YP
	Support the 'Proud to be Loud' summer scheme project (St Neots) over the next 3 years Over 10s Holiday Scheme is to provide a free holiday scheme for young people aged 10-14 in the St Neots area for no less than 8 weeks or 50 days a year.	To provide 60 free places on the holiday scheme for no less than 8 weeks or 50 days a year.		£60k BIG lottery funding released 16/4/08 Project Cost over 3 Years £183,392	Play Strategy 2007-12 & Relevant to C&YP section: Safe, accessible, positive activities for C&YP
Address culture needs as identified in the Cultural Strategy	Provision of a skate park in the village of Stilton In 2004 there were a significant number of anti-social incidents in Stilton which gave cause for concern.	To have installed the facility by 31 March 2010.	Claudia Waters	£50k BIG lottery funding released 16/4/08 Project Cost £ 92,000	Play Strategy 2007-12 & Relevant to C&YP section: Safe, accessible, positive activities for C&YP
	We will implement the culture strategy and monitor progress of the Huntingdonshire Culture Strategy	Report on six key performance indicators from the action-plan, quarterly.	Chris Lloyd	Huntingdonshire Culture Strategy 2007-2010	Huntingdonshire District Council Cultural Strategy 2007-10

<p>Promote awareness of active leisure activities –</p>	<p>During 2008-9 develop and maintain a web-based directory of local physical activity and sports opportunities, together with the Youth Offer activities.</p>	<p>Target: to have a current web-based directory by March 2009.</p>	<p>Jo Peadon</p>		<p>cross reference with promoting active and healthy lifestyles</p>	<p>Hunts Obesity Strategy</p>
<p>Improve access to the countryside and green space</p>	<p>Undertake distribution of information to all households 4x per annum to promote Leisure-centre based activities. CCC-ROW promotes local path management and improvement through Parish Paths Scheme. Ongoing Capital programme of works to improve existing ROW. New opportunities secured by legal applications and where possible with local landowners and developers. Access improvements currently underway on Open Access Land. Rolling programme to replace stiles with gates to aid access. Improvements needed and being made to websites Kate Day to amend this section</p>	<p>65,000 households informed four times a year.</p>	<p>Simon Bell</p>		<p>distribute via District Wide article/advert</p>	<p>Hunts Obesity Strategy</p>
<p>Provide arts and entertainment including performance exhibition spaces</p>	<p>Enhance venues (e.g. Burgess Hall) and programme to attract/provide wide variety of cultural and leisure activities, focusing on those least likely to be current users</p>	<p>Target for improvements in Huntingdonshire during 2008/9 TBC</p>	<p>Kate Day</p>			
<p>Enhance access to heritage</p>	<p>Set up an interest group to address:</p> <ul style="list-style-type: none"> - how access to heritage can be enhanced through partnership; - how the delivery of the Huntingdon libraries & archives project (due for completion May 2009) can enhance access to heritage - how the promotion of heritage attractions can be improved 	<p>Number of cultural/leisure sessions accommodated in new programmes or enhanced venue during 2008/9 TBC</p>	<p>Simon Bell</p>			
		<p>Group to report proposed actions 09/10</p>	<p>Kate Brown plus heritage interest group</p>			

	Provide good quality and quantity of leisure services including modernisation	Develop new facility provision, where funding permits. Develop on-going condition survey for maintenance of facilities (5 yearly programme)	Develop a robust needs led improvement programme by September 2008 and report on progress of programme quarterly.	Simon Bell		
	Ensure sufficient quality and quantity of indoor and outdoor sporting infrastructure	To develop local standards for strategic provision of sports facilities for Huntingdonshire To develop a Sports Facilities strategy and local standards for Huntingdonshire Ensure all leisure centres provide core facilities at each site (Fitness studio, pool, sports hall and floodlit pitch)	To have a working standards by September '08 To have a working strategy by December '08 Target TBC	Malcolm Sharp Malcolm Sharp Simon Bell		Leisure Facilities Strategy Hunts Obesity Group
Reduced health inequalities	Narrow the gap of inequalities between areas in the district	Hunts targets to be identified from (1) Cambs Overarching Health Needs Assessment and (2) Joint Strategic Needs Assessment Children & Young people and (3) Joint Strategic Needs Assessment Older People and (4) Health Equity Audit - but could adopt Cambs LAA target – reduce inequality in life expectancy by 10% over 10 years in line with national targets (5) Cambridgeshire PCT Joint Needs Assessment Mental Health 2008.	Overarching targets will be developed by Cambridgeshire Health & Well – being Partnership during 2008	Chris Lloyd		Hunts Obesity Group
	Develop a healthy eating award criteria to link to the proposed Scores on the Doors scheme to inform consumers as to which premises have healthy menus Oxmoor and Ramsey areas - Introduce and evaluate the impact of Neighbourhood Management approaches on Health Inequalities Reduce the proportion of women (and their families) who smoke during pregnancy	30 premises with award by 31 March 2010 specific targets to be agreed by each NM Board, by September '08 (based on joint needs assessment)	0.5% reduction from an agreed PCT boundary. (agreed baseline for HUNTS Not yet confirmed)	Steve Vartoukian/Diane Lane Dan Smith/Penny Litchfield Kate Parker	This has links with social inclusion- see Safe and Inclusive section of SCS See also reducing smoking	LAA 2006-9

					Jo Peadon				Hunts Obesity Group Cams 2012 Olympic Gold group
				Total throughput of activity programme for disabled participants and under-represented groups 1400 instances of participation during 2008-9	Jo Peadon				cross referenced to Provide accessible opportunities - things to do, particularly Children and Young People and those with disabilities
				Provide under-represented groups with the opportunity to participate in sport and active recreation: Holiday Activity Programme tailored for disabled participants; disability multi-sport festivals; support Active and Able multi-sport clubs; facilitate and enable coach-development	Julie Hoare/ Vicky Lester				link with children and young people – and link with reducing health inequalities (Cams LAA target) Hunts Obesity Group
				Provide five targeted schemes to enable vulnerable people to participate in physical leisure activities per annum (inc. Exercise Referral, Health Walks, Cardiac Rehab & Comm Sports & Recreation project), community sports network.	Julie Hoare to advise on this target Target TBC				Links to C&YP section & children's Centres to halt rise in childhood obesity (Cams LAA target) Hunts Obesity Group
				Increase the % of women breastfeeding at 6-8 weeks –	Simon Bell				
				Promotion of "Healthy Start" programme across Huntingdonshire	Chris Lloyd				Cambridge & Peterborough Tobacco Control Alliance
				Free swims for 'Looked After Children'					
				Ensure that the ongoing enforcement of smoke free legislation provides a positive environment for those wishing to quit					
				Reduce the number of people who smoke					
				Individuals choose healthy lifestyles					

	Promote mental health well being	Reduce the death rate from suicide and undetermined injury by at least one fifth by 2010	Target TBC – Claire Harris	Claire Harris & Sarah Hughes	(baseline from: Helen Whyman.)	Joint Needs Assessment for Mental Health
		Develop a local mental health promotion strategy to incorporate community life, work place and schools.	Adopt a strategy by 31 March 2009	Claire Harris & Sarah Hughes	Targets.	
		Adopt social integration/cohesion indicators for new and existing communities	Adoption of indicators by March 2009.	Inger O'Meara Dan Smith	indicators identified by Dr. Suan Goh (2007)	Also within Safe and Inclusive section f SCS
	Reduce Teenage Conceptions	Reduce the number of under 18 conceptions in line with	County LAA target 2009 195 conceptions / year under 18 HUNTS target TBC	Eva Acs	Links with Hunts Sexual Health Forum	Camb LAA target Cross reference also within C&YP section of SCS
Reduced Accidents	New action - Reduce workplace accidents	Intervene with relevant workplaces within Huntingdonshire to improve the safety of workplaces	Target will be to reduce the reportable injury rate to employees within the district to below 623.7 per 100.000 employees for 08/09	Chris Lloyd	Partnership working with HSE and local businesses	HSE Fit3 programme HSE revitalising health & safety
	Prevent falls by older people	In partnership develop a comprehensive Fall Prevention Service linking NHS, LA and voluntary partners	Baseline and targets to be identified by Falls Prevention Service, Cambs Community Services TBC	Janice Musto	JSNA – Older People to identify Hunts targets	CCC OP LAA Grp Cambs OP Strategy
	Prompt/ efficient disabled facilities grants + adaptations	Ensure delivery of a Handyman Scheme for Hunts	Handyperson in place accessible by all tenures	Trish Reed	Links to independence for Older People	CCC OP LAA Grp Reliant on securing LPSA reward grant funding
Increase opportunities for vulnerable	Promote the independence of older people	Reduce the number of people 65+ supported in residential care	Review to be completed by July 2008. Recommendations to be implemented by April 2009	Trish Reed	JSNA – Older People to identify Hunts targets	

