

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.

COMMUNITY AIM: A clean, 'green' and attractive place		Target 09/10	2010/11
objectives	Measures	target	
1. To keep the district clean	% of streets that have unacceptable levels of litter	7%	7% 2010/2011
We will do this by: <ul style="list-style-type: none"> ensuring that public spaces are kept free of litter, fly tipping and graffiti ensuring that that rubbish is regularly collected from public and private bins 			
2. To use <i>our natural</i> resources more efficiently	% of relevant Environmental Strategy targets on track	75%	2010/2011 75%
We will do this by: <ul style="list-style-type: none"> increasing recycling reducing waste ensuring the best use of land promoting efficient use of water encouraging sustainable purchasing 			
3. To help mitigate and adapt to climate change	1. Reduction per capita CO₂ emissions in the LA area: 2009/10 2010/11 Replace above with “% of relevant Environmental Strategy targets on track”	-7.33% -11%	2010/11 75%
	2. Adapting to Climate Change: 2009/10 2010/011	Level 1 Level 2	

<p>We will do this by:</p> <ul style="list-style-type: none"> • increasing energy efficiency • encouraging renewable energy • reducing travel and emissions to air • adapting to climate change 	<p>The measure NI 186 measures the % reduction in CO2 emissions – the Dept of Energy & Climate change collect data for this at county level, our contribution is not used in this assessment. We propose to replace this measure with a measure on the progress against the activities identified in HDC’s Environment Strategy (which contribute to CO2 emissions) that are on target. 75% 2010/2011</p>		
<p>4. To <i>protect and improve our environment provide environment that is protected—and improved</i></p>	<p>% of residents satisfied with the local environment</p>	<p>80%</p>	<p>79% 2010/11 (DW survey Jan 2010 =77%)</p>
<p>We will do this by:</p> <ul style="list-style-type: none"> • reducing contaminated and polluted land • protecting and enhance biodiversity in strategic green spaces and in other open space • protecting and enhancing the character of urban and rural areas • minimizing the development of greenfield land • ensuring good quality parks and open spaces 			

Housing that meets individuals needs		09/10	2010/11
objectives	Measures	target	
<p>1. To promote well maintained housing stock and bring empty homes back into use</p>	<p>The number of private sector vacant dwellings that are returned into occupation <i>measure to be re worded</i> “The number of homes improved via repairs assistance & decent homes standards”</p>	<p>Greater than 95</p>	<p>150+</p>
<p>We will do this by:</p> <ul style="list-style-type: none"> • improving housing conditions by enabling people to repair or improve their homes 	<p>Well maintained housing stock remains a valid corporate objective which can be monitored by ‘the number of homes improved each year through Repairs Assistance’ and the ‘number of homes improved to the Decent Homes standard</p>		

<ul style="list-style-type: none"> increasing home energy efficiency encouraging private landlords to improve conditions where necessary advising, enforcing and providing financial assistance where appropriate 	<p><i>each year'</i> The former is a Housing Services PI and the latter is an Environmental Health PI</p> <p>Tackling empty homes is not a corporate objective and given the low numbers of empty homes in the district it is inappropriate to feature a minority work stream in the corporate plan or in the corporate scorecard. To put this into context, just 7 properties have been returned to use in the first three quarters of 2009/10. It is therefore recommended that 'empty homes' is no longer measured through the corporate process but is monitored at service plan level only along with other less important service targets</p>		
<p>2. To support opportunities for the vulnerable to live independently</p>	<p>Number of vulnerable people who are supported to maintain independent living via disabled facilities grants</p>	<p>200</p>	<p>200</p>
<p>We will do this by:</p> <ul style="list-style-type: none"> adapting homes of disabled or older people to enable them to remain independent in their own homes enabling the development of new supported housing services for vulnerable people 			
<p>3. To achieve a low level of homelessness</p>	<p>Number of households living in temporary accommodation:</p>	<p>target 2009/10 45 target 2010/11 40 target 2011/12 (35</p>	<p>45 40</p>
<p>We will do this by:</p> <ul style="list-style-type: none"> helping prevent people from becoming homeless housing of homeless people where appropriate 			
<p>4. To process Housing and Council Tax benefit claims accurately and efficiently</p>	<p>Time taken to process Housing Benefit/Council Tax Benefit new claims and change events</p>	<p>17 days</p>	<p>17 days</p>
<p>We will do this by:</p> <ul style="list-style-type: none"> paying Housing and Council Tax benefits to individuals who need help with these costs improve take up of benefits 	<p>As the caseload has increased due to the economic downturn thus making it harder to achieve same level of performance, the target has been left unchanged</p>		

