



A meeting of **HUNTINGDONSHIRE DISTRICT COUNCIL** will be held in the **CIVIC SUITE (LANCASTER / STIRLING ROOMS), PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON PE29 3TN** on **THURSDAY, 15 MAY 2025** at **7:00 PM** and you are requested to attend for the transaction of the following business:-

AGENDA

APOLOGIES

1. ELECTION OF CHAIR

To elect a Chair of the Council for the ensuing Municipal Year.

2. MINUTES (Pages 5 - 12)

To approve as a correct record the Minutes of the meeting of the Council held at 7:00pm on 26th March 2025 and 7:30pm on 26th March 2025.

Time Allocation: 2 Minutes.

3. MEMBERS' INTERESTS

To receive from Members declarations as to disclosable pecuniary, other registerable and non-registerable interests in relation to any Agenda item. See Notes below.

Time Allocation: 2 Minutes.

4. APPOINTMENT OF VICE-CHAIR

To appoint a Vice-Chair of the Council for the ensuing Municipal Year.

5. APPOINTMENT OF CABINET

The Executive Leader to announce the names of a maximum of eight other Councillors who shall be Members of the Cabinet, including the name of the Deputy Executive Leader and the Assistant Deputy Executive Leader.

6. REPRESENTATION OF POLITICAL GROUPS ON DISTRICT COUNCIL COMMITTEES, ETC (Pages 13 - 18)

To consider a report by the Elections and Democratic Services Manager on the representation of political groups on Committees and Panels in accordance with Section 15 of the Local Government and Housing Act 1989 and the District Council's Constitution

7. OVERVIEW AND SCRUTINY PANELS

To appoint to:

- | | |
|---|------------|
| 1. Overview and Scrutiny Panel
(Performance and Growth) | 12 Members |
| 2. Overview and Scrutiny Panel
(Environment, Communities and Partnerships) | 12 Members |

8. COMMITTEES

To appoint to:

Development Management Committee (to include 1 Member of the Cabinet)	16 Members
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Corporate Governance Committee	7 Members
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Licensing and Protection Committee (to include 1 Member of the Cabinet)_	12 Members
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Licensing Committee (to include 1 Member of the Cabinet)	12 Members
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Employment Committee (to include 1 Member of the Cabinet)	8 Members
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Senior Officers Committee (4 Members of the Council and the relevant Executive Councillor in relation to the post to be filled)	4 Members
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Appeals Sub-Group <i>(a pool of Members from which the Elections and Democratic Services Manager is authorised to convene a meeting of the Appeals Sub-Committee comprising up to 5 Members [excluding Members of the Employment Committee and the Senior Officers Committee] to determine appeals under the Council's disciplinary and appeals procedure).</i>	15 Members
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9. CONSTITUTION REVIEW WORKING GROUP

To appoint seven Members to a Constitution Review Working Group. The Review Working Group will report to the Corporate Governance Committee.

10. CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY MEMBERSHIP AND OTHER APPOINTMENTS

To consider a report requesting the Council to make appointments to the Cambridgeshire and Peterborough Combined Authority for the 2024/25 Municipal Year – **TO FOLLOW**.

11. CORPORATE PLAN REFRESH 2025 (Pages 19 - 86)

Councillor S J Conboy, The Executive Leader to present the Corporate Plan Refresh 2025 for approval.

(The Report was considered by Cabinet at their meeting on 15th April 2025 and it was agreed that it should be recommended to Council for approval).

Time Allocation: 20 Minutes

7 day of May 2025

Michelle Sacks

Chief Executive and Head of Paid Service

Disclosable Pecuniary Interests and other Registerable and Non-Registerable Interests.

Further information on [Disclosable Pecuniary Interests and other Registerable and Non-Registerable Interests is available in the Council's Constitution](#)

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Please contact Mrs Lisa Jablonska, Elections and Democratic Services Manager, Tel No. 01480 388004 / e-mail Lisa.Jablonska@huntingdonshire.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 Committee/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](#).

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.

HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the COUNCIL held in the CIVIC SUITE (LANCASTER / STIRLING ROOMS), PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON PE29 3TN on Wednesday, 26 March 2025

PRESENT: Councillor S R McAdam – Chair.

Councillors T Alban, B S Banks, M L Beuttell, A Blackwell, E R Butler, S Bywater, S Cawley, B S Chapman, S J Conboy, S J Corney, S J Criswell, L Davenport-Ray, D B Dew, S W Ferguson, I D Gardener, C M Gleadow, J A Gray, K P Gulson, J E Harvey, M A Hassall, S A Howell, N J Hunt, M Kadewere, P Kadewere, D N Keane, J E Kerr, C Lowe, R Martin, B A Mickelburgh, D L Mickelburgh, J Neish, Dr M Pickering, B M Pitt, T D Sanderson, D J Shaw, R A Slade, S L Taylor, I P Taylor, D Terry, C H Tevlin, S Wakeford and N Wells.

APOLOGIES: Apologies for absence from the meeting were submitted on behalf of Councillors R J Brereton, M J Burke, Catmur, J Clarke, A E Costello, A R Jennings and P A Jordan.

76 PRAYER

Jon Randall, Vicar of Huntingdon opened the meeting with a prayer.

77 MEMBERS' INTERESTS

No declarations were received.

78 PROPOSED CONFERMENT OF THE TITLES OF HONORARY ALDERMAN: SECTION 249: LOCAL GOVERNMENT ACT 1972

By way of a report by the Elections and Democratic Services Manager (a copy of which is appended in the Minute Book) the Council was reminded that they had agreed to introduce titles of Honorary Aldermen and Honorary Alderwomen for current and future Members of the Council who cumulatively had served a minimum of 12 years as an elected Councillor on the District Council.

The Chair invited former Councillors R West and D Tysoe to join the meeting, whereby each were invited to approach the dais. Following tributes from across the Chamber to Mr West and Mr Tysoe for the contribution they had made to public life and the community of Huntingdonshire, the former Members thanked the Council for their awards.

The Chair presented them with a certificate in recognition of the title of Alderman and insignia respectively to be worn on occasions when required to attend civic functions on behalf of the Council. Whereupon, it was

RESOLVED

that, in sincere appreciation of distinguished public service, the title of Honorary Alderman be conferred upon former Councillors R West and D Tysoe in accordance with Section 249 of the Local Government Act 1972.

Chair

HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the COUNCIL held in the CIVIC SUITE (LANCASTER / STIRLING ROOMS), PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON PE29 3TN on Wednesday, 26 March 2025

PRESENT: Councillor S R McAdam – Chair.

Councillors T Alban, B S Banks, M L Beuttell, A Blackwell, E R Butler, S Bywater, S Cawley, B S Chapman, S J Conboy, S J Corney, S J Criswell, L Davenport-Ray, D B Dew, S W Ferguson, I D Gardener, C M Gleadow, J A Gray, K P Gulson, J E Harvey, M A Hassall, S A Howell, N J Hunt, M Kadewere, P Kadewere, D N Keane, J E Kerr, C Lowe, R Martin, B A Mickelburgh, D L Mickelburgh, J Neish, Dr M Pickering, B M Pitt, T D Sanderson, D J Shaw, R A Slade, S L Taylor, I P Taylor, D Terry, C H Tevlin, S Wakeford and N Wells.

APOLOGIES: Apologies for absence from the meeting were submitted on behalf of Councillors R J Brereton, M J Burke, Catmur, J Clarke, A E Costello, A R Jennings and P A Jordan.

79 MINUTES

The Minutes of the meetings of the Council held on the 26th February 2025 and the Extraordinary Meeting held on 19th March 2025 were approved as correct records and signed by the Chair.

80 MEMBERS' INTERESTS

No declarations were received.

81 CHAIR'S ENGAGEMENTS AND ANNOUNCEMENTS

The Council noted those engagements attended by the Chair and Vice-Chair since the last meeting (a copy of which is appended in the Minute Book). In doing so the Chair advised of his intention to stand down as the Chair of the Council. He disclosed that he was initially shocked to be appointed as Chair of the Council but that it had been a great privilege to do so and thanked all the Members for their support. He expressed particular thanks to the Vice-Chair, Councillor D Dew as well as the Chief Executive Officer, the Elections and Democratic Services Manager and the Member Support Officer for their help and support over his tenure as Chair.

The Leader and Deputy Leader both expressed their thanks to the Chair for the hard work during his time in post. This sentiment was shared by Councillor R Martin who also highlighted the importance of the work done outside of the formal meetings, drawing particular attention to the Council Programme Group, where the Chair had listened to his concerns which was very much appreciated.

Councillor D Dew thanked the Chair for the opportunity he had gained by being appointed as the Vice-Chair. He also shared that it had been a very enjoyable experience and wished the Chair well for the future.

The Chair stated that the entire experience had been a highlight but particularly noted being sat in the Chair and listening to the well researched debated from his learned colleagues. He also noted that being able to go to Civic Events and fly the flag for Huntingdonshire and our residents had been a privilege and particularly his recent visit to the Air Ambulance Trust which included the presentation of £1000 donation to be used for a valuable and much needed piece of equipment.

82 QUESTIONS BY MEMBERS OF THE PUBLIC

The Chair reported that that there had been no public questions received by the deadline for consideration by the Council.

83 QUESTIONS TO MEMBERS OF THE CABINET

It was observed by Councillor N J Hunt that recent comments by the national Leader of the Conservatives suggested that the target of net zero by 2050 was unachievable and asked the Executive Councillor for Climate, Transformation and Workforce whether the joint administration remained fully committed to the Council's Climate Strategy and that the Council remains on track to being net zero by 2040. Councillor L Davenport-Ray responded that the Council remained committed and on target for 2040 and added that whilst getting the Council to net zero may seem like a small drop in the ocean it was an important step for the Council to influence others and lead the way. Following a further question from Councillor Hunt, Councillor Davenport-Ray advised that she believed in a thriving not growing economy and that net zero presents the Country with opportunities for growth nationally not just within our District.

The Executive Councillor for Parks and Countryside, Waste and Street Scene, Councillor S L Taylor, responded to a question from Councillor M L Beuttell who questioned the contingency plans in place should a power outage affect the Councils IT system and thus affect the in-cab refuse system identifying green bins to be collected. Councillor S Taylor advised that this was a risk identified by Internal Audit and that hard copies of the rounds were available for crews in the event of such an outage.

Councillor K P Gulson queried when the results of the November Peer Reviews for Development Management Committee would be shared, to which the Executive Councillor for Planning, Councillor T Sanderson advised that this was due to be published imminently.

In response to questions relating to the installation of solar panels at the One Leisure St Ives site from Councillor N Wells, the Executive Councillor for Communities, Health and Leisure, Councillor S A Howell, advised that due to the embedded carbon of the panels there would be an expected payback of 5 to 6 years against a life span of 25 years. The Council heard that the panels had been part funded by Sports England and that power generated was going towards heating the pool and centre. The potential for EV chargers to be installed

would be investigated in the future but not planned for at this point in time. It was noted that the removed trees from the area had been diseased, and that work was being done to remove the stumps with replanting planned for Autumn.

Councillor B S Chapman stated that St Neots has the highest identified flood risk in Cambridgeshire, resulting in flood prevention being very important, in particular he identified an area of land covering 44 acres by the Willow bridge as a flood plain, and advised that over the last 12 months this area had flooded on five occasions. He asked the Executive Councillor for Planning, Councillor Sanderson, to provide more formal protection for this area, particularly given the proposal to encourage planting in the area to create further flooding protection. Councillor Sanderson advised that this land had not been identified by the St Neots Town Council in the recent call for sites despite a significant number being submitted. It was advised that it would be more prudent to include the area in the forthcoming neighbourhood plan refresh. It was also noted that a report relating to the Call for Sites would be brought before the Overview and Scrutiny Panel in April 2025 where further discussion on the matter could be heard and that additional conversations and clarification with the Council's Planning Team could be held should they be required.

Councillor R Martin observed that an increase in car parks fees had been identified within the 2025/26 budget upon the introduction of Civil Parking Enforcement (CPE) but that Cabinet had also stated that there would be no changes to car parking charges for the first year of CPE and asked the Executive Councillor for Parks and Countryside, Waste and Street Scene which was correct. Councillor S Taylor advised that following the implementation of CPE the Council would wait for up to a year before implementing any price rises in order to gather data and make an informed decision. It was noted that the Parking Strategy would be key in establishing this. The Executive Councillor for Finance and Resources, Councillor B A Mickleburgh, advised that the agreed budget was a best estimate of the year ahead, with rises to car park fees identified, however it was anticipated that the introduction of CPE would bring about behavioural changes on car park usage and that an informed decision would be made once the impact of this was known. The Corporate Director of Finance and Resources clarified that an in-year variation to the set fees and charges could be dealt with by budget management via the Section 151 Officer and that the detail on this was regularly reported through the democratic process in the form of quarterly reports.

