

## Growing Success

The Council is responsible for promoting the economic, social and environmental wellbeing of our communities, so that we can all enjoy a good quality of life. To do this we must work with and bring together a variety of partners from the public, private and voluntary sectors.

This partnership has a Sustainable Community Strategy for Huntingdonshire, which sets out how, by working together, we can meet local and national priorities.

'Growing Success' is the Council's plan of how we will achieve our part of the Sustainable Community Strategy. It is based on detailed research and importantly what our communities have told us. We need to balance and reconcile many competing demands and this plan will be used to help us prioritise and allocate resources.

'Growing Success' identifies the aims we will be working towards as a Council and how we plan to deliver them to meet the needs of people in Huntingdonshire.

This plan will be reviewed every three years to make sure that our priorities are still the right ones and that we are doing the best we can for Huntingdonshire. Every year we will look at how well we have done in achieving our objectives and targets.

## Local Context – A diverse district

Huntingdonshire is a diverse area of nearly 350 sq miles. Currently our population is around 160,000: approximately half live in four market towns - Huntingdon, St Neots, St Ives and Ramsey - with the remainder in key settlements and rural villages set in attractive countryside.

It is a generally prosperous area where the majority of people enjoy a good quality of life. In a 2006 survey 91% of people were very satisfied or satisfied with Huntingdonshire as a place to live. The majority (60%) indicated that they were satisfied with the quality and amount of natural environment and the level of social and health services (63%).

However, the Council recognizes that this general picture does not apply to all individuals and communities. Some communities have more needs than others. Some areas in the market towns are experiencing higher levels of relative deprivation compared with Huntingdonshire as a whole or the region generally. Huntingdon North ward has the lowest levels of both household income and educational attainment in the district and is in the 10% most deprived areas in Cambridgeshire. The Eynesbury ward in St Neots also has examples of need including lower levels of skills, education and training. Parts of that ward are also in the worst 10% of areas in the County.

Many villages lack an adequate range of services and facilities in their immediate localities. Many continue to rely on employment opportunities characterised by lower wages, often due to seasonal work, and lower skills and attainment. In our villages some communities sit next to more prosperous ones where local residents commute to higher paid work within or outside the district. Public transport is perceived as poor and is a major contributor to dissatisfaction with the quality of life. However, transportation along the main travel corridors is good – with the exception of the A14 trunk road at peak times. Travel around the market towns and on local roads is reasonable although congestion, particularly at peak times, has been highlighted as a growing concern of local residents.

The level of crime compared with national figures is low and most people feel safe in Huntingdonshire. This is reflected in a recent survey with 91% of residents saying they feel safe in their local area and only 23% feel unsafe after dark. However, in a few communities crime is relatively high and this has a detrimental impact on daily life. For others, the fear of crime or antisocial behaviour/disorder is a disproportionate cause for concern.

Many people have highlighted the affordability of housing as a particular issue for them and their families. The last 'Quality of Life' survey reported 42% of residents satisfied with the availability of housing and 28% satisfied with the affordability of housing. Surveys have identified the requirement for 585 new social rented homes each year to meet local needs. There is a further need for 470 low cost homes for people who are unable to afford to buy their homes but would like to do so.

Life expectancy in Huntingdonshire is high compared to the national average. In the 2001 census 73.37% of people described their health as 'good'. This is almost 5% higher than the national average. Although for some sections of our communities and some parts of the district the statistics are not as good – there are health inequalities.

The cleanliness of the district continues to be kept to a high standard with only 7% of our streets been assessed as having significant deposits of litter and 83% of our residents are satisfied that Huntingdonshire is a clean green attractive place.

Last year there were over 1.5 million visits to the Council's leisure centres and active users of our leisure centres amount to about 10% of the local population. Yet there is a demand for more as only 41% of residents are satisfied with the general level of leisure facilities available in the area.

## Growth

Since the early 1970s, Huntingdonshire has accommodated a large amount of new housing and job growth.