COMMUNITY AIM: Safe, vibrant and inclusive communities			2010/11
objectives	Measures	target	
1. To work in partnership work with others to reduce crime and anti-social behaviour and ensure that people feel safe	<ul style="list-style-type: none"> Perceptions of anti-social behaviour Baseline target will be reassessed against the results of the pending 'Place Survey' Jan/Feb 09 (Place survey 11% thought ASB was a problem) 	%TBC	8%
<p>We will do this by:</p> <ul style="list-style-type: none"> providing effective licensing and registration using relevant powers (including ASBOs and ABCs) 'designing out' crime in new development promoting schemes which will provide positive and diversionary activity for young people promoting facilities which bring people together, including inter-generational activities providing effective CCTV system in vulnerable areas dealing with streetscene issues such as abandoned vehicles and graffiti 	<i>This is an LAA indicator the target for 2011 is the baseline (11% - 3%)</i>		
2. To enable residents to take an active part in their communities and work to ensure that communities are inclusive	<ul style="list-style-type: none"> % of people who feel they can influence decisions Base line to be established via the Place survey results available Jan/Feb 09 (Place survey = 28%) 	%TBC	31%
<p>We will do this by:</p> <ul style="list-style-type: none"> enabling access to facilities and opportunities for cultural, leisure, sport, community, voluntary and other activities encouraging residents to take part in representative and democratic activities engaging with children and young people and promote opportunities for their involvement in positive activities 	<i>This is an LAA indicator the target for 2011 is the baseline 28% +3%</i>		

<ul style="list-style-type: none"> • assisting communities to resolve community issues locally • adopting neighbourhood management approaches in the neediest communities • ensuring information and advice is available and accessible • supporting the community and voluntary sectors, by providing grants and community initiatives • promoting consultation and engagement with communities 			
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COMMUNITY AIM: Healthy Living			
objectives	Measures	target	2010/11
<p>1. To in partnership work with others to protect the health of individuals</p>	<p>% of (HDC) issues identified in the Health Protection Priority plan rated as very/highly important that are being actively addressed by the Council</p>	<p>100%</p>	<p>100%</p>
<p>We will do this by:</p> <ul style="list-style-type: none"> • improving air quality • reducing the risk of injury or ill health at work • reducing the risk of food poisoning • intervening to abate statutory nuisances • having sound plans for civil emergencies • Assessment & remediation of contaminated land 	<p>Calculated from the Health Protection Priority Plan (baseline 2008-9) where the Council has responsibility for addressing within our District</p>		
<p>2. To promote active lifestyles</p>	<p>Number of admissions/participants in activities provided or promoted by the Council</p>	<p>1.75m per ann</p>	
<p>We will do this by:</p> <ul style="list-style-type: none"> • providing facilities/events and encourage participation in active leisure pursuits for everyone. 	<p>A cumulative total of the Leisure Centres and Leisure Development. 20010/11</p>		<p>1.79m per ann</p>