In response to a question from Councillor J A Gray, who requested an analysis from the Leader on the weaknesses in value for money arrangements for governance identified by the Annual Audit report, Councillor S J Conboy advised that the Council were keen to strengthen governance and were robust in that challenge. It was noted that investment into the audit function had been made and that interim internal audit processes had been employed to bolster our resources. The report heard by the Corporate Governance Committee was a very thorough report and that there had been concern previously as this had not been as robust as needed. She welcomed the opportunity to develop the Council's governance arrangements and that the Council could continue to challenge themselves. It was noted that the process had not fundamentally changed since the previous administration but that the current administration were working hard to work out what changes were required going forward. The Executive Councillor for Governance and Democratic Services, Councillor J E

Harvey, further advised that there was an awareness of challenges within the audit department, but that new measures had been brought in to correct this and to improve the service going forward.

Councillor J Neish expressed concern about the known delays experienced for post via Royal Mail in the District and questioned the Executive Councillor for Resident Services and Corporate Performance, Councillor S W Ferguson, whether leniencies would be applied for residents who had not received their Council Tax bills in a timely manner. Councillor Ferguson advised that it would be possible to move customers direct debits from the 1st of the month to the 15th, however this could only be done at the customers' request. He would endeavour to liaise with the Communications Team to ensure that as many residents as possible were able to be made aware of this fact.

The Executive Councillor Economy, Regeneration and Housing was questioned about apprenticeships by Councillor Hunt and how they could be used as a route into employment. Councillor S Wakeford advised that the Council undertook a range of activities to promote apprenticeships including partnering with local businesses to promote the benefits, working with schools for career events and tailoring apprenticeships programmes to align with market demands. It was also noted that the Cambridge and Peterborough Combined Authority were supporting training providers and partners. It was agreed that the Councillors would meet to establish how Councillor Hunt could further support and promote apprenticeships. Councillor C A Lowe identified a company in St Ives, Oxford Energy Academies, who had created apprenticeship opportunities but were struggling to fill the vacancies. Councillor Wakeford advised that this was something which the Council were aware of and were supporting but was happy to speak to Councillor Lowe to follow up on the situation.

84 CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY - QUESTIONS

The Council received and noted copies of the decision summaries from recent meetings of the Cambridgeshire and Peterborough Combined Authority (CPCA) and Members were advised that any issues could be raised in relation to these meetings.

Arising from which, Councillor M Hassall drew attention to a question which he had asked in December 2024 and a further question in February 2025 both relating to the staffing costs at the CPCA and that he had requested a detailed breakdown of the CPCA staffing budget, he noted that he had yet to receive a response. It was advised by the Chief Executive that an answer had been received and would be circulated to Members following the meeting.

Councillor R Martin expressed concern about a policy released by the Mayor during the pre-election period, the Executive Leader advised that she was not aware of this, however she would speak to the Monitoring Officer at the CPCA to express the concerns of the Councillor.

85 OUTCOMES FROM COMMITTEES AND PANELS

A copy of the list of meetings held since the last meeting of the Council held on 26th February 2025 is appended in the Minute Book and Members were advised that any issues or questions could be raised in relation to these meetings.

There were no questions raised.

86 VARIATIONS TO THE MEMBERSHIP OF COMMITTEES AND PANELS

There were no changes to report.

87 APPOINTMENT OF MONITORING OFFICER

With the assistance of a report and exempt Appendix by the Chief Executive (copies of which are appended in the Minute Book and the Annex to the Minute Book respectively) regarding the appointment of a Monitoring Officer, the Council were advised of the outcome of the meeting of the Employment Committee which had met on 17th March 2025 to consider the appointment of a new Monitoring Officer.

Having noted that the proposal enabled the Council to fulfil the need identified by the LGA Corporate Peer Challenge in May 2024 to improve the Council's approach to governance, compliance and risk by providing a Monitoring Officer role, it was

RESOLVED

that the individual listed in the exempt Appendix to the report now submitted, be designated the District Council's Monitoring Officer with a start date to be confirmed following necessary employment checks.

88 EXCLUSION OF PRESS AND PUBLIC

RESOLVED

that the press and public be excluded from the meeting because the business to be transacted contains exempt information;

- relating to the financial or business affairs of any particular person (including the authority holding that information); and
- in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

89 WORKFORCE STRATEGY AND DUE DILIGENCE FOR LOCAL GOVERNMENT REORGANISATION

The Council gave consideration to an exempt report by the Head of Paid Service (a copy of which is appended in the Annex to the Minute Book), on the Workforce Strategy and Due Diligence for Local Government Reorganisation.

Following the discussion, it was

RESOLVED

that the Council approved the recommendations of the exempt report now submitted.

Chairman

Public
Key Decision - No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Representation of Political Groups on District Council Committees and Panels

Meeting/Date: Council – 15 May 2025

Report by: Elections and Democratic Services Manager

Ward(s) affected: All

Executive Summary:

The Local Government and Housing Act 1989 and associated Regulations describe arrangements for achieving a balance on Committees etc, to reflect the representation of political groups and independent Members on the District Council. The Act requires the District Council to review the representation of different political groups at the time when the Authority holds its Annual Meeting and as soon as practicable and over one month after the last review if the Proper Officer receives a request to undertake a further review of the allocation of seats given a change to membership of a political group.

The proportionality requirements do not apply to the Cabinet and its membership will be determined by the Executive Leader.

The Council is

RECOMMENDED

to determine the allocation of seats on District Council Committees/ Panels to political groups and to the non-aligned Members in accordance with the distribution illustrated in the attached Appendix and to note the requirements for appointments to advisory/sub-groups etc, in paragraph 5.3.

1. INTRODUCTION

- 1.1 The Local Government and Housing Act 1989 and associated Regulations describe arrangements for achieving a balance on Committees etc, to reflect the representation of political groups and independent Members on the District Council. The Act requires the District Council to review the representation of different political groups at the time when the Authority holds its Annual Meeting and as soon as practicable and over one month after the last review if the Proper Officer receives a request to undertake a further review of the allocation of seats given a change to membership of a political group.

2. PRINCIPLES OF PROPORTIONALITY

- 2.1 Members are reminded that in performing the duty to review representation, the Council must, so far as reasonably practicable, only determine the allocation of seats having regard to the following principles –
- ◆ that not all the seats are allocated to the same political group;
 - ◆ that the majority of seats are allocated to the political group which forms a majority of the Council's membership; and
 - ◆ that the number of seats allocated is in the same proportion as is borne by the number of Members of a political group to the membership of the Council.
- 2.2 Currently it is open to the Council to approve alternative arrangements otherwise than in accordance with the principles of proportionality providing that the alternative arrangements are approved without any Member voting against them.

3. CONSTITUTION OF POLITICAL GROUPS

- 3.1 Following notification of a change to the make-up of the Joint Administration, which now comprises the Liberal Democrat Group, HDC Independent Group, Cambs Independent Group, Labour Group and Green, the constitution of political groups on the Council is as follows:-

Name of Group	No. of Members
Conservative	19
Liberal Democrat	11
HDC Independent Group	10
Cambs Independent Group	7
Labour	4
Green	1

- 3.2 The membership of groups in proportion to the total membership of the Council is therefore as follows:-

	%
Conservative	36.54
Liberal Democrat	21.15
HDC Independent Group	19.23
Cambs Independent Group	13.46

Labour	7.69
Green	1.92

4. LOCAL GOVERNMENT ACT 2000

- 4.1 Under the Local Government Act 2000, the proportionality requirements do not apply to the Cabinet or to any Sub-Groups or Sub-Committees, which the Cabinet may appoint. Appointment of the Cabinet also lies with the Executive Leader of the Council. The number of seats to which the Council can appoint to is 67.
- 4.2 The following requirements of the Act also need to be adhered to by the Council in determining the membership of Panels, etc. –
- ◆ the Cabinet may not include either the Chair or Vice-Chair of the Council;
 - ◆ Overview and Scrutiny Panels may not comprise any Member of the Cabinet;
 - ◆ the Executive Leader, Deputy Executive Leader and any Member of the Cabinet shall not be elected as Chair of any Committee or Panel other than any that may be appointed by the Cabinet.
- 4.3 The Constitution also provides for the Development Management Committee, Licensing and Protection Committee, the Employment Committee and the Licensing Committee to include the relevant Executive Councillor within their respective membership.

The Constitution provides that every Member of the Council shall be appointed to serve on a minimum of one Overview and Scrutiny Panel, or Committee of the Council or the Cabinet.

5. PROPORTIONALITY

- 5.1 Excluding the Cabinet, the aggregate number of seats on Committees is now 67. Using the proportionality percentage referred to in paragraph 3.2 and rounding up or down as appropriate, produces the following entitlement –

	Seats
Conservative	25
Liberal Democrat	14
HDC Independent Group	13
Camb Independent Group	9
Labour	5
Green	1

- 5.2 Applying the principles of the Act and, similarly, rounding the figures as necessary, gives the distribution as set out in the Appendix.
- 5.3 The principles of proportionality apply similarly to advisory/sub-groups appointed or nominated by committees and regard must be given to the following examples of entitlements to seats:-

No. of Members on Sub-Group, etc	Proportion of Members from Political Groups					
	Cons	Lib Dem	HDC Ind Group	Camb Ind Group	Labour	Green
3	1	1	1	0	0	0
4	1	1	1	1	0	0
5	2	1	1	1	0	0
6	2	1	1	1	1	0
7	3	1	1	1	1	0
8	3	2	1	1	1	0
9	3	2	2	1	1	0
10	4	2	2	1	1	0

5.4 The Cabinet may not delegate any of its functions to non-Cabinet Members. Therefore any Sub-Group of the Cabinet that is exercising any decision-making powers delegated to it by the Cabinet must only include Cabinet Members. This does not prevent any Advisory Group appointed by the Cabinet that has no decision-making powers and whose terms of reference are merely advisory from including non-Cabinet Members.

6. REASONS FOR THE RECOMMENDED DECISIONS

6.1 The Council is invited to determine the allocation of seats on District Council Committees to political groups and to the non-aligned Members in accordance with the distribution illustrated in the attached Appendix and to note the requirements for appointments to advisory/sub-groups etc, in paragraph 5.3. The proportionality requirements do not apply to the Cabinet and its membership will be determined by the Executive Leader

6.2 The opportunity otherwise is available currently to allocate seats in accordance with an alternative arrangement, with the exception of the Cabinet, provided this arrangement is approved by the Council with no Member voting against.

7. LIST OF APPENDICES INCLUDED

Appendix A - Schedule of Allocations

BACKGROUND PAPERS

Local Government and Housing Act 1989

Local Government Act 2000

Localism Act 2011

District Council Constitution

CONTACT OFFICER

Lisa Jablonska

Elections and Democratic Services Manager

☎ (01480) 388004

APPENDIX A – SCHEDULE OF ALLOCATIONS

Committee / Panel	No. of Seats*	No. of Ex-officio	Cons	Lib Dem	HDC Ind Group	Camb Ind Group	Lab	Green	Cons	Lib Dem	HDC Ind Group	Camb Ind Group	Lab	Green
Corporate Governance Committee	7	0	2.56	1.48	1.35	0.94	0.54	0.15	3	2	1	1	0	0
Development Management Committee	16	1	5.85	3.38	3.08	2.15	1.23	0.31	6	4	3	2	1	0
Employment Committee	8	1	2.92	1.69	1.54	1.08	0.62	0.15	3	1	1	1	1	1
Licensing & Protection Committee / Committee	12	1	4.38	2.54	2.31	1.62	0.92	0.23	5	2	2	2	1	0
Overview & Scrutiny Panel (Performance and Growth)	12	0	4.38	2.54	2.31	1.62	0.92	0.23	4	2	3	2	1	0
Overview & Scrutiny Panel (Environment, Communities and Partnerships)	12	0	4.38	2.54	2.31	1.62	0.92	0.23	4	3	3	1	1	0
TOTAL	67	3							25	14	13	9	5	1

The allocation of these seats must be balanced so that the total entitlement to seats on each group is not exceeded.

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Public
Key Decision - Yes

HUNTINGDONSHIRE DISTRICT COUNCIL

Title: Corporate Plan Refresh 2025

Meeting/Date: Council – 15 May 2025

Executive Portfolio: Councillor Sarah Conboy, Executive Leader

Report by: Head of Policy, Performance and Emergency Planning

Ward(s) affected: All

Executive Summary:

This report presents Members with the refreshed Corporate Plan, which includes revised lists of key actions and key performance indicators for 2025/26.