le people to live independently	Implement the Hunts elements of the Cambs Long Term Conditions Strategy	Adopt Cambs LTC targets	Cambs LTC Board Sue Smith	124	People with long term conditions supported to be independent and in control of their condition	Cambs LTC Board		
		Implement the Hunts elements of the Cambs Older People Strategy	Adopt Cambs LAA OP targets	CCC Mark Howe	125	Achieving independence for older people through rehabilitation/intermediate care		
		Deliver the Active at 50 project encouraging older people to be more physically active to help their independence	500 older people will have participated in the programme by the end of the 3 years funding, 2011	Jo Peadon	125			
		Implement the Best Value Review of sheltered housing including increased provision of 'extra sheltered' frail elderly housing.	Baseline -1 extra care sheltered scheme in St Neots Target - 3 extra care sheltered schemes in district (total)	Trish Reed		JSNA – Older People (Christine Macleod)		
		Support the Ramsey Village Warden Scheme	Baseline - Funding insecure - scheme at risk Target - Scheme has secure funding	Trish Reed				
		review Hunts Homelessness Strategy in light of JSNA	TBC	Fay Haffenden Trish Reed		JSNA – Children & Young People findings (Fay Haffenden)	CROSS REFERENCE WITH CHILDREN & YOUNG PEOPLE	
		Increase provision for homeless and young people	Explore opportunities to deliver a Young Peoples Foyer providing housing, education and training in partnership with other agencies	If the LPSA reward monies are granted in September 2008 the scheme will be implemented.. Targets within bid document.	Trish Reed		LPSA Reward scheme – decision in September 2008	Growth & Infrastructure
			Work in partnership to provide a new supported living scheme for people with mental health problems in Huntingdon. (Primrose Lane)	Baseline - Current provision outdated and not appropriate Target - New Mental Health provision in place by April 2010	Trish Reed			Growth & Infrastructure
		Support the housing needs of other vulnerable groups where appropriate						

Outcome	Objective	Action/key activity	Baseline	Measure	Target	Lead Partner/ Officer	NI	links to other SCS strategic themes	
Mitigate and Adapt to climate change	Increase energy efficiency	<p>1. Encourage improvements in thermal efficiency in ALL new homes built in Huntingdonshire by ensuring they are built to the HIGHEST POSSIBLE LEVEL of the Code for Sustainable Homes & identify the most cost effective energy efficiency measures, likely to achieve the greatest reductions in carbon and facilitate their installation in existing households</p> <p>2. Encourage improvements in thermal efficiency of all commercial properties with a floor space of 500sq m or more by ensuring they achieve at least a BREEAM 'very good' rating & facilitate the installation of energy efficiency measures by business and industry</p>		Average amount of energy consumed per household in Huntingdonshire and carbon emitted as a result Amount of energy saved from efficiency measures installed via HDC schemes % of the households in Huntingdonshire considered to be fuel poor % of new dwellings built to levels of the code for sustainable homes		Environmental Management Planning Services	NI 186 NI 187	Growth & Infrastructure Health & Wellbeing	
				Amount of energy consumed by the industrial and commercial sector in Huntingdonshire Amount of carbon dioxide emitted by the industrial and commercial sector from energy use Amount of energy saved from efficiency measures installed via HDC schemes			NI 186		
				Number of renewable energy installations in homes annually			NI 186		
	Encourage renewable energy	<p>3. Encourage the installation of renewable energy by businesses, institutions and householders through promotional events, grant funding and support and advice</p> <p>4. Require a minimum 10% of renewable energy generation from all developments of 10 units or more</p> <p>5. Support renewable energy proposals in Huntingdonshire where impacts on amenity, wildlife and landscapes are acceptable</p> <p>6. Support community environmental projects funded through S106 monies from renewable energy projects</p>		% of new development in the District with at least 10% of energy derived from a renewable source		Environmental Management Planning Services	NI 186	Growth & Infrastructure Economic Prosperity	
				Amount of renewable energy produced within Huntingdonshire			NI 186		
				Number of community environmental projects funded annually through community funds associated with large scale renewable projects in the District			NI 186		
	Reduce travel & emissions to air	<p>7. Provide more opportunities for residents to walk, cycle, use public & community transport & encourage schools and businesses to develop travel plans, with Cambridgeshire County Council and other partners</p> <p>8. New development to be accommodated in locations which limit the need to travel whilst catering for local needs</p> <p>9. Manage demand for car parking in town centre locations and encourage the use of low emission vehicles and alternative forms of travel</p> <p>10. Develop and implement air quality action plans to facilitate prevention and mitigation of air pollution in Huntingdonshire</p> <p>11. Work to reduce emissions from buses and taxis in the District through regular emissions testing and possible introduction of age limits</p> <p>12. Integrate climate change issues into the Emergency Plan and improve awareness of flood and severe weather warnings in partnership with relevant organisations</p>		Bus Journeys originating in Huntingdonshire Children travelling to school – usual mode of travel Number of Businesses developing travel plans % of housing completions in Market Towns and key service centres Number of season tickets sold for vehicles with CO2 emissions under 120g/per km in HDC long stay car parks Successful implementation of Air Quality Management Strategy in the district		Planning Services Environmental Health	NI 177 NI 198 NI 175 NI 186 NI 194	Growth & Infrastructure Health & Wellbeing Inclusive, Safe & Cohesive Communities	
				Average emissions from buses and taxi operation in the District			NI 188		
				Average time taken to put flood alerts on HDC website Percentage increase in households signed up to EA Flood Alert Service			NI 188		
	Adaptation to climate change	<p>13. Work together with other local authorities to plan for climate change impacts and ensure that adaptation is included in 100% of HDC's strategies, plans and policies</p> <p>14. Ensure where possible, development occurs on sites above potential flood level. Where development is essential below flood level, risk assessments and adequate protection & mitigation measures put in place</p> <p>15. Promote sustainable consumer choices and opportunities for the sale of locally produced food and in the district.</p>		Amount of external funding for climate change adaptation projects attracted as a result of partnership working % of HDC plans which include service level responses to climate change Number of planning permissions granted contrary to advice of the Environment Agency on either defence grounds or water quality		Emergency Planning	NI 188 NI 188	Growth & Infrastructure Economic Prosperity Health & Wellbeing	
				Number of district campaigns actively promoting sustainable purchasing choices			NI 188		
	Encourage						Economic		