<ul style="list-style-type: none"> • encouraging community involvement, volunteering and service • providing a network of Leisure Centres and associated activities • promoting and support the Healthy Walks programme • providing Holiday activity programme for children and young people • providing a cardiac rehabilitation programme • providing activity programmes for older people, disabled participants and under-represented groups • promoting cultural events and activities, in line with the Culture Strategy • providing play and activities for young people, in line with the Play Strategy 	<p>2011/12</p>	<p>1.83m per ann</p>	<p>1.83m per ann</p>
<p>3. To in partnership work with others to reduce health inequalities</p>	<p>% of relevant Council actions to reduce health inequalities, on target</p>	<p>90%</p>	<p>90%</p>
<p>We will do this by:</p> <ul style="list-style-type: none"> • working with our partners to improve life expectancy in communities with the greatest health needs • promoting cardiac rehabilitation schemes and physical activity • promoting physical activity for people with disabilities • discouraging smoking. • encouraging people to have healthy diets. 	<p>The appropriate activities are being measured and reported in Env Health qrt report</p>		

<p>COMMUNITY AIM: Developing communities sustainably</p>			
<p>objectives</p>	<p>Measures</p>	<p>Target 09/10</p>	<p>2010/11</p>

1. To ensure an appropriate supply and mix of new housing to meet future needs	Net additional homes provided	550	560
We will do this by: <ul style="list-style-type: none"> allocating sufficient land 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 influencing developers to provide a mix of houses to meet the needs for a range of incomes, household types and sizes 	LAA indicator, target to be refreshed		
2. To enable the provision of affordable housing	Number of affordable homes delivered Target 2009/10 Target 2010/11 Target 2011/12	230 140 140	LAA refresh for 2010/11 = 282
We will do this by: <ul style="list-style-type: none"> maximising the land available for new affordable housing working in partnership with housing associations to bid for external funding making financial contributions to enable new affordable homes to be built/purchased 	Note, target for 2010 to 2012 reduced to reflect current slowdown of the economy LAA indicator, target has been refreshed		
3. To encourage the provision of a wide range of jobs appropriate for existing and future residents	Number of jobs created (13,000 by 2015)" Replace the above measure with <i>"Total industrial and commercial floor space (per 1000 sq meters) % increase on 2008 baseline of 1896sm</i>	1800 per ann	2%
We will do this by: <ul style="list-style-type: none"> allocating sufficient land for employment implementing policies and support the creation of jobs and business in the priority sectors and locations 	<i>This data is from the Valuation Office Agency (VOA) and measures the amount rateable floor space per annum. The figures are published by the DCLG</i>		

<p>4. To promote development opportunities in and around the market towns</p>	<p>1. Successful adoption of Core Strategy Replace with new measure “The allocation of land in accordance with the direction of growth set out in the core strategy”</p>	2009/10	by 2012
	<p>2. Successful bid for Housing Growth Fund and delivery of agreed spending plan Replace above with “Successful delivery of agreed spending plan of Housing Growth Fund”.</p>	2010/11	2012/13
<p>We will do this by:</p> <ul style="list-style-type: none"> • producing design briefs/urban design frameworks/master plans/planning proposals DPD • determining planning applications • bidding for funding to enable development • promoting the provision of enterprise centres on key sites to facilitate development • considering investing in infrastructure, land and facilities to enable development • promoting the provision of enterprise centres on key sites to facilitate development 			
<p>5. To make town centres and key settlements accessible by supporting opportunities for residents to cycle, walk and use public transport</p>	<p>Modal share for daily bus, cycle and pedestrian trips</p>	<p>Greater than 18.5%</p>	<p>Greater than 18.5%</p>
<p>We will do this by:</p> <ul style="list-style-type: none"> • enhancing walking/cycling routes • enhancing public transport, community and specialised transport • implementing car parking policies • developing/implementing market town transportation strategies • ensuring safe pedestrian routes • providing concessionary fares 			

<p>6. To enable the provision of the social and strategic infrastructure to meet current and future needs</p>	<p>% of actions identified in the Local Investment Framework on target replace above with measure “Secure funding for and delivery of Local Investment Framework” Not sure this is measurable at this stage, is this measure appropriate, suggestions welcome</p>	<p>90%</p>	<p>2012/13</p>
<p>We will do this by:</p> <ul style="list-style-type: none"> enabling the delivery of the Investment Framework encouraging the provision of accessible leisure and community facilities and opportunities for all providing and support the development of play and recreation facilities in identified communities 			