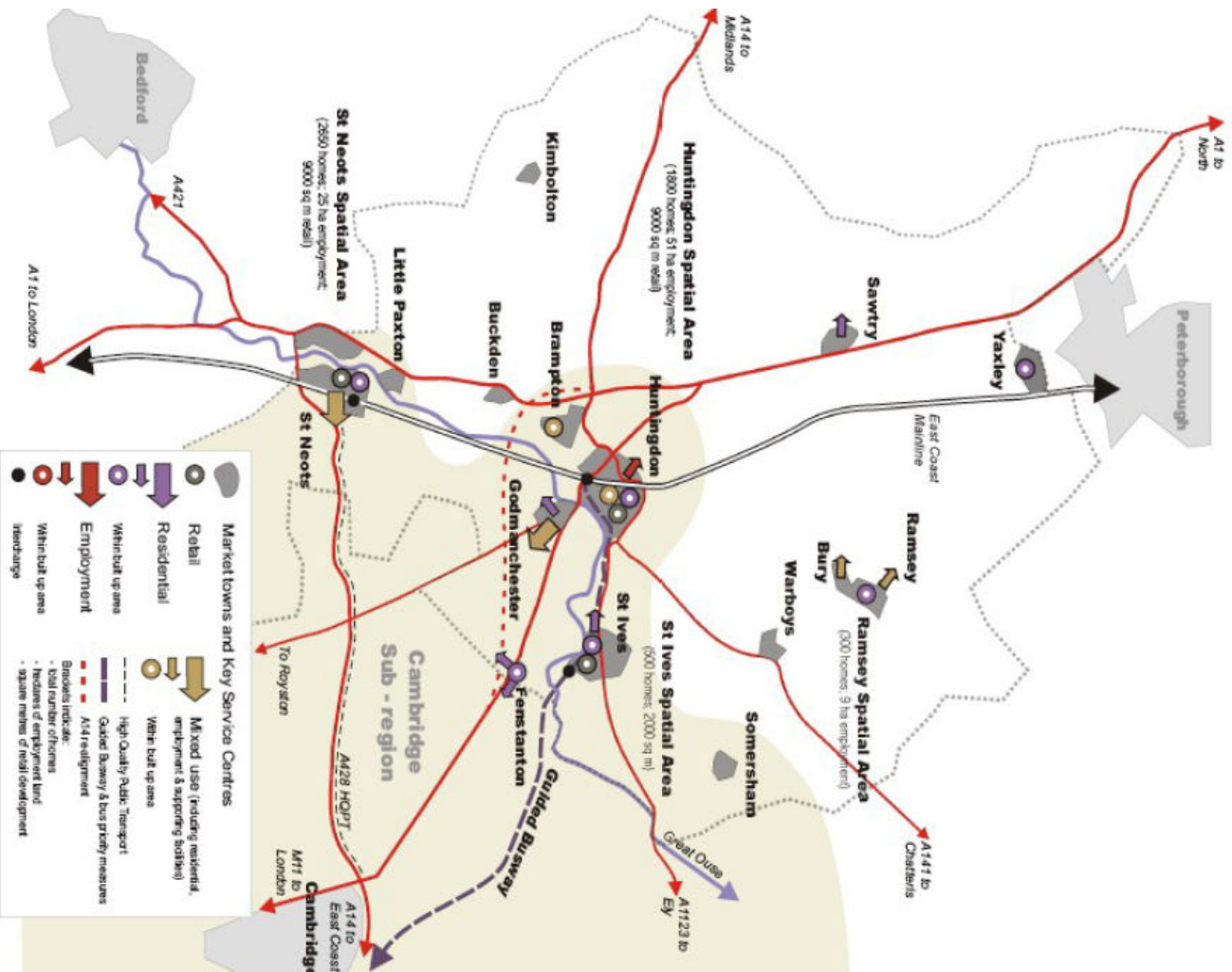
Huntingdonshire is at the centre of the Cambridge to Peterborough growth area and managing the opportunities and pressures from growth will be a continuing focus for the Council. To meet the needs of our communities we expect that Huntingdonshire will continue to accommodate a large amount of additional housing and jobs. Our role will include balancing the needs of new or expanding communities, which will require new infrastructure and services, with those of nearby communities which might be affected by growth but who don't have the same level of services and facilities. We will also need to consider the needs of those communities which don't grow and which might lack local services, facilities and opportunities. Managing the impact of growth is a key challenge for our environment. This has involved ensuring an adequate supply of land while minimizing the adverse environmental effects of development, including loss of greenfield sites, the urbanization of rural settlements, problems associated with increased usage of the private car and additional

waste. Most of the growth in Huntingdonshire has involved new housing. An important role for the Council will be to ensure that there enough jobs so local people can live and work in Huntingdonshire.

The majority of growth has been and will continue to be located within Huntingdon and St Neots, our largest towns and key economic and service centres. There will be a lesser scale of development in the other market towns of St Ives and Ramsey. In rural areas new development will be limited and will be restricted to a number of key settlements. In villages there will be limited growth to meet local needs. The Council's resources will be focused upon the need to reinvigorate all of our towns and to assist our more deprived communities, including villages. Because of the current needs the provision of new affordable homes to rent and buy will remain an important issue.

Specifically the Council is proposing the significant extension to St Neots with a mixed housing development and retail development. The Council's proposed Spatial Strategy sets out how we see the different parts of the District developing. It identifies the different types of settlement within the District and how they will develop. It shows how and where the growth in housing, employment and retailing will be accommodated, and sets out priorities for areas that will be protected from development. The Key Diagram below illustrates the locations and directions of growth for the new homes, employment and retail.