Efficient use of resources	Sustainable purchasing	16. Actively encourage organisations in Huntingdonshire to implement an EMS & seek accreditation to recognised standard, e.g., ISO14001 or EMAS	Number of organisations in the district receiving information about the benefits of accreditation to an EMS Number of organisations with ISO 14001 based on EA data	Development	Economic Prosperity
		17. Increase awareness of water saving measures and promote water saving devices such as grey water devices and water efficient appliances	Number of distinct campaigns actively promoting sustainable purchasing choices		
		18. Encourage improvements in Water Efficiency in ALL new homes built in the district by ensuring that they are built to the highest possible level of the Code for Sustainable Homes	Proportion of new development complying with Code For Sustainable Homes and level of water efficiency achieved when assessed		
	Efficient water use	19. Work with water companies, the Environment Agency and others as appropriate to produce a water cycle strategy for the district to assess water availability to meet required new growth	Successful completion of water cycle Strategy for the District	Environmental Management	Growth & Infrastructure
		20. Increase the proportion of housing development on previously developed land	% of new development on appropriate brownfield land		
		21. Where appropriate encourage developments with a higher density of dwellings per hectare	% of new development with a density of 30 dph		
	Best use of land	22. Avoid development of agricultural land grades 1, 2 and 3a	% of employment floor space on previously developed land	Planning Services	Growth & Infrastructure
		23. Increase the proportion of employment floor space on previously developed land	% of household waste recycled % of household waste composted		
		24. Ensure domestic recycling levels remain above 50% and explore the feasibility of adding additional materials to the kerbside collection, e.g., glass	Amount of waste collected from households in Huntingdonshire which is sent to landfill		
	Reduce waste	25. Development of Waste Minimisation Strategy in conjunction with the RECAP Partnership and introduce targeted promotional campaigns and education programmes for key waste streams	Amount of trade waste recycled Proportion of businesses able to recycle trade waste	Operations Department	Economic Prosperity Children & Young People
		26. Facilitate the introduction of a trade waste recycling collection service for small to medium sized businesses in the District and support larger businesses in their effort to recycle their trade waste	Number of 'sites of potential concern' in the local authority area with respect to land contamination		
		27. Identify, prioritise and remove unacceptable risks to human health and the environment	Number of potentially contaminated sites brought back into beneficial use, per annum		
	Reduce contaminated & polluted land	28. Seek to bring contaminated land back into beneficial use	Number of successful prosecutions per annum for contamination of land within the district	Environmental Health	Health & Wellbeing
		29. Seek to ensure that the cost of contaminated land clean up is undertaken in accordance with the polluter pays principle	% of SSSI's across the District in a favourable or unfavourable recovering condition		
		30. Protect and enhance biodiversity and open space of international, national and local importance through legislation, policy, site purchase and awareness raising and create habitats and areas of strategic green space enhancement in line with UK BAP and County Targets	% of new homes achieving credits from biodiversity chapter of the Code for Sustainable Homes		
	Protect & enhance biodiversity & open space	31. Ensure early involvement in master planning process and that biodiversity, open space and recreational objectives are included in development plans, structure plans, community strategies and other strategic documents, and that all development proposals adhere to wildlife legislation and good practice	Number of schools visiting HDC owned wildlife sites	Planning Services Countryside Services	Growth & Infrastructure Health & Wellbeing Children & Young People Economic Prosperity
32. Develop community involvement in green spaces and biodiversity enhancement projects and encourage experience of the natural world through environmental education		Hectares of land used as allotments/community gardens			
33. Protect and promote allotments and community gardens and provide further opportunities for those people who wish to grow their own produce as part of the long term promotion of sustainability, health and social inclusion		Hectares of land dedicated as local Nature Reserves			
An environment that is protected and improved	34. Improve the quantity and quality of publicly accessible open space and improve opportunities for people to access wildlife	% of conservation areas covered by an up-to-date character assessment % of listed buildings considered 'at risk' % of large scale development which meets equivalent 'silver standard' under 'Building for Life' criteria			
	35. Protect landscapes, heritage sites, archaeological sites and historic buildings and use the planning system to safeguard them and ensure development contributes to the character of the District				

urban & rural character	36. Conserve and enhance valuable landscape features by encouraging environmentally sensitive management in the agricultural sector			Number of successful agri-environmental stewardship schemes in the district		Planning Services	Growth & Infrastructure Economic Prosperity
	37. Encourage environmental improvement schemes within the district and ensure they are sympathetic to the existing characteristics of the area			% environmental improvement schemes completed which are sympathetic to existing characteristics of the area			
	38. Develop educational resource materials based on the historic environment and establish further tourism opportunities			Number of educational visits to historic sites			
	39. Achieve a high level of street cleanliness and reduce levels of fly-tipping across the district			Improved street and environmental cleanliness (Flytipping) Improved street and environmental cleanliness (Levels of graffiti, litter, detritus and flyposting)	NI 196 NI 195		
	40. Reduce the amount of criminal damage and graffiti occurring in the district			Improved street and environmental cleanliness (Levels of graffiti, litter, detritus and flyposting)	NI 195		
	41. Work to improve neighbourhood pride and reduce anti-social behaviour and fear of crime			% of residents feeling 'safe' or 'fairly safe' outside in the local area after dark Perceptions of anti-social behaviour % decrease of surveyed individuals stating ASB is a fairly big problem – E. Health scorecard & G/Success % of residents who are satisfied with their neighbourhood as a place to live		Operations Department Community Safety	Health & Wellbeing Children & Young People Inclusive, Safe & Cohesive Communities Economic Prosperity
Clean & safe Huntingdonshire							NI 17

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CHILDREN AND YOUNG PEOPLE									
OUTCOME	OBJECTIVE	ACTION/KEY ACTIVITY	BASELINE	MEASURE	TARGET	LEAD PARTNER OR OFFICER	NI	NOTES	LINKS TO OTHER SCS STRATEGIC THEMES, OUTCOMES OR OBJECTIVES
Services that are designed and evaluated by children and young people	Develop structures to facilitate children and young people's active involvement	1. Embed the CYP active involvement model into the work of HSP partnership groups and partner organisations		<p>Year 1: 3 Partnership Groups or organisations demonstrate CYP active involvement as part of their mainstream work. Year 2: 3 groups or partnerships demonstrate continuous progress. 3 new groups or organisations demonstrate CYP active involvement as part of their mainstream work.</p> <p>Neighbourhood Management Groups to consider how children and young people's involvement can be embedded into their work plans. Year 3: CYP active involvement is formally included in appropriate service plans or HSP partners and Partnership groups. New Parish Plans demonstrate how CYP people have been involved</p>	Structures are in place to facilitate CYP involvement in decision-making within all HSP partner organisations and partnership groups by Dec 2011	Active Involvement Post. HCYAP. HSP Partners. Neighbourhood Management Boards. Parish Councils	NI 110		ECM - making a Positive Contribution. Youth Matters. Aiming High for Young People. HDC Growing Success. HDC. Corporate Equality Policy. The Big Plan 2006-9. PCT Commissioning Intentions. JSNA and CYP (2007). HDC Communications and Marketing Strategy. LAA Vision and Key Goals. Cambridgeshire Alcohol Strategy (Draft). Accessibility Action Plan.
			2. Establish a framework for the joint planning and funding of CYP active involvement across Hunts		<p>Year 1: Pilot and review joint planning and funding arrangements</p> <p>Year 2: Use learning to develop a joint planning and funding framework</p>	A framework for joint planning and funding of CYP active involvement is in place for the HSP by Dec 2011	Active Involvement Post. HCYAP. HSP Partners. Neighbourhood Management Boards. Parish Councils		

3. Identify CYP active involvement champions within HSP partner organisations		Increased number of champions identified year on year in years one and two	CYP active involvement is an integral part of key job descriptions in all HSP partner organisations by Dec 2011	Active Involvement Post. HCYAP. HSP Partners. Neighbourhood Management Boards. Parish Councils			
4. Increase young people's capacity for involvement by hosting and supporting Young Activators	2007 - Two Young Activators in post	Year 1: Host and support 4 Young Activators	Funding secured for the continued support of Young Activators by April 2009	Young Lives			
5. Explore the potential of Participation in Action as a model of working with young people in Hunts				Young Lives			
6. Support Youth Action Groups as part of a package of involvement opportunities for young people				Young Lives (V). Active Involvement Post			
7. Establish effective and sustainable links between CYP active involvement and schools, FE colleges and Pupil Referral Units		Year 1: Review current initiatives Year 2: Two pilot projects Year 3:	Establish a framework for use across the HSP	Active Involvement Post. Schools. PRU's. HRC			
8. Establish effective and sustainable links between CYP active involvement and voluntary and stat youth work			Establish a framework for use across the HSP	Active Involvement Post. Voluntary Sector. OCYPS			
9. Develop a CYP Participation Strategy for Hunts	-		Participation Strategy developed by Dec 2008	Active Involvement Post. Local CYP Champions. Young People			