<p>COMMUNITY AIM: A strong, diverse economy</p>			
<p>objectives</p>	<p>Measures</p>	<p>Target 2009/10</p>	<p>2010/11</p>
<p>1. To work with others to encourage a high level of business support</p>	<p>% of people who are satisfied with business support services</p>	<p>60%</p>	
<p>We will do this by:</p> <ul style="list-style-type: none"> facilitating comprehensive business support services for new and existing businesses supporting and developing businesses networks, particularly in priority employment sectors or groups, such as manufacturing and creative enterprises 	<p>Replace with: “% of Local Economy Strategy business support actions on track” (this is a partnership measure but we lead on the SCS/ EP&S forum so are responsible for ensuring delivery)</p>		<p>90%</p>
<p>2. To support the skills levels that aid economic prosperity</p>	<p>% of working age population qualified to Level 3 or above</p>	<p>30%</p>	
<p>We will do this by:</p> <ul style="list-style-type: none"> working with businesses and learning providers to identify current and future skill and training needs 	<p>Replace with: “Number of HDC related skill development programmes on track”</p>		<p>90%</p>

<ul style="list-style-type: none"> • bidding for additional funding to meet identified gaps • promoting projects which support skill development and learning in communities 			
3. To support town centres and key settlements to become economically viable and vibrant	Average footfall of the four market towns compared to the regional/national average	Better than national average	Better than national average
We will do this by: <ul style="list-style-type: none"> • supporting Town Centre partnerships • Implementing specific projects linked to the town centre visions and other plans • providing environmental improvements • promoting the district, local facilities and attractions to residents and visitors • enable the improvement in the quality and availability of attractions and facilities 	Annual change in average footfall recorded in the four market towns Target still ok.		

COUNCIL AIM: To improve our systems and practices			
objectives	Measures	Target 2010/11	2010/11
1. To make it as easy as possible for customers to access our services and get appropriate information	% of contacts that are avoidable (for selected services) (Use NI 14 title & definition)	30%	- 25%
We will do this by: <ul style="list-style-type: none"> • developing ways of accessing Council services including, self service via web site, mobile/home delivery of services • increasing the range of services available in the call centre and customer service centres 			
2. To provide high quality customer service	% of residents satisfied with the services received	>75%	77% (DW survey)

			Jan 2010 = 75%)
We will do this by: <ul style="list-style-type: none"> • offering good standards of service in accordance with our promises • understanding our residents needs • providing services which meet residents needs 	This has been measured using a postal survey distributed via District Wide		
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	% of residents very/satisfied with the information provided about Council services and plans	70%	74% (DW survey Jan 2010 = 72%)
We will do this by: <ul style="list-style-type: none"> • ensuring regular and effective communication with local residents and businesses about council services • asking our residents and organisations working in Huntingdonshire their opinions and considering what they say • seeking and sharing views on new proposals • publishing our plans and service standards and information about our performance • undertaking research and provide information to ensure individual and community needs are identified • cross reference to Communication and Marketing and Consultation and Engagement and customer services strategies • engaging with Children and Young People 	This has been measured using a postal survey distributed via District Wide		
4. To enable Councillors to carry out their leadership role effectively	% of Councillors who believe they are supported in carrying out their leadership role effectively	80%	95%
We will do this by enabling Councillors to:	A survey of members was undertaken in March 2010,		