Huntingdonshire Core Strategy Key Diagram.



## Our Vision

The Community Strategy's long term vision is based on what local people have told us is important for them now and in the future, which is:

Huntingdonshire is a place where current and future generations have a good quality of life and can –

- Make the most of opportunities that come from living in a growing and developing district;
- Enjoy the benefits of continued economic success;
- Access suitable homes, jobs, services, shops, culture and leisure opportunities;
- Realise their full potential;
- Maintain the special character of our market towns, villages and countryside; and
- Live in an environment that is safe and protected from the effects of climate change and where valuable natural resources are used wisely.

To support this the Council will strive to:

- Make the most of the opportunities that come from growth by promoting the development of sustainable communities;
- Enable people to realise their full potential and have access to suitable homes, jobs and services;
- Work towards achieving a balance between social, economic and environmental needs;
- Maintain 'excellent' standards.

## Roles

The Council has many roles that will influence or help to achieve the vision and our aims for Huntingdonshire, including:

‘Place making’, by this we mean:

Delivering the shared vision, with our partners and local communities, as to how Huntingdonshire will develop. This will mean more growth and change but in a sustainable way that meets local needs now and in the future. Development must reflect the distinctive character of our towns and rural areas and must include adequate infrastructure, community facilities and opportunities to work so that our communities are places where people want to live and work. The Local Development Framework will play a large part in helping us to fulfil this role.

Community leadership, by this we mean:

Representing Huntingdonshire; setting out the vision for our communities in partnerships with others; challenging and scrutinising services (including those we provide); making decisions; setting priorities for the area and the Council and being accountable for the choices made.

It requires us to recognise that our communities are diverse and have different needs, some greater than others; welcome diversity; understand that ‘one size does not fit all’; and recognise that achieving equality does not mean treating everyone the same.

Empowerment, by this we mean:

Helping local people and acting as their advocate and working closely with town and parish councils, communities and neighbourhoods and community and voluntary organisations. Listening and communicating with local residents and supporting the representative role of local councillors and helping people to get involved.

Bringing together services, by this we mean:

Shaping and bringing together services around the needs of residents and marshalling resources to best serve individuals and communities, particularly in the areas of most need.

## Aims

In seeking to balance environmental, social and economic factors the Council has six aims for its communities that it is working towards and three aims for the Council itself, each with a series of objectives. The individual objectives need to be achieved if we are going to make progress and achieve the vision of the future.

The Community aims are:

- *A clean, 'green' and attractive place*
- *Housing that meets individual needs*
- *Safe, active and inclusive communities*
- *Healthy living*
- *Developing communities sustainably*
- *A strong, diverse economy*

The Council aims are:

- *To improve our systems and practices*
- *To learn and develop*
- *To maintain sound finances*



# Aims and Roles

**Place Making**  
What we want  
Huntingdonshire to  
be like



**Community Leadership**  
Working  
effectively with  
our partners

**Empowerment**  
Working closely with  
Communities and  
neighbourhoods

**Bringing Together Services**  
Putting the customer first

Council Aims ■  
Community Aims ■

## Priorities

In this section the Council has chosen from the objectives in this plan a number of short term priorities where there is a particular local need or where the Council wants to develop its services. The relevant objectives are highlighted in the plan.

The Council expects to see significant progress in the achievement of these priorities within the next three years.

## Community Priorities

1. To enable the provision of affordable housing
2. To achieve a low level of homelessness
3. To help to mitigate and adapt to climate change
4. To promote active lifestyles
5. To promote development opportunities in and around the market towns

## Council Priorities

6. To be an employer people want to work for
7. To enable effective partnerships
8. To maximise business and income opportunities including extended funding and grants

## Community Objectives

In this section the Council has set out objectives for each of the Community and Council aims, together with some of the main changes expected and the main activities and projects that will take place to help them to be achieved.

<b>COMMUNITY AIM: A clean, 'green' and attractive place</b>		<b>Target 09/10</b>
<b>Proposed objectives</b>	<b>Measures</b>	<b>target</b>
<b>1. To keep the district clean</b>	<b>% of streets that have unacceptable levels of litter</b>	<b>7%</b>
We will do this by: <ul style="list-style-type: none"> <li>ensuring that public spaces are kept free of litter, fly tipping and graffiti</li> <li>ensuring that that rubbish is regularly collected from public and private bins</li> </ul>		
<b>2. To use resources more efficiently</b>	<b>% of relevant Environmental Strategy targets on track</b>	<b>75%</b>
We will do this by: <ul style="list-style-type: none"> <li>increasing recycling</li> <li>reducing waste</li> <li>ensuring the best use of land</li> <li>promoting efficient use of water</li> <li>encouraging sustainable purchasing.</li> </ul>		
<b>3. To help mitigate and adapt to climate change</b>	<b>Per capita CO<sub>2</sub> emissions in the LA area</b> <b>2010/11</b> <b>&amp; NI 188 Adapting to Climate Change - level</b> <b>2010/011 Level</b>	<b>7.33%.</b> <b>11%</b> <b>1</b> <b>2</b>
We will do this by : <ul style="list-style-type: none"> <li>increasing energy efficiency</li> <li>encouraging renewable energy</li> <li>reducing travel and emissions to air</li> </ul>		