<p>Encourage and support children and young people's active involvement in the implementation of the Sus. Com. Strategy</p>	<p>10. Support HSP Thematic groups to encourage children and young people's involvement in the delivery of their action plans</p>	<p>Support 2 thematic groups to embed CYP involvement in their actions plans in each of year 1 and year 2</p>	<p>Formalise a process for representing the views of children and young people within all relevant aspects of local decision-making by Dec 2011</p>	<p>Active Involvement Post. HSP Thematic groups</p>			
<p>Monitor the impact of children and young people's active involvement; ensure feedback and develop an evidence base</p>	<p>11. Partners and partnership groups to show evidence of change resulting from CYP active involvement</p>		<p>CYP involvement to be part of planning, review and evaluation of all relevant projects</p>	<p>Active Involvement Post</p>			
<p>Develop sustainable support for vulnerable parents/carers and families</p>	<p>12. CYP Area Partnership and HSP to demonstrate quality practice in young people's active involvement</p>		<p>Children and young people are involved in delivering a Kite Marking or Quality Assurance scheme for CYP active involvement by Dec 2011</p>	<p>Active Involvement Post</p>		<p>NI 109</p>	<p>JSNA Children and Young People 2007. Big Plan 2006-9 ECM - Enjoy and Achieve</p>
<p>Effective and sustained support is available for all parents and carers, especially those who are vulnerable</p>	<p>13. Develop structures for children and young people's views to be fed into decision-making and scrutiny groups</p>	<p>Partners can demonstrate parent/carer active involvement in the reviewing of all support services</p>	<p>Structures are routinely employed by partners and partnership groups by Dec 2011</p>	<p>Active Involvement Post</p>			
	<p>14. Review existing parent and carer support services with parents/carers; professionals and YP with a view to realignment and better co-ordination</p>		<p>Participation Strategy developed by Dec 2008 Ensure that the parenting support and involvement strategy - core offer is embedded into all services</p>	<p>Children Centre Managers. P.C.T. Anna Calvert</p>			

15. Children Centres encourage early involvement of parents/carers	Outreach work to target vulnerable and hard to reach families.	Yr 1 - increase local families attending by 15% Yr2 - increase by 20% Yr3 - increase by 45% (To be confirmed)	Resources to ensure appropriate support and a well-trained work-force is available for parents in order to help them to support their children to achieve the ECM five outcomes. Increase attendance.	PCT, Children Centre Managers			Linked into the Health and wellbeing / health inequalities
16. Identified midwives and health visitors to provide liaison between young mothers and other agencies providing specialist support		Increased access to community health facilities through community health services for young mothers	Specific projects identified for Health workers to be engaged in. Improved information sharing between midwifery, social care and health.	PCT Health visitors/ Midwives Social Care Locality Teams VCS			
17. Area Partnership to support actions from the countywide Parenting Strategy		Adopt actions from Parenting Strategy across area	Parenting strategy embedded across Hunts	Area Manager PPP			
18. Evaluate existing approaches to involving parents in childhood obesity projects and develop appropriate approaches for Hunts		Adopt actions from Obesity Strategy (Preventing Childhood Obesity Strategy Group)		PCT			

	19. To develop a YISP in Hunts (Youth Inclusion Support Panel)		To have 2 YISP workers and a co-ordinator across the Area	To reduce the number of children and young people who are on the verge of exclusion/criminal activity. To evaluate service delivery and impact on youth criminal activities by Sept 2009.	Anna Calvert. YOS. Anna Barcham.			
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<p>Develop frameworks for involving parents and carers in the design and delivery of services and monitor impact</p>	<p>20. Commission a parent/carer organisation to deliver the following: - develop a model of parent/carer involvement - identify parent/ carer reps from across Hunts - implement a structure that enables joint planning and funding of parent/ carer involvement - agree and implement monitoring and evaluation tools to be used across partnerships - develop and implement a quality assurance framework, with common standards and intended outcomes - develop processes for parent and carer views to be fed into decision-making and scrutiny groups</p>		<p>Establish a framework of delivery with performance indicators to enable effective evaluation across all objectives after first year</p>	<p>All parents and carers to have access to all tiers of parenting support</p>	<p>Children centre managers. PSAs, YOS, Social Care team, Inclusion Team</p>			
<p>Develop a balance of 1:1 and group work support</p>	<p>21. Develop a programme of support for parents/carers using 123 Magic and Webster Stratton</p>		<p>All model 1 children centres to be delivering the core parenting offer and providing signposting to relevant courses if not held on site.</p>					

		<p>22. Provide ongoing programmes of introductory and refresher training for staff delivering parent/carer programmes</p> <p>23. Develop Peer Education to build up capacity for parents/carers to deliver future parent/carer support programmes</p>		<p>% of staff trained in effective models in year 1.</p> <p>Yr2 - 10% of parents/ carers accessing parenting courses continue to support delivery of training</p>	<p>OCYPS and partner staff trained regularly</p> <p>Increase in availability/capacity to deliver parent/carer support programmes</p>	<p>All partners Children Centre staff Locality Team staff</p> <p>Children centre managers</p>			<p>Aiming High for Young People. Youth matters. Local Area Agreement Priority. Big Plan 2006-9. ECM - Stay Safe; safer communities; make positive contribution. Health and Wellbeing. County and District Play Strategies. EYCS Quality Framework.</p>
	<p>Increase the range of opportunities for children and young people to meet in informal and safe environments</p>	<p>25. Maximise partners' capacity to deliver activities to meet the needs of children and young people across Huntingdonshire by increasing partnership activities for CYP.</p>		<p>All Children and Young People have access to high quality local open access play schemes, youth work provision, after schools clubs and holiday activities.</p>	<p>25% of all young people in contact with play and youth work as a percentage of the total population .</p>	<p>Youth and Play Workers. HDC Leisure and Parks and Open Spaces. Voluntary Sector. Police. EYCS.</p>	<p>NI 110 NI 17</p>		
	<p>26. Co-ordinated youth and play services are provided to respond to local need.</p>		<p>Children and Young people are involved in the decision making and planning of local play and youth work activity.</p>	<p>25% of all young people in contact with youth and play work as a percentage of the total population</p>	<p>Area Manager PPP and all partners</p>	<p>Youth Work Improvement Plan</p>			
	<p>27. Embed effective mechanisms to enable children and young people to shape the local offer of things to do and places to go and spaces to be at (Aiming High)</p>		<p>Increased participation in development of service delivery. Yr1 - establish baseline Yr2 - 10% (check against Aiming High targets)</p>	<p>Promotion of the inclusion agenda across Huntingdonshire for all children.</p>	<p>Locality Teams. Active Involvement Post. OCYPS - Tracy Collins. Schools. EYCS.</p>				

					Young Activator work established across Hunts. Relevant agencies kept fully informed. Implement Voluntary Strategy? - (Gill to check) Increased capacity of VCS.	Young Lives. Tracy Collins. VCS				
28. Address barriers to voluntary sector involvement in provision of services					Complete mapping. Develop a Partnership Improvement Plan to fill gaps in provisions. Each OCYPS locality to identify an activity that is hard to access and develop actions to address this. Reduced the number of assaults on young people linked to specified facilities.	Area Manager PPP			Play provision has been mapped through the Open Spaces audit and Huntingdonshire Play Strategy.	Transport and Access Action Plan (23)
Improve access to existing facilities	29. Map existing provision and community assets against children and young people's identified needs				Space available for children and young people's activities by ...	Libraries, Archives and Information Services.	NI 110			Community safety strategy
Provide opportunities for leadership, volunteering and peer mentoring for young people	30. Improve activities for children and young people offered by Huntingdon Library and Archive Centre.				Year 1 - look at targets for V programme. (Gill to provide)	Young Lives. Schools.				
	31. Develop programmes of volunteering, peer mentoring opportunities and support for children and young people				x% increase in volunteering opportunities in archive/museum taken up by young people.	Libraries, Archives and Information Services.	NI 110			
	32. Improve volunteering opportunities for children and young people offered by Huntingdon Library and Archive Centre.									