<ul style="list-style-type: none"> determining Council priorities and allocate resources Scrutinising and examine relevant issues acting in the best interests of the Council and local residents 	<p>26 responses were received, all of which believed they were supported in carrying out their leadership role effectively.</p>		
<p>5. Effective partnership</p>	<p>% of strategic partnerships fully complying with the Councils framework</p>	<p>100% within 3 years</p>	<p>100% by 2011/12</p>
<p>We will do this by:</p> <ul style="list-style-type: none"> leading on the Huntingdon Strategic Partnership to bring together a range of bodies that contribute to meeting the needs and aspirations of our communities continuing to take opportunities to work with others where it will meet community needs and maximise resources representing Huntingdonshire’s interests on key partnerships such as Local Area Agreement Board reviewing and assess existing and proposed partnerships 	<p>Review of Strategic Partnerships underway and will be reported to COMT in the near future</p>		
<p>6. To maintain high levels of probity, governance and ethics</p>	<p>Achievement of improvements identified in annual Governance Statements</p>	<p>100%</p>	<p>100%</p>
<p>We will do this by:</p> <ul style="list-style-type: none"> maintaining a clear and comprehensive constitution ensuring compliance with appropriate processes and procedures managing performance effectively managing risk and opportunity effectively and cross reference to the assurance statement Implementing the council’s Improvement Plan undertaking an annual review of the Code of Governance 	<p>Comment - we should give some thought to weighting the actions that come out of the Statements as some may be more important than others.</p>		

<ul style="list-style-type: none"> managing the Assurance Framework producing an annual Governance statement investigation of any complaints regarding the breaching of the code 			
<p>7. To use Council <i>natural</i> resources efficiently</p>	<p>% of efficiency conditions/targets completed Replace above with “% natural resource actions (energy, water, waste & purchasing etc) on target”</p>	<p>90%</p>	<p>75%</p>
<p>We will do this by: (change the emphasis of this objective to activities around greening the business, reduction in energy/water/paper, printing etc)</p> <ul style="list-style-type: none"> Add an action around greening the business providing and maintaining a range of buildings that meet our needs, which deliver value for money and exemplify our design, environmental and land use objectives providing high levels of ICT availability with access from multiple locations including from desk, home, or on the move ensuring effective service recovery plans are in place introducing specific travel plans at each of the council’s main sites encouraging sustainable procurement where this provides value for money introducing new working practices <p>the following move to No 6 above</p> <ul style="list-style-type: none"> undertaking an annual review of the Code of Governance managing the Assurance Framework producing an annual Governance statement investigation of any complaints regarding the breaching of the code 	<p>This measure to be picked up by In the Environment team quarterly performance report.</p> <p>Other efficient use of resources will be reported under the Finance Aim</p>		

COUNCIL AIM: <i>To learn and develop</i>			2010/11
objectives	Measures	target	
1. <i>To be an employer people want to work for</i>	% of posts filled after one round of recruitment Replace above with measure of staff turnover – “% of employees on permanent contracts leaving the council”	97%	5%
We will do this by: <ul style="list-style-type: none"> • selecting and recruiting the right people, at the right time • retaining and releasing employees appropriately • training and developing employees • promoting from within wherever possible • encouraging innovation and creativity • encouraging employees to behave the way we expect • ensuring appropriate levels of health and safety in the workplace • ensuring appropriate working conditions and occupational health • maintaining appropriate systems of remuneration and employment terms and conditions 			
2. <i>To ensure that employees and members have appropriate skills, knowledge, behaviours and develop a culture of innovation</i>	1. % of employees with a development plan	95%	95%
	2. % of councillors with a development plan replace above with “% take up of Councillors attending training courses including those courses identified through the annual skill analysis”	80%	75%
We will do this by: <ul style="list-style-type: none"> • identifying development needs through individual performance and development plans. 			

<ul style="list-style-type: none"> • being clear about skills and competencies needed to achieve the Council’s objectives • preparing and delivering development plans for councillors • encouraging employees and members to share ideas, experience and knowledge internally and with partners • effective communications 			
<p>3. To strengthen our commitment and capacity to achieve equality, diversity and inclusion</p>	<p>Achievement against appropriate levels of the Equality Standard for Local Government.</p>	<p>Level 3 by 2010</p>	
<p>We will do this by:</p> <ul style="list-style-type: none"> • 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 • ensuring that our employment practices provide equality of opportunity and do not discriminate against any individual • undertaking equality impact assessments for all services, policies and practices • maintaining policies, procedures and practices which meet best practice in achieving equality, diversity and inclusion 	<p>This target was achieved in 2009 Suggested new measure “Successful peer review of the new achieving level”</p>		<p>by end of 2011</p>