<ul style="list-style-type: none"> <li>• adapting to climate change</li> </ul>		
<b>4. To provide an environment that is protected and improved</b>	<b>% of residents satisfied with the local environment</b>	<b>80%</b>
We will do this by: <ul style="list-style-type: none"> <li>• reducing contaminated and polluted land</li> <li>• protecting and enhance biodiversity in strategic green spaces and in other open space</li> <li>• protecting and enhancing the character of urban and rural areas</li> <li>• minimizing the development of greenfield land</li> <li>• ensuring good quality parks and open spaces</li> </ul>		

<b>Housing that meets individuals needs</b>		<b>09/10</b>
<b>Proposed objectives</b>	<b>Measures</b>	<b>target</b>
<b>1. To promote well maintained housing stock and bring empty homes back into use</b>	<b>The number of private sector vacant dwellings that are returned into occupation (BV64)</b>	<b>&gt;95</b>
We will do this by: <ul style="list-style-type: none"> <li>• improving housing conditions by enabling people to repair or improve their homes</li> <li>• increasing home energy efficiency</li> <li>• encouraging private landlords to improve conditions where necessary.</li> <li>• advising, enforcing and providing financial assistance where appropriate.</li> </ul>		
<b>2. To support opportunities for the vulnerable to live independently</b>	<b>Number of vulnerable people who are supported to maintain independent living.</b>	<b>200</b>
We will do this by: <ul style="list-style-type: none"> <li>• adapting homes of disabled or older people to enable them to remain independent in their own homes.</li> <li>• enabling the development of new supported housing services for vulnerable people.</li> </ul>		
<b>3. To achieve a low level of homelessness</b>	<b>Number of households living in Temporary Accommodation</b>	<b>45</b>

	<b>target 2010/11</b>	40
	<b>target 2011/12</b>	35
We will do this by: <ul style="list-style-type: none"> <li>• helping prevent people from becoming homeless.</li> <li>• housing of homeless people where appropriate.</li> </ul>		
<b>4. To pay Housing and Council Tax benefits</b>	<b>Time taken to process Housing Benefit/Council Tax Benefit new claims and change events</b>	17 days
We will do this by: <ul style="list-style-type: none"> <li>• paying Housing and Council Tax benefits to individuals who need help with these costs.</li> <li>• improve take up of benefits.</li> </ul>		

<b>COMMUNITY AIM: Safe, vibrant and inclusive communities</b>		
<b>Proposed objectives</b>	<b>Measures</b>	<b>target</b>
<b>1. To reduce crime and anti-social behaviour and ensure that people feel safe</b>	<b>Perceptions of anti-social behaviour</b> Baseline target will be reassessed against the results of the pending 'Place Survey' Jan/Feb 09	<b>%TBC</b>
We will do this by: <ul style="list-style-type: none"> <li>• providing effective licensing and registration</li> <li>• using relevant powers (including ASBOs and ABCs)</li> <li>• 'designing out' crime in new development</li> <li>• promoting schemes which will provide positive and diversionary activity for young people.</li> <li>• promoting facilities which bring people together, including inter-generational activities</li> <li>• providing effective CCTV system in vulnerable areas</li> <li>• dealing with streetscene issues such as abandoned vehicles and graffiti</li> </ul>		
<b>2. To enable residents to take an active part in their communities and work to ensure that communities are inclusive</b>	<b>% of people who feel they can influence decisions</b> Base line to be established via the Place survey results	<b>%TBC</b>

	available Jan/Feb 09	
<p>We will do this by:</p> <ul style="list-style-type: none"> <li>enabling access to facilities and opportunities for cultural, leisure, sport, community, voluntary and other activities.</li> <li>encouraging residents to take part in representative and democratic activities.</li> <li>engaging with children and young people and promote opportunities for their involvement in positive activities.</li> <li>assisting communities to resolve community issues locally</li> <li>adopting neighbourhood management approaches in the neediest communities.</li> <li>ensuring information and advice is available and accessible.</li> <li>supporting the community and voluntary sectors, by providing grants and community initiatives.</li> <li>promoting consultation and engagement with communities.</li> </ul>		