The Corporate Plan for 2023-2028 was adopted in March 2023 with three priorities for the Council and related outcomes. These were accompanied by a list of actions and operational performance indicators.

Actions are reviewed annually and updated based on completed work and/or new approaches identified through pilot activities or engagement with partners and residents. Performance reporting evolves with new or improved measures proposed when better indicators are found. The proposed changes to performance indicators for 2025/26 are presented.

Recommendation(s):

The Council is

RECOMMENDED

- a) To approve the refreshed Corporate Plan (attached at Appendix 1)
- b) To approve the Key Performance Indicator changes (attached at Appendix 4)

1. PURPOSE OF THE REPORT

- 1.1 The report updates Members on the annual refresh of the Corporate Plan for 2023-2028 and presents the actions and key performance indicators for 2025/26 to Council for approval.

2. WHY IS THIS REPORT NECESSARY?

- 2.1 The Council's Corporate Plan outlines the Council's priorities, desired outcomes, and strategies. The action plan and key performance indicators are refreshed annually to remove completed actions, introduce new ones based on recent progress and engagement, and ensure the Council uses the most appropriate measures reflecting public or government priorities.

3. PRIORITIES AND OUTCOMES

- 3.1 The refreshed Corporate Plan 2023-2028 (Appendix 1) seeks to achieve the same outcomes, following the revisions made last year. The plan reflects the vision co-created with communities as set out in Huntingdonshire Futures:

'We all want to live in a place with the highest possible quality of life. A place people are drawn to, where they feel included and can aspire to something. A place people are proud to call home.'

- 3.2 The Corporate Plan recognises the emerging changes in Local Government organisation following the English devolution White Paper. Whilst proposals will emerge during the year with the shape of public bodies being agreed later in the year, the Corporate Plan sets out how everything the Council does will proactively ensure the benefits and opportunities for Huntingdonshire's communities are maximized. The Council's services remain vital to communities, and the Council will continue to deliver them to the highest standard possible and remain focused on this plan, delivering the best for the district now and into the future.

4. ACTIONS FOR 2025/26

- 4.1 The refreshed Corporate Plan 2023-2028 remains ambitious, while also being clear on what it is the Council can do, enable and influence as a district council. The Corporate Plan includes actions that are to be delivered over multiple years. The refresh for 2025/26 includes twenty-four new actions, twenty-eight where the actions in 2024/25 were undertaken/completed but remain important and fifteen that are carried forward. The total actions number 67 compared to last year's sixty-four. Twenty-one actions from the 2024/25 plan have been completed and are not carried forward.

- 4.2 Appendix 2 sets out the Corporate Plan Actions for 2024/25 which are completed, completed and carried forward, or carried forward. Please note that the Council's end of year performance 2024-25 will be presented in the Quarter 4 Performance Report in June 2025.
- 4.3 Appendix 3 sets out the detail of the Corporate Plan Actions for 2025/26 identifying those that are carried forward, revised, and carried forward following achievements the previous year and new.
- 4.4 In advance of the Quarter 4 Performance report, examples have been listed of what has been delivered against the outcomes in 2024/25. Due to timing, the "We said, we did" sections have been written before the year has ended so the Q4 performance report due to be published in June will provide a more detailed update on what was achieved in 2024/25.

5. OPERATIONAL PERFORMANCE MEASURES FOR 2025/26

- 5.1 Pages twenty six and twenty seven of the Corporate Plan (Appendix 1) lists the Key Performance Indicators proposed for 2025/26.
- 5.2 Appendix 4 sets out the proposed changes to operational performance measures and draft targets for 2025/26 for monitoring how well our services perform. 29 of 32 operational performance measures used in 2023/24 are proposed to remain, two indicators have been merged into one, one has been reworded, and four additional indicators have been proposed.
- 5.3 Two KPI's from last year have been merged into a single indicator:
- Number of attendances at One Leisure Active Lifestyles programmes (cumulative year to date)
 - Number of attendances at Sports Development activities and programmes (cumulative year to date)

Becomes:

- Number of attendances at One Leisure Active Lifestyles and Sports Development programmes (cumulative year to date)
- 5.4 Four new indicators are proposed:
- Cumulative footfall in market towns (monthly)
 - Total number of business engagements by the Economic Development Team (cumulative)
 - Customer Satisfaction (Contact Centre) (monthly)
 - Average length of service (years)

5.5 One replacement indicator is proposed for:

- Number of enforcement actions taken on fly tips (fines/court summons) (cumulative year to date)

Which becomes:

- Sanctions against environmental crimes and anti-social behaviour (interventions/sanctions/prosecutions) (monthly)

5.6 Appendix 4 sets out the detailed proposals of which performance indicator targets and intervention levels have been revised and the reason that supports this. Whilst these will not be confirmed until September in the Quarter 1 Performance report these are shared now for early comment. In summary:

	2024/25 Total	2025/26 Total	2025/26 Target increased	2025/26 Target decreased	2025/26 Subject to Change
Number of KPIs	32	35	5	2	4

5.7 The final target proposals will be confirmed in the 2025/26 Q1 Performance Report in September as they will take past performance, resources available and known issues/challenges into account, as well as benchmarking data where possible (e.g. for those indicators that the Local Government Association Inform platform reports on or where the Council is a member of benchmarking clubs such as the Association for Public Service Excellence). Targets proposed by service managers will be subject to challenge from senior officers and key Cabinet Members.

5.8 Both quarterly and year-end results will continue to be published via the Overview & Scrutiny (Performance & Growth) Panel and Cabinet meeting agendas and on the website.

6. COMMENTS OF OVERVIEW & SCRUTINY

6.1 The Overview and Scrutiny (Performance & Growth) Panel discussed the report at its meeting on 2nd April 2025.

6.2 Councillor Pitt expressed concern over the proposed measurement of Corporate Plan Action 3 being number of business engagements achieved by the Economic Development Team, following which the Panel heard that it was acknowledged that measuring the quality of engagement was important but difficult to do, it was noted that this measurement would be reviewed prior to finalisation.

6.3 Councillor Martin was appreciative of the earlier timeframe of the report than in previous years. In response to a question from Councillor Martin relating to Corporate Plan Action 29, the Panel heard that this metric

would be reviewed to consider futureproofing new homes to allow for changes in mobility of residents throughout their life. The Panel also heard, following a further question from Councillor Martin regarding Corporate Plan Action 39, that the Council had ambition to influence others and that the possibility of including the Alconbury Weald train station within this KPI would be investigated.

- 6.4 Councillor Jennings observed that the new target for KPI 1 was too easy when taking past figures into account. In response to which, the Panel heard that whilst the Council was reluctant to set more lenient targets, it was important that the targets be realistic, however this target would be reviewed in line with the recently available quarter 4 figures and adjusted if necessary. Councillor Jennings further questioned the target achievability and wording of KPI 27, following which the Panel heard that the team had requested the revised target in order to push themselves but it was acknowledged that pushing too hard could prove counter productive, it was noted that the wording would be reviewed.
- 6.5 The Panel heard, in response to a question from Councillor Chapman, that the Local Plan looks at ensuring a balance of identified housing needs would be met with future development and that the new Local Plan would be informed by the evidence gathered.
- 6.6 Councillor Corney expressed concern that once in place, the support for Public Space Protection orders was minimal. The Panel were assured that the PSPOs were only implemented where the Police had assured support would be available and that a breakdown in what is achieved by these orders could be included.
- 6.7 In response to a question from Councillor Catmur regarding risks that Local Government Reform may pose to KPIs, the Panel heard that a business as usual approach had been adopted and that necessary adjustments would be made as required as LGR progressed. It was further noted that this would be managed by the Local Plan Advisory Group.
- 6.8 The Panel heard that identified points would be reviewed with the appropriate teams and that outcomes to the points raised in the meeting would be communicated back to the Panel in due course.
- 6.9 Following the discussion, the Panel were informed that their comments would be added to the Cabinet report in order for an informed decision to be made on the report recommendations.

7. RISKS

- 7.1 The Corporate Plan is funded through the 2025/26 budget approved in February 2025. However, Local Government Reorganisation could affect its delivery. The Council has a project team examining the implications to ensure the best outcomes for Huntingdonshire's communities. This will be clearer later in 2025. Actions within the Corporate Plan that may be

impacted by the reorganisation will be reviewed and flagged in the quarterly performance monitoring reports.

8. LINK TO THE CORPORATE PLAN, STRATEGIC PRIORITIES AND CORPORATE OBJECTIVES

- 8.1 The Council continues to align service plans with the Corporate Plan. This ensures services are working to the same priorities, aiming to deliver the same outcomes, and measuring their performance in a consistent way, where possible. For 2025/26 the service plan actions will be collated into a single transformation plan which will be published.
- 8.2 The Corporate Plan provides a 'golden thread' throughout the organisation, linking activity at strategic levels from Huntingdonshire Futures through to activity in service plans, filtering through to objectives set for teams.
- 8.3 The refreshed Corporate Plan at Appendix 1 sets out key priorities and outcomes for 2023-2028 as well as the annual action plan and list of operational performance measures for 2025/26.

9. CONSULTATION

- 9.1 This Corporate Plan 2023-2028 was informed by 2022's programme of engagement, which included both public and stakeholder consultations to help develop both the Huntingdonshire Futures place strategy and the Council's Climate Strategy.
- 9.2 In September 2024 Council adopted a Community Health and Wealth Strategy. Consultation was completed with a wide range of strategic partners and coproduction sessions with members of the community evaluating the approach and the three proposed objectives of the work. This consultation, its outputs and subsequent priorities also informed the revision to corporate plan actions.
- 9.3 Proposed actions for 2025/26 include a number that will involve further engagement with partners to deliver joint ambitions, and the Council is retaining an action to listen to residents and respond to their input on service delivery under priority three.

10. RESOURCE IMPLICATIONS

- 10.1 The Council's 2025/26 Budget and Medium-Term Financial Strategy to 2028/29 was approved by Council in February 2025. The proposed actions and performance measures have been informed by the approved service budgets and savings and growth proposals. It is anticipated that there will be no additional resource implications because of agreeing new actions or performance indicators beyond this approved budget.

11. HEALTH IMPLICATIONS

- 11.1 Under the first priority, the outcome statement for “improving quality of life for local people” specifically references ‘good health’ as one of the foundations of a good life. Actions proposed to help improve the health of residents include delivering the actions to deliver the Community Health and Wealth Strategy approved in 2024 and work to maximise physical activity in the district.

12. ENVIRONMENT AND CLIMATE CHANGE IMPLICATIONS

- 12.1 The Corporate Plan supports the approach set out through the Climate Strategy and commits us to applying a “green lens” to decision making – embedding the climate and green agenda through all the Council does and considering environmental impacts and opportunities to improve the environment when making all decisions.

13. REASONS FOR THE RECOMMENDED DECISIONS

- 13.1 This report is seeking endorsement from Cabinet and approval from Council for the refresh of the Corporate Plan for 2025/26. Delivery of the new action plan and updated list of operational performance measures will help us to achieve the Council’s priorities and desired outcomes.

14. LIST OF APPENDICES INCLUDED

- Appendix 1 – refreshed Corporate Plan 2023-2028, including proposed actions and operational performance measures for 2025/26
- Appendix 2 – Corporate Plan Actions 2024/25
- Appendix 3 – Corporate Plan Actions 2025/26
- Appendix 4 – Operational Performance Measures 2025/26 with draft targets

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C O R P O R A T E P L A N

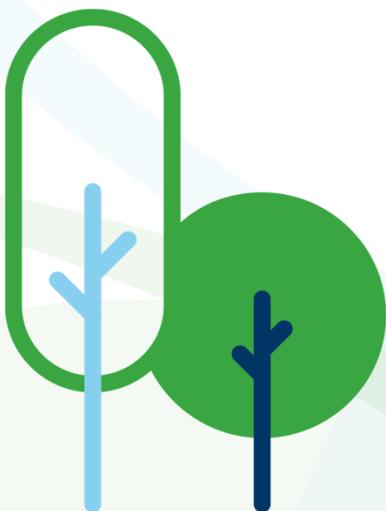
2023 - 2028

Do - Enable - Influence



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FOREWORD

We all want to live in a place with the highest possible quality of life. A place people are drawn to, where they feel included and can aspire to something. A place people are proud to call home.

Our Corporate Plan to 2028 guides everything we do as we deliver our vision, review priorities, and collaborate with staff, residents, partners, communities, and businesses. It outlines how we will achieve the vision set by our communities in Huntingdonshire Futures.