<p>A safe, clean environment for children and young people</p>	<p>Develop local initiatives to improve the environment for children and young people</p>	<p>33. Improve children and young people's involvement in developing and planning processes</p>	<p>Children and young people involved in one of the key growth areas identified each year.</p>	<p>Children and young people to be involved in at least one planning and development issue in at least one of the key growth areas identified in the Core Strategy (Huntingdon, Godmanchester, Brampton, St. Neots) in 2008, 2009, 2010</p>	<p>Growth and Infrastructure Thematic Group. Youth work team. Participation worker. EYCS. HDC Leisure. Parish Councils.</p>	<p>Core Strategy, Growth and Infrastructure</p>
<p>Address fear of crime</p>	<p>34. Publicise the findings of the CYP consultation to local decision-makers and offer support and encouragement to take action</p>	<p>Yr1 - 10 local groups responding to the consultation findings. All Neighbourhood Management areas using an effective engagement tool to help develop a safer, cleaner and greener environment.</p>	<p>Active Involvement post. PCT. Neighbourhood Managers.</p>	<p>NI 110</p>	<p>EYCS. HDC.</p>	<p>Local Area Agreement Vision. Local Area Agreement Priority. ECM - Stay Safe, Safer Communities</p>
<p>Bridge the generation gap</p>	<p>35. Implement the County and District play policies and strategies.</p>	<p>At least 4 young people from each locality attending Neighbourhood Policing Panels. Reduce number of assaults on young people.</p>	<p>OCYPS locality plan to include one action on involving children and young people in Community Safety 4 in year one increasing to 7 in year 2</p>	<p>OCYPS Locality Managers Area Manager PPP. Police, YOS. CamH. VCS.</p>	<p>Camb Alcohol Strategy (draft) Drugs Strategy</p>	<p>Youth Matters ECM - Making a Positive Contribution</p>
<p>Positive Images of children and young people</p>	<p>36. Identify support in each locality for children and young people to participate in Police Neighbourhood Panels</p>	<p>Increase number of initiatives in each locality involving adults and young people by 10%. Incorporate work on positive images within local Community Development training.</p>	<p>Increased number of initiatives in each locality.</p>	<p>Youth Workers Police Schools VCS LSCB</p>	<p>Youth Matters ECM - Making a Positive Contribution</p>	<p>Youth Matters ECM - Making a Positive Contribution</p>

				Year on year increase x3 strategic groups attended by children and young people	To embed participation in mainstream partnership work	Youth Workers Police Schools VCS Active Involvement Post. HYCPAP partners.	NI 23 NI 22 NI 17 NI 110			ECM - Making A Positive Contribution
	38. Co-ordinate work across adult and young people networks and identify areas for joint working			Strategy developed by September 2008.	Multi-agency Strategy developed to achieve this by Task and Finish Group. Communications with young people included within Strategy.			Task and Finish Group		
	39. Promote children and young people's contribution to decision-making									
	40. Develop a structure to co-ordinate information and actions on young people's aspirations	2007 - year 11 in learning was 91% 2007 - 17 year olds. 83.3%		Increase percentage into learning to 85% for 17 year olds	All partners to have a responsibility to contribute to the September guarantee (offer of learning to all year 11 students with an extension to year 12 on one year course)		NI 106			Youth Matters. LAA Priority Block Children and Young People. LAA Priority. ECM - Achieve Economic Wellbeing; Enjoy and Achieve
	41. Develop programmes to address aspirations from Primary school age	No Careers Conventions with year 6 currently taking place		Careers Conventions in one cluster in year one and additional clusters in following years	Each school cluster to host a Year 6 Careers Convention	Schools Locality Team PPP Manager	NI 110			
	42. Develop out-reach services to ensure equality of access to support services across the district			Area directory completed by OCYPS business support staff by Sept 08. Inter-agency protocol for sharing information embedded by Sept 08.	A co-ordinated, multi-agency response to service delivery across Hunts and better sharing of information locally.	All HSP Partners Locality Manager Social Care Manager. Area Manager PPP	NI 91			
	43. Develop partnership projects on employability			Benchmark to be established in Year 1.	Involve young people in the development of 14-19 curriculum	Area Partnership	NI 110			
Education and training opportunities for all children and young people	Raising the aspirations of children and young people									
	Developing training and employment opportunities based on the needs of young people									

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Inclusive, Safe and Cohesive Communities

Outcome	Objective	Action/ key Activity	Target	Lead Partner/ Officer	NI	Notes	Links to other SCS strategic themes/ outcomes/ objectives
Accessible Services for All	Increase access to services	Inclusive, Safe & Cohesive Communities					
		Develop & promote community transport schemes by increasing the provision of rural bus service routes	Increase the number of routes operated from X to y by 31 March 2009	Stuart Bell & Claire Burton		Transport/ Access Group	Accessibility transport plan
		Develop & promote community transport schemes by increasing the number of organisations and individuals accessing the service	Increase the number of individuals using community transport from X to y by 31 March 2009 Increase the number of organisations using community transport from X to y by 31 March 2009	Stuart Bell Claire Burton/ Ramsey Community transport & Ouse valley CT	LAA NI 17	Transport/ Access Group	Accessibility transport plan
	Assist residents with mobility issues to access services by providing a social car scheme	Increase the number of residents accessing service by 10% per annum (from x) , by 31 March 2009	Dan Smith (Hunts volunteer bureaux	LAA NI 17		Agreed Service standards	

Appropriate community transport	Affordable transport for job seekers. Young people and those on low incomes		<p>15,400 per annum by 31 March 2009</p> <p>Huntingdon & St Neots offices open for service 2,000 hours per annum by 31 March 2009</p> <p>Number of home visits provided 600 per annum by 31 March 2009</p> <p>Outreach services provided 100 (half day) sessions per annum by 31 March 2009</p>		Transport & Access group.	
Vibrant and Cohesive Communities	Promote community based/run activities	<p>Support development of centre based clubs (club mark accreditation)</p> <p>Support the development & improvement of community facilities via grant aid</p> <p>Provide support & assistance to the voluntary & community sector to enable voluntary organisations to play an active role in the delivery and development of services.</p>	<p>X clubs to have been accredited by 31 March 2009</p> <p>At least 6 projects supported per annum by 31 March 2009</p> <p>25 organisations supported during year to 31 March 2009</p> <p>4 organisations supported & assisted to gain quality mark standard by 31 March 2009</p> <p>6 training events to be provided for voluntary & community organisations by 31 March 2009</p>	Simon Bell D Smith D Smith (Hunts Forum for Voluntary Organisations (CVS))	Transport & Access group.	
				LAA NI 7		Agreed Service standards

Promote community involvement	Increase the number of people participating in volunteering on a regular basis	Increase the number of people participating by 10% per annum for the next 3 years (based on 07/08 total TBC)	D Smith (Hunts Federation of Volunteer Bureaux)	LAA NI 17	Agreed Service standards
	Shadow Neighbourhood management boards initiatives established in priority areas.	Delivery of local action plans within agreed time frame.		LAA NI 2	Neighbourhood Management action plans
	Develop a web-based advice & information source for new arrivals in the UK.	Web information to be ready by July '08 Number of people accessing web site	D Smith	LAA NI 2	Links to economic strategy Migrant Gateway project
	Commission community development work to support the integration of residents on new substantial developments (Loves Farm, Northbridge)	Staff in situ by July 08. Local action Plan & implementation plan developed for Loves farm development by Oct 08 Action plan delivered by agreed time	D Smith (Bedford Pilgrims Housing Assoc (BPHA))	LAA NI 2	Targets set out in commissioning agreement between HDC & BPHA Growth & infrastructure group link Agreed Service standards

			Event held by March 09	D Smith	LAA 1, 2, 4, 13, 23	HDC Inclusion working group	
	Organise District wide conference involving faith & community based organisations to raise awareness of the challenges facing new arrivals.		Report to HSP Executive by June 08	D Smith	LAA 1, 2, 4, 13, 23	Learning Partnership	
	Design and suggest specialist services to help with integration including the provision of ESOL classes		KPAs TBC Action plan implemented by 31 March 2009	D Smith/ Diversity officer	LAA 1, 2, 4, 13, 23		
	Focus the work of the new diversity officer on the areas of greatest need		Pilot one scheme by 31 March 2009.	Claudia Waters	LAA 17,24 ,27,4 1,115		link to economic strategy Targets set out in HCSP strategy and action plan
Engage with new and developing communities	Reduce alcohol related anti social behaviour		Counting system established October 08				
	Provide specialist Support		By 31 March 2009 have the CAP in St Neots sustained and develop a similar scheme in Ramsey.		LAA 17,24 ,27,4 1,115		Targets set out in HCSP strategy and action plan
Reduce anti social behaviour (inc, criminal damage)	Develop a 'counting system that will enable effective monitoring of anti social behaviour associated with alcohol						
	Work with Trading standards to develop community alcohol partnerships as appropriate						