<b>COMMUNITY AIM: <i>Healthy Living</i></b>		
<b>Proposed objectives</b>	<b>Measures</b>	<b>target</b>
<b>1. <i>To protect the health of individuals</i></b>	<b>% of issues identified in the Health Protection Priority plan rated as very/highly important that are being actively addressed by the Council</b>	<b>100%</b>
<p>We will do this by:</p> <ul style="list-style-type: none"> <li>improving air quality.</li> <li>reducing the risk of injury or ill health at work.</li> <li>reducing the risk of food poisoning.</li> <li>intervening to abate statutory nuisances.</li> <li>having sound plans for civil emergencies.</li> </ul>	Calculated from the Health Protection Priority Plan (baseline 2008-9) where very highly important are scores 13-16, and highly important are scores 9-12. (currently 70% of issues tracked; of which- 30% are addressed by HDC). Assessed by review of Health Protection Priority Plan progress by Cambridgeshire Health Protection Committee	

<p><b>2. To promote active lifestyles</b></p>	<p><b>Number of people taking part in active lifestyle via opportunities provided or promoted by the Council</b></p>	<p><b>1,809,110 pa.</b></p>				
<p>We will do this by:</p> <ul style="list-style-type: none"> <li>• providing facilities/events and encourage participation in active leisure pursuits for everyone.</li> <li>• encouraging community involvement, volunteering and service.</li> <li>• providing a network of Leisure Centres and associated activities.</li> <li>• promoting and support the Healthy Walks programme.</li> <li>• providing Holiday activity programme for children and young people.</li> <li>• providing a cardiac rehabilitation programme.</li> <li>• providing activity programmes for older people, disabled participants and under-represented groups.</li> <li>• promoting cultural events and activities, in line with the Culture Strategy.</li> <li>• providing play and activities for young people, in line with the Play Strategy.</li> </ul>	<p>A cumulative total of the Leisure Centres and Leisure Development.</p> <table border="0"> <tr> <td style="text-align: right;">20010/11</td> <td style="text-align: right;">1,855,100</td> </tr> <tr> <td style="text-align: right;">2011/12</td> <td style="text-align: right;">2,087,600</td> </tr> </table>	20010/11	1,855,100	2011/12	2,087,600	
20010/11	1,855,100					
2011/12	2,087,600					
<p><b>3. To reduce health inequalities</b></p>	<p><b>% of relevant Council actions to reduce health inequalities, on target</b></p>	<p><b>90%</b></p>				
<p>We will do this by:</p> <ul style="list-style-type: none"> <li>• working with our partners to improve life expectancy in communities with the greatest health needs</li> <li>• promoting cardiac rehabilitation schemes and physical activity.</li> <li>• promoting physical activity for people with disabilities.</li> <li>• discouraging smoking.</li> </ul>						

<ul style="list-style-type: none"> <li>encouraging people to have healthy diets.</li> </ul>		
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<b>COMMUNITY AIM: Developing Communities sustainably</b>		
<b>Proposed objectives</b>	<b>Measures</b>	<b>Target 09/10</b>
<p><b>1. To ensure an appropriate supply and mix of new housing to meet future needs</b></p>	<b>NI 154 - Net additional homes provided</b>	<b>550</b>
<p>We will do this by:</p> <ul style="list-style-type: none"> <li>allocating sufficient land.</li> <li>determining planning applications to enable an appropriate number of new homes to be built each year in accordance with the Local Development Framework and the Regional Spatial Strategy.</li> <li>influencing developers to provide a mix of houses to meet the needs for a range of incomes, household types and sizes.</li> </ul>		
<p><b>2. To enable the provision of affordable housing</b></p>	<p><b>NI 155 Number of affordable homes delivered</b></p> <p><i>Target 2010/11</i></p> <p><i>Target 2011/12</i></p>	<p><b>230</b></p> <p><b>140</b></p> <p><b>140</b></p>
<p>We will do this by:</p> <ul style="list-style-type: none"> <li>maximising the land available for new affordable housing.</li> <li>working in partnership with housing associations to bid for external funding.</li> <li>making financial contributions to enable new affordable homes to be built/purchased.</li> </ul>	Note, target for 2010 to 2012 reduced to reflect current slowdown of the economy	
<p><b>3. To encourage the provision of a wide range of jobs appropriate for existing and future residents</b></p>	<b>Number of jobs created</b>	<b>13,000 by 2015</b>
<p>We will do this by:</p> <ul style="list-style-type: none"> <li>allocating sufficient land for employment.</li> <li>implementing policies and support the creation of jobs and business in the priority sectors and at locations</li> </ul>		