It won't always be easy. With decreasing government funding, rising costs, inflation, and greater pressure on our services, we must find ways to save money or generate income to continue providing high-quality services.

There will be emerging changes in Local Government services following the English Devolution White Paper. However, everything we do will proactively ensure the benefits and opportunities for Huntingdonshire's communities are maximized. Our services remain vital to our communities, and we will continue to deliver them to the highest standard possible and remain focused on our ambitious objectives. In this plan, delivering the best for the district now and into the future.

We all face the threat of climate change, which requires decisive action and fundamental changes in how we live and work. Our Climate Strategy and action plan are driving changes in our activities and encouraging others to do the same. We will continue to apply a 'green lens' to all our decisions, embedding the climate and green agenda into everything we do and considering environmental impacts and opportunities to improve Huntingdonshire's valued environment.

As we grapple with the real issues facing us, we must be bold and set aspirational targets that challenge us to make a difference, whether that is by doing things directly ourselves or trying to influence change on a wider scale. With that in mind, this Corporate Plan outlines **our three key priorities**:

Priority 1 - Improving quality of life for local people



Improving the happiness and wellbeing of residents



Keeping people out of crisis



Helping people in crisis

Priority 2 - Creating a better Huntingdonshire for future generations



Improving housing



Forward-thinking economic growth



Lowering carbon emissions

Priority 3 - Doing our core work well



Delivering good quality, high value-for-money services with good control and compliance with statutory obligations

The first two priorities are each split into three outcomes. Outcome statements setting out our ambitions are detailed on pages 8 and 9.

To achieve these priorities, we must be a Council that takes time to listen and to really understand where people need the help and support to make a real difference to their lives.

We continue to make prevention a core part of our work across the Council. This is key to our **‘Improving the quality of life for local people’** priority, focusing not only on helping those in crisis but also on achieving earlier outcomes to keep people out of crisis and improve the happiness and wellbeing of our residents. The Community Health and Wealth Building strategy adopted in December 2024 sets out how this will now be achieved.

We will drive the right kind of **‘Forward thinking economic growth’** with a refreshed Economic Growth Strategy - promoting our exceptionally well-connected district with its high quality of life, market towns that are benefiting from focused investment attracting businesses and employment opportunities that benefit our communities.

‘Working together’ is an overarching principle for the Council. We cannot go it alone. The challenges we face can only be solved through working collaboratively and the responsibility is not the Council’s alone. An example of this is our role as a statutory partner in developing the Cambridgeshire and Peterborough Integrated Care System (ICS), working together to improve the health and wellbeing of local people throughout their lives.

DO. Using all our services and ways of working to best serve Huntingdonshire.

ENABLE. Huntingdonshire residents and businesses to thrive by listening and working with them.

INFLUENCE. Partner organisations and stakeholders by creating a shared vision that benefits Huntingdonshire.

Do, Enable, Influence is key for us. This Corporate Plan calls on the Council to enable more, partner more, and empower people to reduce demand for traditional public services. Our role is to help residents and businesses thrive, but we can only achieve this by **working with people** to ensure Huntingdonshire is a place where you and your family can have a good life and benefit from available options.

Whilst looking to the future, we will not lose sight of the day to day. We must keep delivering good quality services and we must set an excellent example to our community of the standards we expect for our residents.

It is by doing these things that we will create a place people are proud to call home.



Councillor Sarah Conboy
Executive Leader



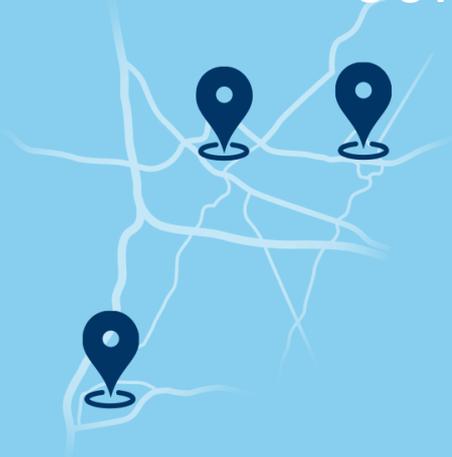
Councillor Tom Sanderson
Deputy Executive Leader



Councillor Sam Wakeford
Assistant Executive Leader

GETTING TO KNOW HUNTINGDONSHIRE

OUR PEOPLE AND PLACE



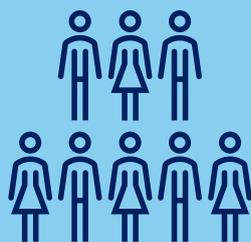
Huntingdonshire is a large (900 square kilometres) and predominantly rural area. However over 40% of the population live in our three largest market towns of **St Neots, Huntingdon** and **St Ives**.

With an estimated **184,050 residents** and **80,800 residential properties** at mid-2022, the population has grown significantly over recent decades (up by 47% from 1981 to 2021).



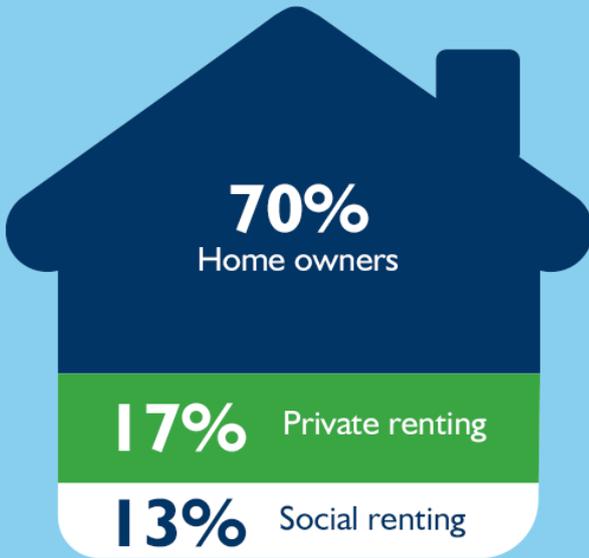
The district has an **ageing population** with 37,500 residents (20%) aged 65 plus at mid-2022, with the number **up by 33%** between 2011 and 2021

The latest estimates indicate that the number of residents in the district **born outside the UK** was 22,400 at March 2021 (**12.4% of all residents**). **Poland** is now ranked as the most common non-UK country of birth for the district's residents, followed by the **United States** and **Romania**.



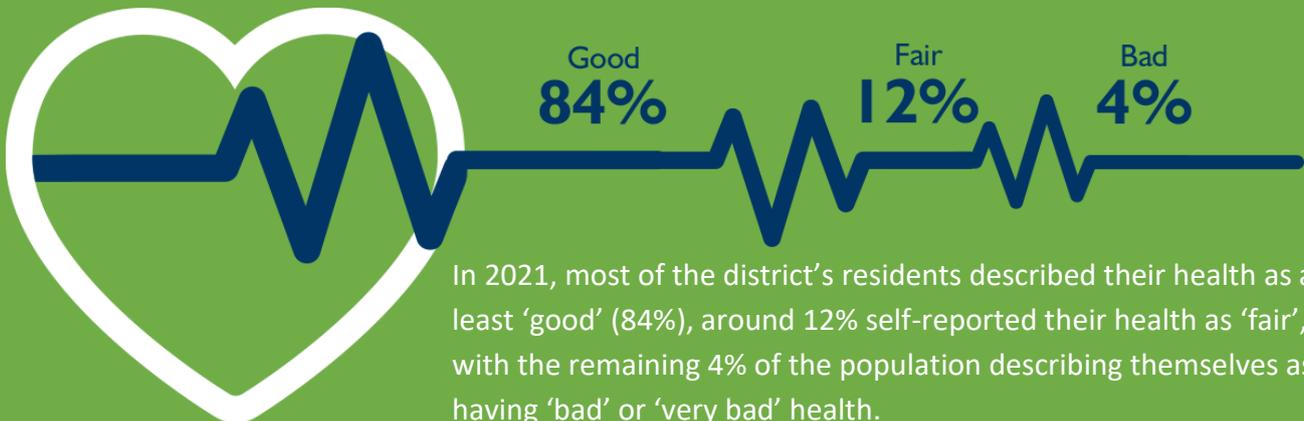
- Economically Active: 59%
- Retired: 27%
- Economically Inactive: 11%
- Student: 3%

The average household size was **2.3 persons per household** in 2021, down from 2.4 in 2011 and below the latest England average of 2.4. More people are living alone, with the number of one person households up by 22% since 2011. **28% of all occupied households are now one person households.**



70% of households in Huntingdonshire owned their home in 2021, just over one in six (17%) rented their accommodation privately and 13% of Huntingdonshire households lived in a socially rented property. **2% of the area's occupied households had fewer bedrooms than required (overcrowded).**

OUR HEALTH AND WELLBEING



In 2021, most of the district's residents described their health as at least 'good' (84%), around 12% self-reported their health as 'fair', with the remaining 4% of the population describing themselves as having 'bad' or 'very bad' health.

An estimated **16% of the population were disabled in 2021**, with 6% stating their day-to-day activities were limited a lot.



69.2% Adults (aged 18+) classed as overweight or obese compared to 64% for England

Office for Health Improvement and Disparities (OHID), Public Health Outcomes Framework Oct 2024

Low mean number of households in temporary accommodation 125 compared to 762 for England



Around 4% of usual residents in 2021 said they provided at least **20 hours of unpaid care** in a typical week.

Note: all health and wellbeing figures in this section are age-standardised proportions which allow comparisons between populations over time and across geographies as they account for differences in the population size and age structure.

OUR ECONOMY, EMPLOYMENT AND EDUCATION



8,088 active businesses, across 15 business parks
 Business birth rate of 835, higher than the national average of 593
 More high-growth businesses, with an average of 35 in total, compared to the national average of 20
 Thriving manufacturing sector with over 550 active businesses

33.4% of usual residents aged 16 years and over indicated their highest level of qualification was Level 4 or above in 2021 – slightly lower than the England average of 33.9%. However, 15.6% had no qualifications, also lower than the England average of 18.1%. Apprenticeships were the highest qualification for 5.5% of usual residents aged 16 plus.



Economic activity (83% of those aged 16+) and employment rates (61.6% of those aged 16+) are both **higher than the national average**. 21.9% of residents are Managers, Directors or Senior Officials compared to 11.3% in the UK.
7.45% employee growth year on year suggesting a strong job market.

Source: unless otherwise stated, all data in this section is from the 2011 and 2021 Census © Office for National Statistics, 2022/23

OUR PRIORITIES

What sits behind our priorities is a desire to focus the efforts of the Council on the big priorities that matter to our residents, whilst not neglecting the performance of the day-to-day services that they rely on.

What we do is important, but how we deliver services and places that support our communities to take the decisions in their own long-term interests, and how we work with partners to deliver joined up services that make sense to residents, is critical. Our priorities are broad and ambitious and are supported by clear plans and strong working relationships. At their heart is a belief that creating success, or stepping in to prevent an issue developing, is always better than having to deal with a problem.

Priority 1: Improving quality of life for local people



Improving the happiness and wellbeing of residents

We want the highest possible quality of life for the people of Huntingdonshire. It will be a place which attracts employers and visitors and somewhere residents are proud to call home. We will be evidence-based, responsive and support the foundations of a good life. This includes personal independence, prosperity, social connection, community and good health.



Keeping people out of crisis*

We will identify the root causes that lead people into crises and find ways to prevent them. We will do this through our own actions. We will also work in partnership with residents, businesses, community groups, charities and our public sector partners.



Helping people in crisis*

Where a crisis has already happened, we will work holistically to understand the issues, the cause of these issues and what opportunities exist to address them. We will seek to prevent multiple personal crises becoming entrenched and unmanageable by addressing root causes.

* Crisis – A life changing event, or series of significant events within a short period of time, which can threaten or harm an individual's life experiences, often needing support to prevent further negative consequences.

Priority 2: Creating a better Huntingdonshire for future generations



Improving housing

We want everyone to live in a safe, high-quality home regardless of health, stage of life, family structure, income and tenure type. Homes should be energy efficient and allow people to live healthy and prosperous lives. New homes should be zero carbon ready and encourage sustainable travel.



Forward-thinking economic growth

We want our local economy to attract businesses that prioritise reducing their carbon footprint. A place where businesses choose to start-up, grow and invest in high-value jobs so they and our residents and high streets, can flourish and thrive. Local people should be able to develop their skills to take advantage of these opportunities, with businesses and education providers working more closely together to deliver an inclusive economy.



Lowering carbon emissions

We will take positive action to reduce carbon emissions and become a net zero carbon Council by 2040. We will enable and encourage local people and businesses to reduce carbon emissions and increase biodiversity across Huntingdonshire.