Reduce Crime	Reduce alcohol & drug misuse	To provide information and advice to young people through school and youth	X % reduction in incidents of young people been involved in crime as a result of alcohol or drug misuse	Vicki Crompton	HCSP are funding a specific project	Cambridgeshire Alcohol Strategy	Cambridgeshire Alcohol Strategy
	Reduce vehicle related anti social behaviour	Identify high incident areas for vehicle related anti social behaviour Work with neighbourhood policing panels to identify high incident areas To develop a alcohol strategy for Huntingdonshire	% reduction in vehicle related anti social behaviour complaints against 07/8 figure. (TBC)	Claudia Waters	Targets set out in HCSP strategy and action plan	Targets set out in HCSP strategy and action plan	Targets set out in HCSP strategy and action plan
Address anti social behaviour	To reduce the level of anti social behaviour by providing & supporting positive activities targeted at areas of youth anti social behaviour (150 activity sessions by 31 March 2009)	Evaluate the value of problem-solving groups and enhance the effectiveness in addressing problematic individuals identified and appropriate actions agreed through anti social behaviour problem solving groups	X % Reduction in anti social behaviour in targeted areas from 07/8 figure (TBC) by 31 March 09	C Waters	LAA 17,24 ,27,4 1,115	LAA 17,24 ,27,4 1,115	Programme needs to be linked into HCSP work plan
		x% reduction on 07/8 figures for anti social behaviour in targeted areas. 2250 young people to be supported during the year to 31 March 2009 Reduction in overall anti social behaviour by March 09 of y %	OCYPS. (Fusion Project, Proud to be Loud project.)	LAA 17,24 ,27,4 1,115	Programme needs to be linked into HCSP work plan		

	Reduce the incidence of violence against people including domestic violence	Set up a task and finish group to review the DV data collection system at Hinchingbrooke Hosp and ensure key stakeholders are delivering Cambs Countywide DV strategy objectives.	The T&F group should report findings and recommendations by 31 December 2008	C Waters (DVF)		Cambs. DV Forum
		Work with other agencies to ensure the continued provision of good quality domestic violence refuge provision in Huntingdonshire	Number of refugees in Huntingdonshire & number of emergency beds available	Steve Plant	LAA 32,34	Cambs. DVF
Reduce Fear of Crime	Promote safer by design	Work with HDC planning dept to implement 'designing out ASB'	Increase the number of eligible planning applications to the Police Architectural Liaison Officer (ALO) by HDC Planning Department to 100 by March 2009	C Waters (Hunts CST & Development Control)	LAA 5	Targets set out in HCSP strategy and action plan
		Raise awareness of potential crime & disorder, ASB potential hot spots at application & planning stage	Monitor the take up of ALO suggestions within planning conditions or by the developer so that 50% of planning decisions where ALO advice has been given reflect that advice	C Waters (Hunts CST & Development Control),	LAA 5	Targets set out in HCSP strategy and action plan
		Organise training events for planners on 'designing out ASB'	2 per annum designing out ASB' model is not used	C Waters	LAA 5	

		Develop a communications strategy to address fear of crime	To have an annual marketing plan for Huntingdonshire Community Safety Partnership and related activities to promote reassurance including 12 good news stories for 2008/09	C Waters			Targets set out in HCSP strategy and action plan
Good opportunities for long learning	Support and increase the capacity of learning communities and facilities for outreach learning	Engage a community learning champion to work within North Hunts & Ramsey post holder to work throughout 2008.	?	?	Learning partnership		
	Increase access to formal and informal learning opportunities	Arrange & provide CIEH accredited food safety, nutrition & health and safety training to members of local voluntary organisations, local business to improve knowledge & reduce food poisoning and work related accidents	100 participants during 2008/09	C Lloyd			
	Provide opportunities for family learning	review best practice being developed in Primary schools/Oxmoor.	?	?			Link to Children's & young peoples strategy JSNA C&YP
	Address lack of basic skills	In partnership with colleges & schools, develop an education programme for young people to assist them in making a safe and healthy start to working.	100 young people engaged during 2008/09 and 10% reduction in reported accidents involving young people over the next 3 years (on 2006/7 baseline TBC)	C Lloyd			Link to Children's & young peoples strategy & Economic strategy

	Promote opportunities for local people to improve or gain skills through cultural, leisure & volunteering activities.	.Enable individuals to gain a sports related qualification as per sport England definition Provide opportunities to train as volunteer walk leaders	100 individuals gaining sports related qualification per annum by 31 March 2009 15 individuals completing course per annum by 31 March 2009	Jo Peadon Jo Peadon	LAA NI 17		
Effective neighbourhood management in appropriate communities	Investigate neighbourhood management in other communities	For consideration after post 2008/09		D Smith			
Better working with young people	Engage with young people	Carry out 1 Anti-Social Behaviour Education Day in each secondary school in the District per year. To achieve the funding for and introduce a Youth Inclusion Support Panel (YISP) to Huntingdonshire.	Number of Anti-Social Behaviour Education Days in the District by 31 March 2009. To introduce a Youth Inclusion Support Panel (YISP) to Huntingdonshire by March 2009.	Anna, Calvert, OCYPS Anna Calvert, OCYPS	LAA NI 45	Part of the HCSP working with young children plan Part of the HCSP working with young children plan	Children's & young peoples strategy Children's & young peoples strategy

Reduce the risk of young people being victims	<p>Raise awareness/information sharing. All partners to increase the opportunities for Children and Young People to report incidences of crime/bullying with confidence.</p>	<p>Increase in incidents reported due to better reporting services available.</p>	<p>OCYPS Locality Managers</p>	<p>LAA NI 69</p>	<p>Part of the HCSP working with young children plan</p>	<p>Children's & young peoples strategy</p>
	<p>Promoting cohesive, diverse but inclusive communities where the needs of children and young people and all groups are met.</p>		<p>Locality Teams</p>		<p>Part of the HCSP working with young children plan</p>	<p>Children's & young peoples strategy</p>
Reduce the risk of young people perpetrating crime	<p>Encourage Children and Young People to get involved in positive activities</p>	<p>12% young people aged 13-19 participating in youth work during 08/09.</p>	<p>LAC Team Youth Workers Connexions workers</p>	<p>LAA NI 110</p>	<p>Part of the HCSP working with young children plan</p>	<p>Children's & young peoples strategy</p>
	<p>Partners to support the Implementation of the Hunts Attendance Plan</p>	<p>- Increase holiday activities across the whole of the Area for all CYP</p>	<p>Schools, EWOs</p>	<p>LAA NI 110, 114</p>	<p>Part of the HCSP working with young children plan</p>	<p>Children's & young peoples strategy</p>
		<p>- 100 Children and Young People accessing Fusion in Hunts</p>				
		<p>- 100 Children and Young People accessing Proud to be Loud in St Neots</p>				

			<ul style="list-style-type: none"> - 75 Children and Young People accessing positive activity programme in St Ives - 75 Children and Young People accessing positive activity programme in Ramsey, Sawtry, Yaxley (SWT9.....) - 12% young people aged 13-19 participating in youth work 08/09 - 50% young people aged 13-19 who are participating gain a recorded outcome from youth work 08/09 - 25% young people aged 13-19 who are participating gain an accredited outcome from Youth Work 08/09 - Increased participation by young people in physical activity in line with CYPP target of an increase of 5% by Oct 08 (SHEU Survey) 			
<p>Appropriate lifestyle opportunities for older people</p>	<p>Provide opportunities for involvement in service design</p>	<p>During 2008 develop programmes and mechanisms within the 3 Neighbourhood Management Areas (North Huntingdon, Ramsey, Eynesbury) for the involvement of local residents in the planning and design of local services.</p>	<p>Have local priorities identified and action plans devised (x3) by March 2009.</p>	<p>Dan Smith</p>		

	Provide opportunities for lifelong learning							
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LOCAL ECONOMY STRATEGIC ACTION PLAN (2008 TO 2015)