<p><b>4. To promote development opportunities in and around the market towns</b></p>	<p><b>Successful adoption of Core Strategy</b> <b>Successful bid for Housing growth fund and delivery of agreed spending plan</b></p>	<p><b>2009/10</b> <b>2010/11</b></p>
<p>We will do this by:</p> <ul style="list-style-type: none"> <li>• producing design briefs/urban design frameworks/master plans.</li> <li>• determining planning applications.</li> <li>• bidding for funding to enable development.</li> <li>• promoting the provision of enterprise centres on key sites to facilitate development.</li> <li>• considering investing in infrastructure, land and facilities to enable development.</li> <li>• promoting the provision of enterprise centres on key sites to facilitate development.</li> </ul>		
<p><b>5. To make town centres and key settlements accessible by supporting opportunities for residents to cycle, walk and use public transport</b></p>	<p><b>Modal share for daily bus, cycle and pedestrian trips.</b></p>	<p><b>&gt;18.5%</b></p>
<p>We will do this by:</p> <ul style="list-style-type: none"> <li>• enhancing walking/cycling routes,</li> <li>• enhancing public transport, community and specialised transport,</li> <li>• implementing car parking policies</li> <li>• developing/implementing market town transportation strategies</li> <li>• ensuring safe pedestrian routes,</li> <li>• providing concessionary fares</li> </ul>		
<p><b>6. To enable the provision of the social and strategic infrastructure to meet current and future needs.</b></p>	<p><b>% of actions identified in the Local Investment Framework on target</b></p>	<p><b>90%</b></p>
<p>We will do this by:</p> <ul style="list-style-type: none"> <li>• enabling the delivery of the Investment Framework.</li> <li>• encouraging the provision of accessible leisure</li> </ul>		

<ul style="list-style-type: none"> <li>and community facilities and opportunities for all.</li> <li>providing and support the development of play and recreation facilities in identified communities</li> </ul>		
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<b>COMMUNITY AIM: A strong, diverse economy</b>		
<b>Proposed objectives</b>	<b>Measures</b>	<b>target</b>
<p><b>1. To encourage a high level of business support</b></p> <p>We will do this by –</p> <ul style="list-style-type: none"> <li>facilitating comprehensive business support services for new and existing businesses.</li> <li>supporting and developing businesses networks, particularly in priority employment sectors or groups, such as manufacturing and creative enterprises</li> </ul>	<b>% of people who are satisfied with business support services</b>	<b>60%</b>
<p><b>2. To support the skills levels that aid economic prosperity</b></p> <p>We will do this by –</p> <ul style="list-style-type: none"> <li>working with businesses and learning providers to identify current and future skill and training needs.</li> <li>bidding for additional funding to meet identified gaps.</li> <li>promoting projects which support skill development and learning in communities.</li> </ul>	<b>Working age population qualified to at least Level 3</b>	<b>Level 3</b>
<p><b>3. To support town centres and key settlements to become economically viable and vibrant</b></p> <p>We will do this by:</p> <ul style="list-style-type: none"> <li>supporting Town Centre partnerships,</li> <li>Implementing specific projects linked to the town centre visions and other plans</li> <li>providing environmental improvements.</li> <li>promoting the district, local facilities and attractions to residents and visitors</li> </ul>	<b>Average footfall of the four market towns compared to the regional/national average</b>	<b>&gt; national ave.</b>

<ul style="list-style-type: none"> <li>enable the improvement in the quality and availability of attractions and facilities.</li> </ul>		
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<b>COMMUNITY AIM: To improve our systems and practices</b>		
<b>Proposed objectives</b>	<b>Measures</b>	<b>target</b>
<b>1. To make it as easy as possible for customers to access our services and get appropriate information</b>	<b>% of contacts that are avoidable (for selected services)</b> target to be confirmed when baseline data is available in early 2009	<b>%TBC</b>
<b>We will do this by:</b> <ul style="list-style-type: none"> <li>developing ways of accessing Council services including, self service via web site, mobile/home delivery of services</li> <li>increase the range of services available in the call centre and customer service centres</li> </ul>		
<b>2. To provide high quality customer service</b>	<b>% of residents consider they have received an excellent/good service</b>	<b>&gt;75%</b>
<ul style="list-style-type: none"> <li>offer good standards of service in accordance with our promises</li> <li>understanding our residents needs</li> <li>providing services which meet residents needs</li> </ul>		
<b>3. To be good at communicating with and listening to people and organisations and be clear about what we can do and aspire to achieve</b>	<b>% of residents very/satisfied with the information provided about Council services and plans</b>	<b>70%</b>
<ul style="list-style-type: none"> <li>ensure regular and effective communication with local residents and businesses about council services.</li> <li>ask our residents and organisations working in Huntingdonshire their opinions and considering what they say.</li> <li>seek and sharing views on new proposals.</li> <li>publish our plans and service standards and information about our performance.</li> </ul>		