Priority 3: Doing our core work well



Delivering good quality, high value-for-money services with good control and compliance with statutory obligations

Around 80% of our resources are aligned to business as usual (BAU) service delivery and our third priority focuses on delivering good quality, high value for money services with good control and compliance with statutory functions. While new activities will mostly focus on delivering outcomes under our two new outward-facing priorities, we will continue to provide a wide range of existing statutory and important services and seek to improve their efficiency and effectiveness.

MEASURING SUCCESS

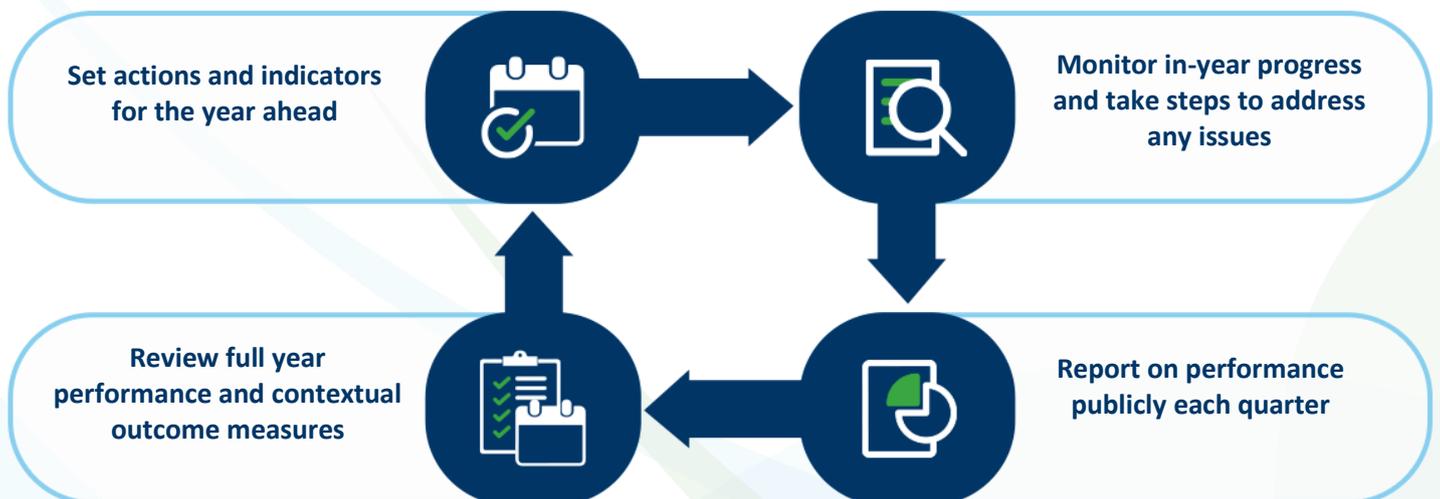
We will stand accountable for performance against these priorities through an annual action plan and performance measures. These will be refreshed yearly to reflect work completed and the development of new approaches informed by ongoing engagement with partners and residents.

In reporting on our progress and achievements, we will be transparent about what we can be held to account for but will also be setting out how we will measure success where we have great ambitions but more limited control over results.

Actions: Our action plan for the next year is set out on pages 12-25, alongside examples of last year’s achievements. Performance in delivering these actions is reported quarterly to show progress against significant milestones. Qualitative updates are provided for each outcome to provide further detail of progress made and ensure that there is a clear link between our work and the outcomes they are delivering.

Operational Performance Indicators: We will measure the performance of our services, and their contribution to our priorities, through the operational performance indicators on pages 26 and 27, with quarterly updates published to show performance against targets and provide commentary on progress made and steps taken to address any issues.

Contextual Outcome Measures: We will also develop and report on a range of contextual outcome measures to monitor how outcomes for the district and its residents are changing. Most outcome measures will be based on external data sources published less frequently than our own operational performance indicators. Results will be presented against our preferred direction of travel but will not have targets since we will not have direct control over performance. However, monitoring them will identify trends over time and changes we may need to react to. The question this will help us answer is: **are our actions a sensible response to community needs and the priorities we hold?**



ACTION PLAN 2025 / 2026



P R I O R I T Y

Improving quality of life for local people

O U T C O M E

Improving the happiness and wellbeing of residents

DO

1. **Deliver** the approved Community Health & Wealth Strategy and go-live with funding mechanisms to invest in initiatives identified and chosen by our communities.
2. **Refresh** our Social Value Procurement Policy to ensure our spend benefits local communities and ensure our work complies with recent changes to the Procurement Act 2024.
3. **Improve** our evaluation of how we make a difference to local people ensuring we become even better at demonstrating impact
4. **Deliver continued improvements** to the One Leisure offer, enhancing existing facilities, implementing recommendations of the One Leisure Long-Term Operating Model and other beneficial opportunities.

ENABLE

5. **Work with** partners to further skills and employment opportunities in the District: including direct delivery of funded schemes.
6. **Work with** other organisations and businesses to maximise the impact they can have on the health and wellbeing of local communities. Our focus will be on piloting new approaches that can be embedded in future years
7. **Focus** on maximising physical activity in the district, and work to promote this across local partners.
8. **Maximise**, and report on, the benefits of a targeted approach to support residents to improve their quality of life through the promotion and delivery of relevant services.

INFLUENCE

9. **Continue** to work with statutory partners to secure improvements to transport options for Huntingdonshire, including active travel.
10. **Embed** the priorities of Huntingdonshire Futures across the work of the Council and Partners whilst influencing and enabling communities to do the same.

WE SAID, WE DID 2024 / 2025



P R I O R I T Y

Improving quality of life for local people

O U T C O M E

Improving the happiness and wellbeing of residents

Examples: Strengthening the wellbeing of our communities

- Refurbishing** St Ives Indoor and St Neots Gym Facilities has boosted physical activity, adding 600 more active One Leisure members compared to last year.
- Providing preventative interventions** through One Leisure Active Lifestyles and Sports Development programs, delivering over 10,000 sessions by December 2024, a 152% increase from last year's 7,013.
- Enhancing skills and employment** through our UK Shared Prosperity Fund projects, with 100 individuals attending training, 7 organisations receiving financial support, 11 receiving non-financial support, and 99 individuals assisted by skills advisors towards employment or training.
- Listening and engaging** with residents to deliver our Climate Conversation event, consultations forming the new Local Plan, and the co-production of our Community Health and Wealth Strategy.
- Developing and executing** the Community Health and Wealth Strategy, to retain more wealth within our communities, aligning the strategy with their needs and aspirations.



ACTION PLAN 2025 / 2026



P R I O R I T Y

Improving quality of life for local people

O U T C O M E

Keeping people out of crisis

DO

- 11. Report** regularly on progress on the delivery of an integrated financial vulnerability model between HDC and partners (PROJECT).
- 12. Act on** opportunities for early intervention and regularly report on learning and impact.

ENABLE

- 13. Maximise**, and report on, the benefits of a targeted approach to support residents at risk of experiencing crisis through the promotion and delivery of relevant services (e.g. improve data sharing with the police to inform a targeted on-the-ground door-knocking campaign to help prevent crime).
- 14. Prevent** the causes of homelessness wherever we can by our own efforts but also by working with other partners to tackle the root causes where we can

WE SAID, WE DID 2024 / 2025



P R I O R I T Y

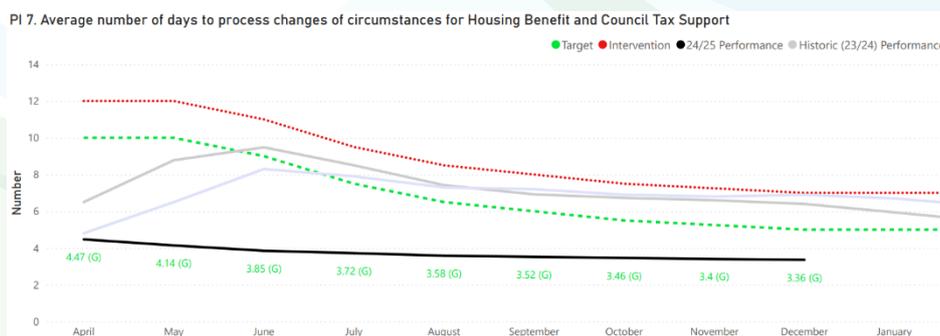
Improving quality of life for local people

O U T C O M E

Keeping people out of crisis

Examples: Supporting our residents' needs

- ✓ **Co-locating** agencies in our offices to provide targeted assistance in one visit instead of three. This has allowed the Citizens Advice Bureau (CAB) to offer more face-to-face appointments and improved outcomes from the Council's Residents Advice Team, which handled 5470 enquiries by the end of February. The office became a Work Well Hub in November, helping 65 residents return to employment.
- ✓ **Supporting** our community with our Residents Advice Team who have provided 913 food bank vouchers and £126,545 through the household support fund.
- ✓ **Collaborating** with the Police & Crime Commissioner to safely share anonymised data to address issues of crime, specifically violent offences, by targeting resources into identified areas of our district helping people feel safe where they live.
- ✓ **Reducing** the number of days to process Housing Benefits and Council Tax Support changes by almost 50% on last year to an average of 3.16 days (to December).
- ✓ **Ensured financial support** is in place when needed. Successfully dealing with 649 claims (28% up) within existing resources. Successfully reducing reminders by 849 (4.3%) and court summonses by 1045 (17.25%) whilst maintaining collections rates.



ACTION PLAN 2025 / 2026



P R I O R I T Y
Improving quality of life for local people

O U T C O M E
Helping people in crisis

DO

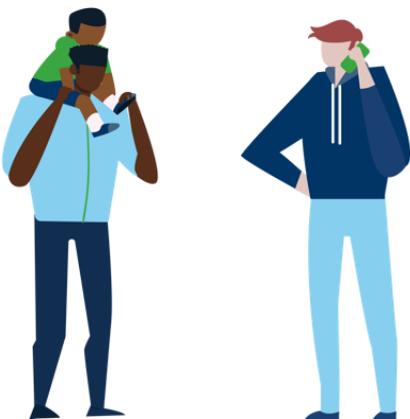
- 15. **Continue to support** refugees and other guests, seeking to support good community relations and smooth transition into long-term residency or return home.
- 16. **Deliver** the recommendations of the review into Disabled Facilities Grants undertaken by Officers and Members in 2024/25.

ENABLE

- 17. **Maximise**, and report on, the benefits of a targeted approach to support residents experiencing crisis through the promotion and delivery of relevant services (e.g. identifying individuals who could benefit from support offered by the Resident Advice and Information team and reporting on outcomes).

INFLUENCE

- 18. **Lobby**, and **support campaigns**, for improvements to the living conditions of local residents.
- 19. **Be an active partner** working with others within health and social care to make sure projects and new initiatives are delivered within Huntingdonshire and maximise the positive impact felt locally



WE SAID, WE DID 2024 / 2025



P R I O R I T Y

Improving quality of life for local people

O U T C O M E

Helping people in crisis

Examples: Supporting residents to achieve better outcomes

- ✓ **Providing effective support** to Ukrainian families and 18 asylum seekers housed by the Home Office in our district, through practical help for individuals and work to promote community cohesion, ensuring an inclusive district for all with no impact on temporary housing and minimal community cohesion or demand for services.
- ✓ **Supported** more residents eligible for Council Tax Support, our new scheme providing 708 more households with help by the middle of the year.
- ✓ **Targeted intervention** for those most in need through our One Leisure Concessionary Membership Scheme. 2004 residents, 25% more than last year, taking-up physical activity to benefit their mental and physical health, social engagement and fitness to work, keeping the more vulnerable out of crisis.
- ✓ **Maintaining** low numbers of households in temporary accommodation (below monthly target of 135 except in August), moving households to settled accommodation (on target performance 345 to end of December 2024).





P R I O R I T Y

Creating a better Huntingdonshire for future generations

O U T C O M E

Improving Housing

DO

- 20. Develop** a new Housing Strategy and Action Plan for 2025-26.
- 21. Continue** to use surplus Council owned sites to deliver affordable housing (PROJECT).
- 22. Develop** policy to support the use of civil penalties with regard to private sector housing enforcement.
- 23. Implement** the government’s new Supported Housing (Regulatory Oversight) Act, review of supported exempt accommodation in the area and introduce licensing regulations.

ENABLE

- 24. Maintain** the level of new housing delivery, which meets the needs of Huntingdonshire residents, including the type of home and tenure (open market and social housing).
- 25. Work in partnership** to look at best practice and funding to improve housing conditions, including retrofit programmes in social and private housing.