<p>COUNCIL AIM: To maintain sound finances</p>			
<p>objectives</p>	<p>Measures</p>	<p>target</p>	<p>2010/11</p>
<p>1. To manage our reserves and borrowing effectively</p>	<p>% of plans and budgets produced on time</p>	<p>100%</p>	<p>100%</p>
<p>We will do this by:</p> <ul style="list-style-type: none"> • maintaining clear funding, reserves and borrowing plans 	<p>It has been suggested splitting this measure into two to look at financial planning and budget/resource management separately. This may not be appropriate for a light touch review of GS.</p>		

<ul style="list-style-type: none"> • producing accurate financial plans and accounts which are regularly reviewed • preparing a 10 year finance plan • preparing a fully delegated budget each year 			
<p>3. 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</p> <p><i>Alternatively – “To review services to ensure that we deliver the most effective and efficient services within available resources”</i></p>	<p>Use of Resources value for money score–U of R VFM assessment no longer measured, suggest using Efficiency savings (measured via NI 179) and budget savings (identified in the Transformation programme)</p>	<p>Level 3</p>	<p>Total NI179 + Budget savings</p>
<p>We will do this by:</p> <ul style="list-style-type: none"> • complying with (where appropriate) the Key Line of Enquiry in the Use of Resources assessment and the delivery of the Use of Resources action plan • The delivery of the council’s transformation programme “balancing the budget, securing our future”. • Service reviews to identify VFM/efficiency savings • Annual reviews to identify following years spending adjustments 	<p>NI 179 Definition Ongoing: Value for money gains must persist for at least two full financial years after the year they first accrue (the value of any gains reported through this indicator that are not sustained for this period of time must be deleted at the earliest opportunity). Cash-releasing: Value for money gains that release resources which can be redeployed according to local priorities. Value for money gains: Improved relationship between inputs and outputs for the delivery of a service, but without any deterioration of the overall effectiveness of that service (a service can be any activity undertaken by the council).</p>		
<p>3. Maximise business and income opportunities including external funding and grants</p>	<p>% of bids that are successful</p>	<p>70%</p>	<p>57%</p>
<p>We will do this by:</p> <ul style="list-style-type: none"> • monitoring available sources of funding and making appropriate grant applications • maintaining data and evidence of need in the district and presenting effective cases to sub regional and national partners • maximising resources through planning obligations 	<p>Review target after year end – we don’t want to discourage services from making bids where there is a good business case and it will help us achieve corporate objectives but we don’t want to spend lots of time bidding for funding where it isn’t really needed or where chance of being successful is very low.</p>	<p>55% up to Dec 2009. Suggest target of 57% 2010/11</p>	

<ul style="list-style-type: none"> supporting communities and organisations in seeking funding where this will help achieve Council or Sustainable Community Strategy objectives 			
<p>4. To maintain below average council tax</p>	<p>Council tax levels compared to the average for District Councils</p>	<p>Council Tax by band remains the lowest Decile of districts in England</p>	<p>Council Tax by band remains the lowest quartile of districts in England</p>
<p>We will do this by:</p> <ul style="list-style-type: none"> balancing spending on priorities against available resources implementing the Council's Financial Strategy 	<p>This measure is ok but we may not achieve an ongoing target to remain in the lowest decile due to local government reducing the total number of lower tier authorities in England so it may have to change.</p>		
<p>5. To administer local taxation</p>	<p>1. % of council tax collected per annum</p>	<p>98.6%</p>	<p>TBC</p>
<p>We will do this by:</p> <ul style="list-style-type: none"> 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 	<p>2. % of nation non-domestic rates collected per annum</p> <p>The 2009/10 targets won't be achieved due to the economic downturn so commentary explaining this will be needed when reporting the outturn results. 2010/11 targets will be lower as a result of this but the target setting will have to wait until final end-of-year results are available (will be in time for publication of the report on GS performance in June).</p>	<p>99.2%</p>	<p>TBC</p>