Headline Objectives	Activity	Performance Indicators	Partners/lead Body	Timescales / Milestones	Links to other strategies
Priority 1 – Business Support					
1. Co-ordinate the delivery of advice and support for start ups.	1.1. Information exchange through Economic Forum to facilitate improved communication between businesses and support providers.	Multi-media directory produced by end of March 2009. Directory updated quarterly. 5% increase on baseline figures for advice and support provided.	Huntingdonshire Economic Forum Huntingdonshire Economic Forum	2008/09 Ongoing 2010/2011	
	2. Ensure the availability of general business services and advice across the district.	2.1. CREAM Project providing advice in rural areas. 2.2 Review current provision in the district and assess areas of need.	NWES Huntingdonshire Economic Forum working party	2008/09 March 2009 March 2010	
	3. Ensure specific business advice for key growth sectors, rural businesses, young people, migrant workers and businesses looking to re-locate here.	3.1. Promote a programme of events for target sectors. 3.2. Develop a business pack for new businesses and target self-employed people to provide assistance for growth. 3.3. Develop and offer 'fast-track' planning service to	Quarterly Events Calendar developed by 2009. Working party established. Business pack drafted and approved, Scope Fast Track framework by	Huntingdonshire Economic Forum Huntingdonshire Economic Forum working party HDC/Partners	March 2009 April 2010 Established April 2010 September 2010

LOCAL ECONOMY STRATEGIC ACTION PLAN (2008 TO 2015)

Headline Objectives	Activity	Performance Indicators	Partners/lead Body	Timescales / Milestones	Links to other strategies
	prospective incomers and expanding established businesses.	September 2010.			
4. Enable the growth of small and medium sized businesses	4.1. Aftercare Service: Develop an aftercare programme.	Develop and trial a pilot aftercare service by March 2009.	HDC/ Ramsey Town Centre Partnership	March 2009	
	4.2. Promote local supply chains through 'Meet the Buyer' opportunities.	Business Awards held annually. Hunts. Food & Drink Festival 2008.	Huntingdonshire Economic Forum HDC	Ongoing September 2008	
	4.3. Engage with financial providers especially for assisting start-ups and self-employed.	Increase on baseline figure for number of referrals.	Huntingdonshire Enterprise Agency	Ongoing	
5. Encourage appropriate (de) regulation	5.1. Carry out annual Burden's Barometer (measure of the costs of bureaucracy to business).	Publication of results	Cambridgeshire Chambers of Commerce	Ongoing	
	5.2. Promote the Local Business Partnership in Huntingdonshire.	Increased level of engagement by partners.	All Partners	Ongoing	
6. Promote strong business to business networks	6.1. Encourage the development of food co-operatives.	Establishment of food co-operatives in Huntingdonshire.	Huntingdonshire Economic Forum working party	2012	
	6.2. Promote the Manufacturing Club in St Neots.	Quarterly meetings sustained.	St Neots Town Initiative	Ongoing	
	6.3. Encourage development of Retail Forum.	Increased engagement with the Town Centre Initiatives by the retail sector.	Town Centre Initiatives/Partnerships/ Cambridgeshire Chambers of Commerce / HDC	2011	

LOCAL ECONOMY STRATEGIC ACTION PLAN (2008 TO 2015)

Headline Objectives	Activity	Performance Indicators	Partners/lead Body	Timescales / Milestones	Links to other strategies
7. Develop appropriate services and support for businesses already in the district and those looking to locate within Huntingdonshire	7.1. Promote the district to inward investors, especially large companies.	Review current marketing provision by March 2010. Produce revised offer by March 2010.	HDC	March 2010 March 2010	
Priority 2 – Physical Infrastructure					
1. Improve public transport	1.1. Communicate business views to Growth & Infrastructure Group.	Growth & Infrastructure Group representative attendance at Hunts Economic Forum meetings.	Huntingdonshire Economic Forum	Ongoing	Links to Growth and Infrastructure strategy
2. Improve transport networks for business	2.1. Promotion of alternative ways of travel, particularly public transport, through Travel to Work (specialists in travel solution businesses).	Increased awareness of this initiative.	Cambridgeshire Chambers of Commerce	Ongoing	Links to Growth and Infrastructure strategy
3. Ensure land and premises for economic growth	3.1. Build Creative Enterprise Centre in St Neots.	Centre open by September 2008.	HDC	2008	Links to Growth and Infrastructure strategy
	3.2. Develop Enterprise Centre in Huntingdon with managed workspace units.	Centre open by March 2009.	Enterprise Agency	March 2009	
	3.3. Investigate provision of new home/work space in Oxmoor.	Options identified and forward plan developed.	Luminus Group	To be agreed	
	3.4. Fast track the investigation and development of an Enterprise Centre in Ramsey and low carbon employment	Options identified and forward plan developed	HDC	To be agreed subject to securing funding	

LOCAL ECONOMY STRATEGIC ACTION PLAN (2008 TO 2015)

Headline Objectives	Activity	Performance Indicators	Partners/lead Body	Timescales / Milestones	Links to other strategies
	development at former RAF Upwood. 3.5. Secure funding for hi-tech Manufacturing Campus in Huntingdon.	Engage with partners and undertake a feasibility study prior to funding bid	HDC/Partners	To be agreed – subject to land availability and partner engagement	
4. Improve ICT broadband/capacity	4.1. Host business event to discuss capacity in the district.	Business consultation event held by November 2008.	Huntingdonshire Business Network / HDC	November 2008	Links to Growth and Infrastructure strategy
Priority 3 – Skills Development					
1. Meet skills shortages	1.1. Liaise with agencies working with migrant workforce.	Regular communication of business views to the Health & Wellbeing Group.	All members working with migrant workforce	Ongoing	Links with Health & Wellbeing Action Plan
	1.2. Capacity building for Social Enterprise groups.	Increased support to new and existing Social Enterprises.	Business Link	Ongoing	Health & Wellbeing Action Plan
	1.3. Encourage acquisition of engineering skills in schools to facilitate take-up of apprenticeships.	Increased take up of apprenticeships.	St Neots Town Initiative	Ongoing	Children & Young People Group
2. Address skills for the future, particularly in key growth sectors	2.1. Redevelopment of Huntingdonshire Regional College facilities.	Improved and increased facilities.	Huntingdonshire Regional College	To be agreed subject to funding	Links with Health & Wellbeing Action Plan & Children & Young People Group
3. Maximise opportunities for	3.1. Provide and/or signpost skills training eg Train to	Increased awareness and take up of training.	Business Link	Ongoing	Health & Wellbeing Action Plan

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LOCAL ECONOMY STRATEGIC ACTION PLAN (2008 TO 2015)

Headline Objectives	Activity	Performance Indicators	Partners/lead Body	Timescales / Milestones	Links to other strategies
workplace learning and training	Gain.				
	3.2. Boombizz – business simulation programme.	Increased awareness and take up of training.	Huntingdonshire Enterprise Service	Funding dependent	Health & Wellbeing Action Plan
	3.3. Develop and deliver skills development training courses.	Increased awareness and take up of training.	All Town Centre Initiatives/Partnerships	Funding dependent	Health & Wellbeing Action Plan
	3.4. Develop and deliver work experience programme.	Increased awareness and take up of training.	St Neots Town Initiative	Funding dependent	Children & Young People Group
	3.5. Develop and deliver engineering skills programme.	Increased awareness and take up of training.			
4. Promote learning and training opportunities for people in deprived communities and those who are long term out-of-work	4.1. Enterprise training – “Getting a Job & Keeping It” replicated in all secondary establishments.	Increased awareness and take up of training.	HDC/Young Enterprise/Connexions/JobCentre Plus	Funding dependent	Children & Young People Group
	4.2. Boombizz – business simulation programme.	Reported increase of awareness and take up of training.	Enterprise Service	Funding dependent	Children & Young People Group
	4.3. JobSearch project.	Reported increase of awareness and take up of scheme.	Ramsey Town Centre Partnership	Ongoing	Health & Wellbeing Action Plan
5. Seek investment opportunities for learning and skills development	5.1 Relocation and improvement of Huntingdonshire Regional College facilities.	Development of a new integrated campus in Huntingdon.	Huntingdonshire Regional College	Funding dependent	Growth and Infrastructure
6. Increase retention of young people in learning and training	6.1. Liaison with PCDL (Personal Development & Community Learning Partnership).	Development of joint initiatives.	Huntingdonshire Economic Forum	2010	Children & Young People Group
	6.2. Train to Gain initiative.	Reported increase of awareness and take up	Business Link	2009	Children & Young People Group

LOCAL ECONOMY STRATEGIC ACTION PLAN (2008 TO 2015)