INFLUENCE

- 26. Work with** Registered Providers to improve conditions in existing accommodation through regeneration schemes.
- 27. Work with** partners to address barriers to housing delivery and support housing delivery rates.
- 28. Work with** Health and Social Care Providers to explore future models of housing, support and care, enabling people to live independently for longer in houses fit for all stages of life.
- 29. Produce** sustainable housing guidance for developers that encourages sustainable construction methods and new homes to be of high environmental and high accessibility standards.



WE SAID, WE DID 2024 / 2025



P R I O R I T Y

Creating a better Huntingdonshire for future generations

O U T C O M E

Improving Housing

Examples: Improving the housing situation

- Delivered** clear expectations for delivering new affordable homes in The Affordable Housing Advice Note, including tenure, size, specialist housing, and objectives from our Climate Strategy and Corporate Plan to improve housing conditions and support delivery rates. Encouraging new developments that accommodate a range of occupant needs.
- Delivered** 703 affordable homes delivered within our district.
- Encouraged and enabled** 5469 responses to the “Local Plan to 2046” consultation, up 1400% from the Local Plan to 2036 consultation.
- Reduced** the number of planning applications over 16 weeks old to 54 by December 2024.

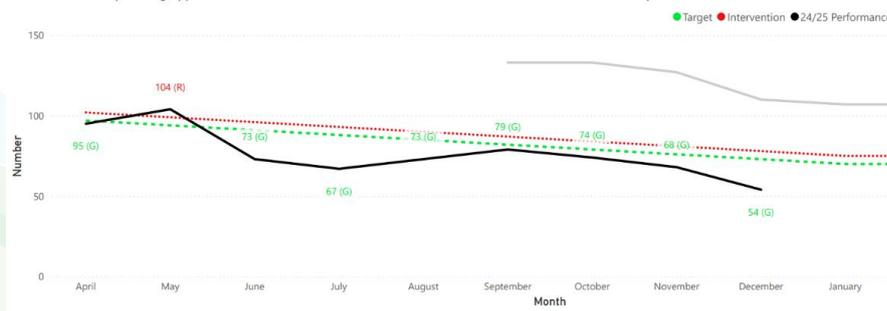


St Mary's Road, Ramsey



Bearscroft, Godmanchester

PI 16. Number of planning applications over 16 weeks old where there is no current extension of time in place



ACTION PLAN 2025 / 2026



P R I O R I T Y

Creating a better Huntingdonshire for future generations

O U T C O M E

Forward-thinking economic growth

DO

- 30. Promote** Huntingdonshire as a destination for high value inward investment, prioritising businesses that are proactively reducing their carbon emissions, and produce an annual report on activity.
- 31. Deliver** the business support projects within the UK Shared Prosperity Fund (UKSPF) and Rural England Prosperity Fund (REPF) programme, including Manufacturing Digitalisation, Green Business Initiative, Jumpstart business competition and a new Start-up programme (PROJECT).
- 32. Establish** the Economic Growth Strategy and Action Plan.
- 33. Delivery** of the Market Town Programme and their High Street projects. Ensuring their promotion to drive additional economic and social activity.
- 34. Continue the update** to the Local Plan, including updating evidence bases in line with National Planning Policy, particularly where it relates to Economy, Environment and Housing.

ENABLE

- 35. Support** our market towns and town centres as hubs of economic and social activity.
- 36. Support** the visitor economy and culture sector including CPCA Local Visitor Economy Partnership.

INFLUENCE

- 37. Work with** the CPCA and partners to support skills development and opportunities.
- 38. Work with** partners to secure investment and forward thinking growth in Huntingdonshire, maximising the opportunities presented by Local Government Reorganisation and additional devolved powers.
- 39. Influence delivery** of infrastructure including East West Rail, A428, A141 and Alconbury Weald railway station Strategic Outline Business Cases alongside South Lincolnshire and Fens reservoirs.
- 40. Support and engage** in the development of the Local Growth Plan as it is developed by the CPCA, highlighting the inward investment and growth priorities and opportunities for Huntingdonshire.
- 41. Run** and attend a programme of events to promote the profile of Huntingdonshire as a place to invest, grow and deliver economic forward thinking growth.

WE SAID, WE DID 2024 / 2025



P R I O R I T Y

Creating a better Huntingdonshire for future generations

O U T C O M E

Forward-thinking economic growth

Examples: Rejuvenating businesses and economy

- Promoting** Huntingdonshire as a location for high-tech, highly skilled and green economic opportunities and jobs: Chief Executive Breakfast briefings attendance doubled to 50 businesses, 'Region's Potential in Clean Energy' over 100 attendees exploring Huntingdonshire as a clean energy innovation hub, Pride in Place promoting inward investment.
- Grant funding** across 28 communities for projects supporting the Huntingdonshire Futures vision, to bring it to life supporting local people to improve their area.
- Rejuvenated** shop fronts, extending our Shop Front Grant Scheme district wide to £175,550 across 46 businesses.
- Transforming Market Towns** renewing and reshaping town centres and high streets growth, improved experiences and sustainability. St Neots' town centre renewal including market square, development of the Priory Centre and Old Falcon, Ramsey's town centre project of 6,588 sqm of public realm enhancements. Huntingdon purchasing premises to expand the Cromwell Museum.
- Delivered** business support through UK Shared Prosperity Funds to 218 businesses creating 29 jobs, safeguarding 26 and 22 new businesses created. £350k of Capital Grant Funding for rural businesses.





P R I O R I T Y

Creating a better Huntingdonshire for future generations

O U T C O M E

Lowering carbon emissions

DO

- 42. Maximise** opportunities to expand the use of Hydrotreated Vegetable Oil (HVO) Fuel where there is a social, environmental, or financial justification to do so.
- 43. Maximise** decarbonisation of our fleet where there is a social, environmental, or financial justification through our fleet strategy.
- 44. Minimise** use of fossil fuels for energy where there is a social, environmental, or financial case.
- 45. Showcase** and encourage community action to lower carbon emissions.
- 46. Identify** emissions from HDC IT data centres to include in reporting and establish disposal methods for IT equipment to reduce environmental impact.
- 47. Delivery** of Climate Awareness Training across the Council.
- 48. Maximise** use of roof top solar on the Council’s operational buildings (PROJECT).
- 49. Improve** household recycling, reduce greenhouse gas emissions and reducing food waste through implementation of household food waste collections (PROJECT).

ENABLE

- 50. Support** community projects that reduce carbon emissions. Net Zero Villages (PROJECT).
- 51. Enabling** community action and engagement to achieve greater biodiversity. Biodiversity4All extension to pilot urban nature corridors and natural flood prevention (PROJECT).

INFLUENCE

- 52. Develop** the Council's procurement rules to further embed social and environmental value.
- 53. Expand** positive climate action support for local businesses, celebrating best practice and sharing knowledge.

WE SAID, WE DID 2024 / 2025



P R I O R I T Y

Creating a better Huntingdonshire for future generations

O U T C O M E

Lowering carbon emissions

Examples: Tackling climate change and caring for the environment:

- Delivered** an Online Climate Hub at the Council's second Climate Conversation held in November 2024 to support and enable communities to lower carbon emissions.
- Funded** 11 rural community projects with a total of £250,000 to reduce their carbon footprint
- Increased** biodiversity through 17 community schemes helping people to improve their area and maximising biodiversity on priority sites at Priory Park (St Neots) and Hill Rise Park (St Ives) protecting and enhancing the local environment.
- Identified and formally recognised** the Priority Natural Landscapes of Huntingdonshire to inform our work and influence the Local Nature Recovery Strategy for Cambridgeshire and Peterborough protecting the character of our local area and environment.
- Partnered** with Cambridgeshire Police and Cambridgeshire Fire to trial the use of hydrotreated vegetable oil (HVO) fuel Identifying a potential for 92% emissions reduction using our approach.
- Approved** roof-top solar electricity generation and storage on operational sites by 2026 guaranteeing renewable energy, reduced electricity costs, and improved energy security cutting emissions and setting a positive example.





P R I O R I T Y

Doing our core work well

O U T C O M E

Delivering good quality, high value-for-money services with good control and compliance with statutory obligations

DO

- 54. **Refresh** our Commercial Investment Strategy to support informed and impactful investment.
- 55. **Delivery** of the Workforce Strategy Action Plan equipping the workforce with skills for the future whilst attracting, retaining and nurturing talent (PROJECT).
- 56. **Continue** our Customer Services improvement programme to ensure that our customers are always at the heart of what we do (PROJECT).
- 57. **Progress** the Development Management Improvement programme informed by the Local Government Association Peer Review to deliver continued efficiency in the planning service (PROJECT).
- 58. **Progress delivery** of Civil Parking Enforcement across the District to enforce on-street parking activity (PROJECT).
- 59. **Build** the enhancements to visitor facilities at Hinchingbrooke Country Park (PROJECT).
- 60. **Implement** the recommendations and suggestions made from the Local Government Association Corporate Peer Challenge, continuing to drive transparent continuous improvement.
- 61. **Extend** the use of benchmarking data to identify opportunities for transformation.
- 62. **Expand** the use of unit costing within priority service areas to demonstrate productivity and opportunities for transformation.
- 63. **Identify** opportunities to use Artificial Intelligence in a targeted way to support transformation and efficiency in compliance with emergent legislation.
- 64. **Listen to** local residents and respond to their input on service delivery.
- 65. **Engage proactively** with Local Government Reorganisation to ensure the priorities, opportunities and efficiencies for our communities are maximised

ENABLE

- 66. **Enable** our outstanding volunteers in our parks, nature reserves and elsewhere to continue to improve the quality of those spaces.

INFLUENCE

- 67. Our well-run Council will act as a model for our peers.

WE SAID, WE DID 2024 / 2025



P R I O R I T Y

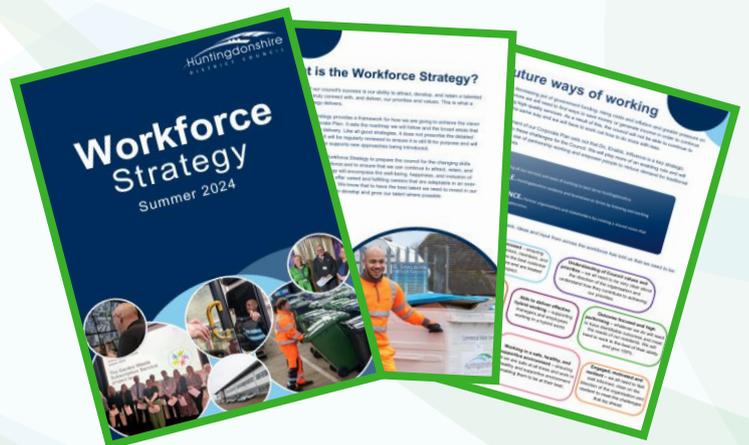
Doing our core work well

O U T C O M E

Delivering good quality, high value-for-money services with good control and compliance with statutory obligations

Examples: Investing in services and people whilst achieving efficiencies

- ✓ **Delivered** pathway upgrades and Changing Places Toilet facility in St Neots Regatta Meadows Park.
- ✓ **Awarded** Green Flags at Paxton Pits Nature Reserve, Hinchingsbrooke Country Park for the sixth year in a row, and at Priory Park for the seventh and Riverside Park St Neots.
- ✓ **Launched** our Workforce Strategy to retain and grow our people.
- ✓ **Achieved** Local Government Chronical Workforce Awards: shortlisted for Best Innovation in Recruitment.
- ✓ **Delivered** good services APSE Awards: finalists for Most Improved and Best Performer (Street Cleansing), and Best Performer (Refuse Service). Over 99% of sampled areas clean or predominantly clear of litter, detritus and graffiti
- ✓ **Ensured** a well-run Council with the completion of a Local Government Association Corporate Peer Challenge Review in October 2024 with 85% of actions successfully completed or on track by the end of March 2025.