<ul style="list-style-type: none"> <li>• undertake research and provide information to ensure individual and community needs are identified</li> <li>• cross reference to Communication and Marketing and Consultation and Engagement strategies</li> <li>• engagement with Children and Young People</li> </ul>		
<b>4. To enable Councillors to carry out their leadership role effectively</b>	<b>% of Councillors who believe they are supported in carrying out their leadership role effectively</b>	<b>80%</b>
<b>We will do this by:</b> <ul style="list-style-type: none"> <li>• determine Council priorities and allocate resources.</li> <li>• scrutinise and examine relevant issues.</li> <li>• act in the best interests of the Council and constituents.</li> </ul>		
<b>5. Effective partnership</b>	<b>% of strategic partnerships fully complying with the Councils framework</b>	<b>100% within 3 years</b>
<b>We will do this by</b> <ul style="list-style-type: none"> <li>• lead the Huntingdon Strategic Partnership to bring together a range of bodies that contribute to meeting the needs and aspirations of our communities.</li> <li>• continue to take opportunities to work with others where it will meet community needs and maximise the resources.</li> <li>• represent Huntingdonshire's interests on key partnerships such as Local Area Agreement Board.</li> <li>• review and assess existing and proposed partnerships</li> </ul>		
<b>6. To maintain high levels of probity, governance and ethics</b>	<b>Achievement of improvements identified in annual Governance Statements</b>	<b>100%</b>
<b>We will do this by:</b> <ul style="list-style-type: none"> <li>• maintain a clear and comprehensive constitution.</li> <li>• ensure compliance with appropriate processes and procedures</li> </ul>		

<ul style="list-style-type: none"> <li>• manage performance effectively</li> <li>• manage risk and opportunity effectively</li> <li>• cross reference to the assurance statement</li> <li>• Implement the Council's Improvement Plan</li> </ul>		
<b>7. To use Council resources efficiently</b>	<b>% of efficiency conditions/targets completed</b>	<b>90%</b>
<p>We will do this by:</p> <ul style="list-style-type: none"> <li>• provide and maintain of range of buildings that meets our needs, which deliver value for money and exemplify our design, environmental and land use objectives</li> <li>• provide high levels of ICT availability with access from multiple locations including from – desk, home, or on the move.</li> <li>• ensure effective service recovery plans are in place</li> <li>• introduce specific travel plans at each of the council's main sites.</li> <li>• encourage sustainable procurement where this provides value for money</li> <li>• introduction of new working practices</li> <li>• undertaking an annual review of the code of governance</li> <li>• managing and assurance framework</li> <li>• produce a annual Governance statement</li> <li>• investigation of any complaints regarding the breaching of the code</li> </ul>		

<b>COUNCIL AIM: <i>To learn and develop</i></b>		
<b>Proposed objectives</b>	<b>Measures</b>	<b>target</b>
<b>1. <i>To be an employer people want to work for</i></b>	<b>% of posts filled after one round of recruitment</b>	<b>97%</b>

<p>We will do this by:</p> <ul style="list-style-type: none"> <li>• selecting and recruiting the right people, at the right time.</li> <li>• retaining and releasing employees appropriately</li> <li>• training and developing employees</li> <li>• promoting from within wherever possible</li> <li>• encouraging innovation and creativity</li> <li>• encouraging employees to behave the way we expect</li> <li>• ensure appropriate levels of health and safety in the workplace</li> <li>• ensuring appropriate working conditions and occupational health</li> <li>• maintaining appropriate systems of remuneration and employment terms and conditions</li> </ul>		
<p><b>2. To ensure that employees and members have appropriate skills, knowledge, behaviours and develop a culture of innovation</b></p>	<p><b>% of employees with a development plan</b> <b>% of councillors with a development plan</b></p>	<p><b>95%</b> <b>80%</b></p>
<p>We will do this by:</p> <ul style="list-style-type: none"> <li>• identifying development needs through individual performance and development plans.</li> <li>• being clear about skills and competencies needed to achieve the Council's objectives.</li> <li>• preparing and delivering development plans for councillors.</li> <li>• encouraging employees and members to share ideas, experience and knowledge internally and with partners,</li> <li>• effective communications</li> </ul>		
<p><b>3. To strengthen our commitment and capacity to achieve equality, diversity and inclusion</b></p>	<p><b>Achievement against appropriate levels of the Equality Standard for Local Government.</b></p>	<p><b>Level 3 by 2010</b></p>