Headline Objectives	Activity	Performance Indicators	Partners/lead Body	Timescales / Milestones	Links to other strategies
		of training.			
7. Promote vocational opportunities for young people	7.1. Train to Gain initiative.	Reported increase of awareness and take up of training.	Business Link	2009	Children & Young People Group
8. Ensure the readiness and transition of young people to work	8.1. Young Chamber: presence within schools to engage with business process.	Reported increase of awareness and take up of training.	Cambridgeshire Chambers of Commerce	Funding dependent	Children & Young People Group
	8.2. Boombizz – business simulation programme.	Reported increase of awareness and take up of training.	Enterprise Service	Funding dependent	Children & Young People Group
	8.3. Work Experience programme.	Number of placements	St Neots Town Initiative	Ongoing	Children & Young People Group
	8.4. Young Enterprise programme.	Reported levels of involvement by Huntingdonshire schools.	Hunts Young Enterprise	Ongoing	Children & Young People Group
Priority 4 – Town Centre Support					
1. Increase the number of people using town centres	1.1. Regular accredited Farmers' Markets and specialist markets.	Quality and range of traders. Sustained footfall.	HDC/ Town Centre Initiatives/Partnerships	Ongoing	Environment Group Growth & Infrastructure Group
	1.2. Town Guides.	Appropriate levels of production and distribution for each town.	HDC/Town Centre Initiatives/Partnerships	Funding dependent	
	1.3. Training for retail and hospitality sectors.	Quality training delivered to meet business needs in each town.	HDC/Town Centre Initiatives/Partnerships	Funding dependent	
2. Encourage residents and businesses to buy local produce and services	2.1. Huntingdonshire Food & Drink Festival.	Event held 2008 Raised awareness of local producers	Hunts Food Festival Committee All Partners	2008	Environment Group
	2.2. Promote the 'Think			Ongoing	

LOCAL ECONOMY STRATEGIC ACTION PLAN (2008 TO 2015)

Headline Objectives	Activity	Performance Indicators	Partners/lead Body	Timescales / Milestones	Links to other strategies
	Local, Act Local' message.	Regular articles and promotion.	Town Centre Initiatives/Partnerships	Ongoing	
	2.3. Town Guides and Newsletters.	Scheme established and reported increase in local procurement.	St Ives Town Initiative	Funding dependent	
	2.4. Loyalty Cards.	Regular, well attended markets with a broad range of local traders.	HDC/ Town Centre Initiatives/Partnerships	Ongoing	
	2.5. Regular accredited Farmers' Markets and specialist markets.				
	3.1. Review of market towns retail offer.	Study complete by September 2009.	HDC	September 2009	Growth & Infrastructure Group
3. Increase the retail offer and mix	3.2. Focused Business Support.	Reported increase in uptake of advice.	Business Link	Ongoing	
	3.3. Business representation through partnership working, and lobbying.	Awareness of business views.	Cambridgeshire Chambers of Commerce/HBN/ Federation of Small Businesses/ HDC/Town Centre Initiatives/Partnerships	Ongoing	
	3.4. Inward Investment: focusing on specific retailers to enhance the offer and mix.	Improved retail offer in towns	Businesses/ HDC/Town Centre Initiatives/Partnerships	2010 -2011	Growth & Infrastructure Group
	4. Improve the evening economy	4.1. Research and evaluate initiatives to promote the evening economy in all four towns.	Identify and prioritise initiatives for implementation.	Working Party representing all Partners	Funding dependent
5.1. Keep Ramsey Tidy initiative.		Quarterly promotion.	Ramsey Town Centre Partnership.	Ongoing	Environment Group
5. Enhance town centre environments					

LOCAL ECONOMY STRATEGIC ACTION PLAN (2008 TO 2015)

Headline Objectives	Activity	Performance Indicators	Partners/lead Body	Timescales / Milestones	Links to other strategies
	5.2. Town Centre 'In Bloom' initiatives.	Seasonal displays in each town.	Town Centre Initiatives/Partnerships.	Ongoing	Environment Group
Priority 5 – Visitor Development					
1. Encourage local people to visit local attractions	1.1. Destination Management Website Project.	Live system in place by March 2009.	HDC/Huntingdonshire Association of Tourism (HAT)/Greater Cambridge Partnership	March 2009	
	1.2. Quality Assurance Scheme.	In place by March 2009.	HDC/HAT	March 2009	
	1.3. Review of all Town Maps, Retail and Business Guides, Tourism Leaflets, Specific Leaflets: Heritage, Waterways, Healthy Walks.	Priority publications identified and programme of development agreed.	HDC/Town Centre Initiatives/Partnerships	March 2011	
2. Encourage business visitors	2.1. Destination Management System – Develop website for local businesses to attract visitors. To include Weekend Break pages.	Live system in place by March 2009.	HDC	March 2009	
	2.2. Support an effective tourism network for Huntingdonshire.	Increased awareness of Huntingdonshire Association of Tourism activities.	All partners	Ongoing	
3. Market Huntingdonshire to prospective businesses	3.1. Carry out a review of marketing material.	Review current marketing provision by March 2010.	Huntingdonshire Economic Forum working group	March 2010	
4. Improve the mix of attractions, facilities and leisure opportunities	4.1. Investigate supporting the Ouse Valley Alliance to benefit the waterways economy.	Working Party established.	Environment Agency/Huntingdonshire Economic Forum	To be determined	Relevant to Environment Strategy, Growth & Transport Group.

LOCAL ECONOMY STRATEGIC ACTION PLAN (2008 TO 2015)

Headline Objectives	Activity	Performance Indicators	Partners/lead Body	Timescales / Milestones	Links to other strategies
5. Develop attractions and services for visitors, specifically overnight stay visitors	4.2. Development of cycleways to benefit the economy eg cycle hire.	Performance indicators for Actions 4.2 – 4.5 will be: Liaison with Growth and Infrastructure Group.	Huntingdonshire Economic Forum		Supports Cycling Action Plan (expected December 08 HDC & CCC); Transport Group; Environment Strategy. Relevant to Environment Strategy,
	4.3. Spa/Leisure/Hotel Facility.		HDC	Dependent on site and funding	
	4.4. Green Corridor Project.				Growth & Transport Group
	4.5. Priory Waterfront Development.				
	5.1. Promote National Quality Assurance rating scheme for accommodation providers and attractions.	Increase in number of quality assured businesses.	HDC/Huntingdonshire Association of Tourism	2009/2010	
5.2. Key celebratory events throughout the district.		Number of hosted events.	Town Centre Initiatives/Partnerships /Specialist Groups	Ongoing but funding dependent	
	5.3. Look at current offer provided within the district and look at complementary activities or actions.	Development Plan produced.	Huntingdonshire Economic Forum	2013	
	Priority 6 Sector Development - Develop a cohesive range of support and initiatives across 4 key sectors: - Creative Industries, Environmental Science and Technologies, High Value Manufacturing and Hi-Tech Enterprises				
1. Developing business support and promoting training for individuals and businesses	1.1. Specialist advisors in all growth sectors.	Number of businesses supported.	Cambridgeshire Chambers of Commerce/ Business Link/ Enterprise Services	Ongoing	

LOCAL ECONOMY STRATEGIC ACTION PLAN (2008 TO 2015)

Headline Objectives	Activity	Performance Indicators	Partners/lead Body	Timescales / Milestones	Links to other strategies
2. Improving the development of networks for collaboration and the fostering of supply chains	2.1 Provide seminars with speakers and networking opportunities, case studies and the sharing of best practise.	Number of events held.	Cambridgeshire Chambers of Commerce Business Link	Ongoing	
	3. Cultivating a dynamic cluster within each key sector	3.1 Promote Manufacturing Club in Huntingdonshire. 3.2 Establish Creative Industries virtual community network linked to Enterprise Centre in St Neots.	HDC/ St Neots Town Centre Initiative/ Cambridgeshire Chambers of Commerce HDC	2009/10 2010/11	
4. Harnessing the world-class expertise of our key sectors and utilising for growth	4.1 Identify opportunities for employment growth with partner organisations and develop initiatives.	Delivery plan agreed.	Local and sub-regional Business Support Partners	2011	
5. Encouraging employment creation within the sectors in both the market towns and rural areas of our district	5.1 Promoting the profile and strength of the Creative Industries in the district to attract new businesses to Huntingdonshire.	Number of new jobs created.	Local and sub-regional Business Support Partners	2011	
	5.2 Develop St Neots Creative Enterprises Centre	Creative Enterprise Centre open by September 2008.	HDC	September 2008	