OPERATIONAL PERFORMANCE MEASURES 2025 / 2026

Priority 1: Improving quality of life for local people

MEASURES

- 1. REVISED TO COMBINE 24/25 PI'S 1 & 2** Number of attendances at One Leisure Active Lifestyles and Sports Development programmes (cumulative year to date)
- 2.** Number of One Leisure Facilities admissions – swimming, Impressions, fitness classes, sports hall and pitches (excluding Burgess Hall and school admissions) (cumulative year to date)
- 3.** The number of residents enabled to live safely at home and prevented from requiring care or a prolonged stay at hospital via a Disabled Facilities Grant (DFG) (cumulative year to date)
- 4.** Average time (in weeks) between date of referral and practical completion of jobs funded through Disabled Facilities Grants (cumulative year to date)
- 5.** Average number of days to process new claims for Housing Benefit and Council Tax Support (cumulative year to date)
- 6.** Average number of days to process new claims for Housing Benefit and Council Tax Support (cumulative year to date)
- 7.** Number of homelessness preventions achieved (cumulative year to date)
- 8.** Number of households housed through the housing register and Home-Link scheme (cumulative year to date)
- 9.** Number of households in Temporary Accommodation (snapshot at end of each period)

Priority 2: Creating a better Huntingdonshire for future generations

MEASURES

- 10.** Net change in number of homes with a Council Tax banding (cumulative year to date)
- 11.** Number of new affordable homes delivered (cumulative year to date)
- 12.** Percentage of planning applications processed on target – major (within 13 weeks or agreed extended period) (cumulative year to date)
- 13.** Percentage of planning applications processed on target – minor or other (within 8 weeks or agreed extended period) (cumulative year to date)
- 14.** Percentage of planning applications processed on target – household extensions (within 8 weeks or agreed extended period) (cumulative year to date)

- 15. Number of planning applications over 16 weeks old (or 26 weeks old for major applications) where there is no current extension of time in place (total at end of each quarter)
- 16. Efficiency of vehicle fleet driving – Energy Efficient Driving Index score for the Waste service (cumulative year to date)
- 17. **NEW** Cumulative footfall in market towns (monthly)
- 18. **NEW** Total number of business engagements by the Economic Development Team (cumulative)

Priority 3: Doing our core work well

MEASURES

- 19. Percentage of household waste reused/recycled/composted (cumulative year to date)
- 20. Collected household waste per person (kilograms) (cumulative year to date)
- 21. Residual waste collected per household (kilograms) (cumulative year to date)
- 22. Number of missed bins (cumulative year to date)
- 23. Percentage of sampled areas which are clean or predominantly clean of litter, detritus, graffiti, Flyposting, or weed accumulations (cumulative year to date)
- 24. Number of fly tips recorded (cumulative year to date)
- 25. Number of enforcement actions taken on fly tips (fines/court summons) (cumulative year to date)
- 26. The number of programmed food safety inspections undertaken (cumulative year to date)
- 27. Percentage of calls to Call Centre answered (cumulative year to date)
- 28. Average wait time for customers calling the Call Centre (cumulative year to date)
- 29. **NEW** Customer Satisfaction (Contact Centre) (monthly)
- 30. Council Tax collection rate (cumulative year to date)
- 31. Business Rates collection rate (cumulative year to date)
- 32. Staff short-term sickness days lost per full time equivalent (FTE) (rolling 12-month total)
- 33. Staff long-term sickness days lost per full time equivalent (FTE) (rolling 12-month total)
- 34. Staff turnover (per individual month)
- 35. **NEW** Average length of service (years)

OUR VALUES (icare)

Our values, known as icare will be embedded into the organisation. The icare values fit with the future ambitions of the Council and will be a key enabler so that we can deliver the Corporate Plan.



icare



INSPIRING

We have genuine pride and passion for public service, doing the best we can for our customers.



COLLABORATIVE

We achieve much more by working together and this allows us to provide the best service for customers.



ACCOUNTABLE

We take personal responsibility for our work and our decisions, and we deliver on our commitments to customers.



RESPECTFUL

We respect people's differences and are considerate to their needs.



ENTERPRISING

We use drive and energy to challenge the norm and adapt to changing circumstances. We are always ready for challenges and opportunities, and we embrace them.

Appendix 2

Corporate Plan Actions 2024/25

CP Action Number	Action Type	Action	Priority	Outcome	Status
1	Do	Deliver a Community Health and Wealth Strategy, to link broader social determinants of health with a Community Wealth Building approach.	Improving quality of life for local people	Improving the happiness and wellbeing of residents	completed
2	Do	Undertake a 'deliberative democracy' approach to the development of our Community Health and Wealth Strategy.	Improving quality of life for local people	Improving the happiness and wellbeing of residents	completed
3	Enable	Deliver the skills and employment workstream of the UK shared prosperity programme.	Improving quality of life for local people	Improving the happiness and wellbeing of residents	completed and carried forward
4	Enable	Refresh our Social Value Procurement Policy and work with other local anchor institutions to encourage them to do the same.	Improving quality of life for local people	Improving the happiness and wellbeing of residents	carried forward
5	Enable	Focus on maximising physical activity in the district, and work to promote this across local partners.	Improving quality of life for local people	Improving the happiness and wellbeing of residents	completed and carried forward

6	Enable	Maximise, and report on, the benefits of a targeted approach to support residents to improve their quality of life through the promotion and delivery of relevant services (e.g. run campaigns based on a customer segmentation approach, track progress and regularly report on take-up and impact).	Improving quality of life for local people	Improving the happiness and wellbeing of residents	completed and carried forward
7	Influence	Continue to work with statutory partners to secure improvements to transport options for Huntingdonshire, including active travel.	Improving quality of life for local people	Improving the happiness and wellbeing of residents	completed and carried forward
8	Influence	Formally engage with relevant stakeholders, residents and businesses to explore how place strategy priorities are transformed into practical delivery.	Improving quality of life for local people	Improving the happiness and wellbeing of residents	completed
9	Do	Project - Report regularly on progress on the delivery of an integrated financial vulnerability model between HDC and partners (PROJECT).	Improving quality of life for local people	Keeping people out of crisis	completed and carried forward
10	Do	Act on opportunities for early intervention and regularly report on learning and impact.	Improving quality of life for local people	Keeping people out of crisis	completed and carried forward
11	Enable	Maximise, and report on, the benefits of a targeted approach to support residents at risk of experiencing crisis through the promotion and delivery of relevant services (e.g. improve data sharing with the police to inform a targeted on-the-ground door-knocking campaign to help prevent crime).	Improving quality of life for local people	Keeping people out of crisis	completed and carried forward
12	Do	Continue to support refugees and other guests, seeking to support good community relations and smooth transition into long-term residency or return home.	Improving quality of life for local people	Helping people in crisis	completed and carried forward

13	Do	Work with partners to review the provision of Disabled Facilities Grants and ensure we maximise our ability to prevent crisis and support those who need help.	Improving quality of life for local people	Helping people in crisis	completed
14	Enable	Focus on maximising the economic success of residents via a Community Wealth building approach.	Improving quality of life for local people	Helping people in crisis	completed
15	Enable	Maximise, and report on, the benefits of a targeted approach to support residents experiencing crisis through the promotion and delivery of relevant services (e.g. identifying individuals who could benefit from support offered by the Resident Advice and Information team and reporting on outcomes).	Improving quality of life for local people	Helping people in crisis	completed and carried forward
16	Enable	Continue to promote WeAreHuntingdonshire as a tool for partners to provide directed and tailored support based on our wider determinants approach.	Improving quality of life for local people	Helping people in crisis	completed
17	Influence	Lobby, and support campaigns, for improvements to the living conditions of local residents.	Improving quality of life for local people	Helping people in crisis	completed and carried forward
18	Do	Commence work on a New Housing Strategy for 2025-26	Creating a better Huntingdonshire for future generations	Improving Housing	carried forward
19	Do	Continue to use surplus Council owned sites to deliver affordable housing, for example working with the Longhurst Group (PROJECT).	Creating a better Huntingdonshire for future generations	Improving Housing	completed and carried forward
20	Do	Complete an Affordable Housing Advice note that will support the delivery of new affordable	Creating a better Huntingdonshire	Improving Housing	completed

		housing by providing clear guidelines to developers.	for future generations		
21	Do	Commence work on a policy to support the use of civil penalties with regard to private sector housing enforcement.	Creating a better Huntingdonshire for future generations	Improving Housing	carried forward
22	Do	Carry out a review of supported exempt accommodation in the area, linked to the Supported Housing (Regulatory Oversight) Act, which will lead to the development of a Supported Housing Strategy.	Creating a better Huntingdonshire for future generations	Improving Housing	carried forward
23	Do	Implement the government's new National Supported Housing Standards and introduce licensing regulations.	Creating a better Huntingdonshire for future generations	Improving Housing	carried forward
24	Enable	Maintain the level of new housing delivery, which meets the needs of Huntingdonshire residents, including the type of home and tenure (open market and social housing).	Creating a better Huntingdonshire for future generations	Improving Housing	completed and carried forward
25	Enable	Work in partnership to look at best practice and funding to improve housing conditions, including retrofit programmes in social and private housing.	Creating a better Huntingdonshire for future generations	Improving Housing	completed and carried forward
26	Influence	Work with Registered Providers to improve conditions in existing accommodation through regeneration schemes.	Creating a better Huntingdonshire for future generations	Improving Housing	completed and carried forward
27	Influence	Work with Health and Social Care Providers to explore future models of housing, support and care enabling people to live independently for longer.	Creating a better Huntingdonshire for future generations	Improving Housing	completed and carried forward

28	Do	Promote Huntingdonshire as a destination for high value inward investment, prioritising businesses that are proactively reducing their carbon emissions. Annual report on activity produced.	Creating a better Huntingdonshire for future generations	Forward-thinking economic growth	completed and carried forward
29	Do	Deliver the business support projects within the UK Shared Prosperity Fund (UKSPF) and Rural England Prosperity Fund (REPF) programme, including Manufacturing Digitalisation, Green Business Initiative, Jumpstart business competition and a new Start-up programme (PROJECT).	Creating a better Huntingdonshire for future generations	Forward-thinking economic growth	completed and carried forward
30	Do	Refresh the Huntingdonshire Economic Growth Strategy.	Creating a better Huntingdonshire for future generations	Forward-thinking economic growth	carried forward
31	Do	Continue the delivery of the Market Town Programme, including the ongoing delivery of Future High Street projects in St Neots, development of new Retail Hub in Ramsey, and various other funded projects within the four market towns. Commence feasibility work on new projects to enable them to be brought forward when funding is available (PROJECT).	Creating a better Huntingdonshire for future generations	Forward-thinking economic growth	completed and carried forward
32	Do	Continue the update to the Local Plan, including updating evidence bases in line with National Planning Policy, particularly where it relates to Economy, Environment and Housing (PROJECT).	Creating a better Huntingdonshire for future generations	Forward-thinking economic growth	completed and carried forward
33	Enable	Work with intermediaries, professional service networks, investors and developers to	Creating a better Huntingdonshire	Forward-thinking economic growth	completed

		understand the health of the economy, develop responses and attract investment.	for future generations		
34	Influence	Work with the CPCA and partners to complete a review of the future demand for Further Education (FE) provision in the St. Neots area and development of the Local Skills Implementation Plan, prioritising connections between FE provision and local employers aligned to core growth sectors.	Creating a better Huntingdonshire for future generations	Forward-thinking economic growth	carried forward
35	Influence	Influence and contribute to the creation of a Devolution2 deal for Cambridgeshire & Peterborough; the State of the Region and Place Strategy Vision work and the commissioning of all future business support and grant funding provision.	Creating a better Huntingdonshire for future generations	Forward-thinking economic growth	completed
36	Influence	Influence delivery of infrastructure including East West Rail, A428, A141 Strategic Outline Business Case and future Transport Strategies.	Creating a better Huntingdonshire for future generations	Forward-thinking economic growth	completed and carried forward
37	Do	Complete Hydrotreated Vegetable Oil (HVO) Fuel Trial and present a business case for decision.	Creating a better Huntingdonshire for future generations	Lowering our carbon emissions	completed
38	Do	Deliver a Fleet Decarbonisation Plan.	Creating a better Huntingdonshire for future generations	Lowering our carbon emissions	carried forward
39	Do	Deliver Energy Strategy.	Creating a better Huntingdonshire for future generations	Lowering our carbon emissions	carried forward

40	Do	Deliver the Climate Conversation in 2024, showcasing community action and listening to local people in their communities.	Creating a better Huntingdonshire for future generations	Lowering our carbon emissions	completed
41	Do	Identify emissions from HDC IT data centres to include in reporting and establish disposal methods for IT equipment to reduce environmental impact.	Creating a better Huntingdonshire for future generations	Lowering our carbon emissions	carried forward
42	Do	Establish climate and carbon emissions learning and development plan for Council employees.	Creating a better Huntingdonshire for future generations	Lowering our carbon emissions	completed
43	Do	Accelerate Solar Power Adoption on Council Buildings.	Creating a better Huntingdonshire for future generations	Lowering our carbon emissions	completed
44	Enable	Support community projects and plans that reduce carbon emissions.	Creating a better Huntingdonshire for future generations	Lowering our carbon emissions	completed
45	Enable	Deliver Biodiversity for All (2023-2025) to enable community action and support green skills development (PROJECT).	Creating a better Huntingdonshire for future generations	Lowering our carbon emissions	completed and carried forward
46	Enable	Commission Active Travel Studies (UKSPF) to influence/inform future investment priorities (PROJECT).	Creating a better Huntingdonshire for future generations	Lowering our carbon emissions	completed
47	Influence	Deliver the Phase 1 Rural Pilot HDC Electric Vehicle (EV) Charging Strategy Actions.	Creating a better Huntingdonshire for future generations	Lowering our carbon emissions	completed