<p>We will do this by:</p> <ul style="list-style-type: none"> <li>• maintaining statutory equality schemes which consider gender, race and disability equality issues and the needs of disadvantaged groups at all levels of services and in our policies and practices.</li> <li>• ensuring that our employment practices provide equality of opportunity and do not discriminate against any individual.</li> <li>• undertaking equality impact assessments for all services, policies and practices</li> <li>• maintaining policies, procedures and practices which meet best practice in achieving equality, diversity and inclusion.</li> </ul>		
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<b>COUNCIL AIM: To maintain sound finances</b>		
<b>Proposed objectives</b>	<b>Measures</b>	<b>target</b>
<p><b>1. To manage our reserves and borrowing effectively</b></p>	<p><b>% of plans and budgets produced on time</b></p>	<p><b>100%</b></p>
<p>We will do this by:</p> <ul style="list-style-type: none"> <li>• maintaining clear funding, reserves and borrowing plans</li> <li>• producing accurate financial plans and accounts which are regularly reviewed.</li> <li>• preparing a 10 year finance plan</li> <li>• preparing a fully delegated budget each year</li> </ul>		
<p><b>2. To continually review services to ensure that the Council resources are used to support achievement of our objectives and in a way that provides value for money</b></p>	<p><b>Use of Resources value for money score</b></p>	<p><b>Level 3</b></p>
<p>We will do this by:</p> <ul style="list-style-type: none"> <li>• compliance with (where appropriate) the Key Line of Enquiry in the Use of Resources assessment and the delivery of the Use of Resources action</li> </ul>		

plan		
<b>3. Maximise business and income opportunities including external funding and grants</b>	<b>Ratio of successful/unsuccessful bids</b>	<b>70:30</b>
<p>We will do this by:</p> <ul style="list-style-type: none"> <li>• monitoring available sources of funding and making appropriate grant applications.</li> <li>• maintaining data and evidence of need in the district and presenting effective cases to sub regional and national partners.</li> <li>• maximising resources through planning obligations.</li> <li>• supporting communities and organisations in seeking funding where this will help achieve Council or Sustainable Community Strategy objectives</li> </ul>		
<b>4. To maintain below average council tax</b>	<b>Council Tax level below national average.</b>	Council Tax by band remains the lowest decile of districts in England.
<p>We will do this by:</p> <ul style="list-style-type: none"> <li>• balancing spending on priorities against available resources</li> <li>• implementing the Council's Financial Strategy</li> </ul>		
<b>5. To administer local taxation</b>	<b>% of council tax collected per annum % of nation non-domestic rates collected per annum</b>	98.6% 99.2%



<p>We will do this by:</p> <ul style="list-style-type: none"><li>• accurately assessing and collecting council tax and national non domestic rates each year on behalf the Council, Cambridgeshire County Council, Town and Parish Councils, Police and Fire and Rescue Service and the Government.</li></ul>		
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## Managing Our Performance

The Council has been rated as 'Excellent' in the Government's system for grading Councils, but we are not complacent. 'Growing Success' is designed to help us maintain and improve the very high standards we have achieved. This plan brings work together to ensure that it is linked to achieving our priorities.

The Council has a comprehensive performance management framework, which draws together the things we must achieve to meet our aims and vision. It enables us to examine our performance from four perspectives: community, financial, process and people.

<b>COMMUNITY</b> <ul style="list-style-type: none"><li>• A clean, 'green' and attractive place</li><li>• Housing that meets individuals needs</li><li>• Safe, vibrant and inclusive communities</li><li>• Healthy living</li><li>• Developing Communities sustainably</li><li>• A strong, diverse economy</li></ul>	<b>PROCESS</b> <ul style="list-style-type: none"><li>• To improve our systems and practices</li></ul>
<b>PEOPLE</b> <ul style="list-style-type: none"><li>• To learn and develop</li></ul>	<b>FINANCIAL</b> <ul style="list-style-type: none"><li>• To maintain sound finances</li></ul>

The policy framework on the next page shows how our plans link together.

**POLICY FRAMEWORK**

**TIME SCALE**

15 Year Plan

15 Year Plan

3 to 5 Year Plan

3 Year Plans

1 Year Plan

1 Year Plan



Sustainable Community Strategy: a shared vision of how we want Huntingdonshire to develop
Local Development Framework: A planning strategy for the development of Huntingdonshire
Corporate Plan 'Growing Success' our priorities and objectives
Corporate Strategies: including equality and social inclusion, corporate governance, local economy, people, financial
Service Plans/Work Plans: detailed actions plans to deliver our priorities and objectives
Individual Key Performance Areas

**PURPOSE**

Strategic

Operational

**FOCUS**

Broad

Specific



Our corporate and management plans are kept under constant review. We publish the progress we make towards meeting our aims annually and an important way we test our progress is to encourage our communities to share with us their views on what they think about Huntingdonshire, our services and what they expect of us. We also have an annual cycle for reviewing management and operational plans, and team and individual performance plans. These can be changed on a more frequent basis should we find it appropriate. A quarterly performance management plan helps us to monitor progress and achievements.

Collecting data and information is an integral part of performance reporting and we are committed to continuously improving the arrangements for securing the quality of data so that it is reliable, accurate, timely and helps us to judge performance accordingly. Each year the quality of our processes and procedures will be reviewed by an external auditor.