48	Influence	Develop the Council's procurement rules to further embed social and environmental value.	Creating a better Huntingdonshire for future generations	Lowering our carbon emissions	carried forward
49	Influence	Expand positive climate action support for local businesses, celebrating best practice and sharing knowledge.	Creating a better Huntingdonshire for future generations	Lowering our carbon emissions	completed and carried forward
50	Influence	Adopt the Huntingdonshire Plan for Nature and influence the Cambridgeshire & Peterborough Local Nature Recovery Strategy (LNRS) with our priorities.	Creating a better Huntingdonshire for future generations	Lowering our carbon emissions	completed
51	Do	Refresh our Commercial Investment strategy to develop proposals for future strategic investments.	Doing Core work, well	Doing Core work, well	carried forward
52	Do	Complete the remaining elements of the Workforce Strategy to prepare the Council for the changing skills needed in our future workforce and ensure we can continue to attract, retain and nurture talent (PROJECT).	Doing Core work, well	Doing Core work, well	completed
53	Do	Continue our Customer Services improvement programme to ensure that our customers are always at the heart of what we do (PROJECT).	Doing Core work, well	Doing Core work, well	completed and carried forward
54	Do	Continue the Development Management Improvement programme to improve the performance of the planning service (PROJECT).	Doing Core work, well	Doing Core work, well	completed and carried forward
55	Do	Progress delivery of Civil Parking Enforcement (CPE) across the District to enforce on-street parking activity (PROJECT).	Doing Core work, well	Doing Core work, well	carried forward
56	Do	Deliver the enhancement of visitor facilities at Hinchingsbrooke Country Park (PROJECT).	Doing Core work, well	Doing Core work, well	completed

57	Do	Upgrade path and cycleways at Riverside Park St Neots (PROJECT).	Doing Core work, well	Doing Core work, well	completed
58	Do	Deliver an independent Corporate Peer Challenge of the Council that will assess, challenge and improve what we do.	Doing Core work, well	Doing Core work, well	completed
59	Do	Assess, and where prudent, use the emerging national benchmarking data from the Office of Local Government (Oflog) to improve our performance.	Doing Core work, well	Doing Core work, well	carried forward
60	Do	Bring forward and expand our use of unit costs to demonstrate productivity within priority service areas.	Doing Core work, well	Doing Core work, well	carried forward
61	Do	Pilot the use of Artificial Intelligence within the Council, seeking to create efficiencies and service improvement whilst ensuring we comply with all relevant legislation.	Doing Core work, well	Doing Core work, well	completed and carried forward
62	Do	Listen to local residents and respond to their input on service delivery.	Doing Core work, well	Doing Core work, well	completed and carried forward
63	Enable	Enable our outstanding volunteers in our parks, nature reserves and elsewhere to continue to improve the quality of those spaces.	Doing Core work, well	Doing Core work, well	completed and carried forward
64	Influence	Our well-run Council will act as a model for our peers.	Doing Core work, well	Doing Core work, well	completed and carried forward

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Appendix 3

Corporate Plan Actions 2025/26

CP Action Number	Action Type	Action	Priority	Outcome	Status
1	Do	Deliver the approved Community Health & Wealth Strategy and go-live with funding mechanisms to invest in initiatives identified and chosen by our communities.	Improving quality of life for local people	Improving the happiness and wellbeing of residents	new
2	Do	Refresh our Social Value Procurement Policy to ensure our spend benefits local communities and ensure our work complies with recent changes to the Procurement Act 2024.	Improving quality of life for local people	Improving the happiness and wellbeing of residents	revised and carried forward
3	Do	Improve our evaluation of how we make a difference to local people ensuring we become even better at demonstrating impact	Improving quality of life for local people	Improving the happiness and wellbeing of residents	new
4	Do	Deliver continued improvements to the One Leisure offer, enhancing existing facilities, implementing recommendations of the One Leisure Long-Term Operating Model and other beneficial opportunities.	Improving quality of life for local people	Improving the happiness and wellbeing of residents	new
5	Enable	Work with partners to further skills and employment opportunities in the	Improving quality of life for local people	Improving the happiness and	revised and carried forward

		District: including direct delivery of funded schemes.		wellbeing of residents	
6	Enable	Work with other organisations and businesses to maximise the impact they can have on the health and wellbeing of local communities. Our focus will be on piloting new approaches that can be embedded in future years	Improving quality of life for local people	Improving the happiness and wellbeing of residents	new
7	Enable	Focus on maximising physical activity in the district, and work to promote this across local partners.	Improving quality of life for local people	Improving the happiness and wellbeing of residents	carried forward
8	Enable	Maximise, and report on, the benefits of a targeted approach to support residents to improve their quality of life through the promotion and delivery of relevant services.	Improving quality of life for local people	Improving the happiness and wellbeing of residents	carried forward
9	Influence	Continue to work with statutory partners to secure improvements to transport options for Huntingdonshire, including active travel.	Improving quality of life for local people	Improving the happiness and wellbeing of residents	carried forward
10	Influence	Embed the priorities of Huntingdonshire Futures across the work of the Council and Partners whilst influencing and enabling communities to do the same.	Improving quality of life for local people	Improving the happiness and wellbeing of residents	new
11	Do	Report regularly on progress on the delivery of an integrated financial	Improving quality of life for local people	Keeping people out of crisis	carried forward

		vulnerability model between HDC and partners (PROJECT).			
12	Do	Act on opportunities for early intervention and regularly report on learning and impact.	Improving quality of life for local people	Keeping people out of crisis	carried forward
13	Enable	Maximise, and report on, the benefits of a targeted approach to support residents at risk of experiencing crisis through the promotion and delivery of relevant services (e.g. improve data sharing with the police to inform a targeted on-the-ground door-knocking campaign to help prevent crime).	Improving quality of life for local people	Keeping people out of crisis	carried forward
14	Enable	Prevent the causes of homelessness wherever we can by our own efforts but also by working with other partners to tackle the root causes where we can	Improving quality of life for local people	Keeping people out of crisis	new
15	Do	Continue to support refugees and other guests, seeking to support good community relations and smooth transition into long-term residency or return home.	Improving quality of life for local people	Helping people in crisis	carried forward
16	Do	Deliver the recommendations of the review into Disabled Facilities Grants undertaken by Officers and Members in 2024/25.	Improving quality of life for local people	Helping people in crisis	new

17	Enable	Maximise, and report on, the benefits of a targeted approach to support residents experiencing crisis through the promotion and delivery of relevant services (e.g. identifying individuals who could benefit from support offered by the Resident Advice and Information team and reporting on outcomes).	Improving quality of life for local people	Helping people in crisis	carried forward
18	Influence	Lobby, and support campaigns, for improvements to the living conditions of local residents.	Improving quality of life for local people	Helping people in crisis	carried forward
19	Influence	Be an active partner working with others within health and social care to make sure projects and new initiatives are delivered within Huntingdonshire and maximise the positive impact felt locally	Improving quality of life for local people	Helping people in crisis	new
20	Do	Develop a new Housing Strategy and Action Plan for 2025-26.	Creating a better Huntingdonshire for future generations	Improving Housing	revised and carried forward
21	Do	Continue to use surplus Council owned sites to deliver affordable housing (PROJECT).	Creating a better Huntingdonshire for future generations	Improving Housing	revised and carried forward
22	Do	Develop policy to support the use of civil penalties with regard to private sector housing enforcement.	Creating a better Huntingdonshire for future generations	Improving Housing	carried forward
23	Do	Implement the government's new Supported Housing (Regulatory Oversight) Act, review of supported exempt accommodation in the area and introduce licensing regulations.	Creating a better Huntingdonshire for future generations	Improving Housing	revised and carried forward

24	Enable	Maintain the level of new housing delivery, which meets the needs of Huntingdonshire residents, including the type of home and tenure (open market and social housing).	Creating a better Huntingdonshire for future generations	Improving Housing	carried forward
25	Enable	Work in partnership to look at best practice and funding to improve housing conditions, including retrofit programmes in social and private housing.	Creating a better Huntingdonshire for future generations	Improving Housing	carried forward
26	Influence	Work with Registered Providers to improve conditions in existing accommodation through regeneration schemes.	Creating a better Huntingdonshire for future generations	Improving Housing	carried forward
27	Influence	Work with partners to address barriers to housing delivery and support housing delivery rates.	Creating a better Huntingdonshire for future generations	Improving Housing	new
28	Influence	Work with Health and Social Care Providers to explore future models of housing, support and care, enabling people to live independently for longer.	Creating a better Huntingdonshire for future generations	Improving Housing	carried forward
29	Influence	Produce sustainable housing guidance for developers that encourages sustainable construction methods and new homes to be of high environmental standards.	Creating a better Huntingdonshire for future generations	Improving Housing	new
30	Do	Promote Huntingdonshire as a destination for high value inward investment, prioritising businesses that are proactively reducing their	Creating a better Huntingdonshire for future generations	Forward-thinking economic growth	carried forward

		carbon emissions, and produce an annual report on activity.			
31	Do	Deliver the business support projects within the UK Shared Prosperity Fund (UKSPF) and Rural England Prosperity Fund (REPF) programme, including Manufacturing Digitalisation, Green Business Initiative, Jumpstart business competition and a new Start-up programme (PROJECT).	Creating a better Huntingdonshire for future generations	Forward-thinking economic growth	carried forward
32	Do	Establish the Economic Growth Strategy and Action Plan.	Creating a better Huntingdonshire for future generations	Forward-thinking economic growth	revised and carried forward
33	Do	Delivery of the Market Town Programme and their High Street projects. Ensuring their promotion to drive additional economic and social activity.	Creating a better Huntingdonshire for future generations	Forward-thinking economic growth	revised and carried forward
34	Do	Continue the update to the Local Plan, including updating evidence bases in line with National Planning Policy, particularly where it relates to Economy, Environment and Housing.	Creating a better Huntingdonshire for future generations	Forward-thinking economic growth	revised and carried forward
35	Enable	Support our market towns and town centres as hubs of economic and social activity.	Creating a better Huntingdonshire for future generations	Forward-thinking economic growth	new
36	Enable	Support the visitor economy and culture sector including CPCA Local Visitor Economy Partnership.	Creating a better Huntingdonshire for future generations	Forward-thinking economic growth	new

37	Influence	Work with the CPCA and partners to support skills development and opportunities.	Creating a better Huntingdonshire for future generations	Forward-thinking economic growth	revised and carried forward
38	Influence	Work with partners to secure investment and growth in Huntingdonshire, maximising the opportunities presented through Local Government Reorganisation and additional devolved powers.	Creating a better Huntingdonshire for future generations	Forward-thinking economic growth	new
39	Influence	Influence delivery of infrastructure including East West Rail, A428, A141 Strategic Outline Business Case and future Transport Strategies.	Creating a better Huntingdonshire for future generations	Forward-thinking economic growth	carried forward
40	Influence	Support and engage in the development of the Local Growth Plan as it is developed by the CPCA, highlighting the inward investment and growth priorities and opportunities for Huntingdonshire	Creating a better Huntingdonshire for future generations	Forward-thinking economic growth	new
41	Influence	Run and attend a programme of events to promote the profile of Huntingdonshire as a place to invest, grow and deliver economic growth.	Creating a better Huntingdonshire for future generations	Forward-thinking economic growth	new
42	Do	Maximise opportunities to expand the use of Hydrotreated Vegetable Oil (HVO) Fuel where there is a business case to do so.	Improving quality of life for local people	Lowering our carbon emissions	new
43	Do	Maximise decarbonisation of our fleet where there is a business case to do through a fleet strategy.	Improving quality of life for local people	Lowering our carbon emissions	revised and carried forward

44	Do	Minimise use of fossil fuels for energy where there is a business case to do so.	Improving quality of life for local people	Lowering our carbon emissions	revised and carried forward
45	Do	Showcase and encourage community action to lower carbon emissions.	Improving quality of life for local people	Lowering our carbon emissions	new
46	Do	Identify emissions from HDC IT data centres to include in reporting and establish disposal methods for IT equipment to reduce environmental impact.	Improving quality of life for local people	Lowering our carbon emissions	carried forward
47	Do	Delivery of Climate Awareness Training across the Council.	Improving quality of life for local people	Lowering our carbon emissions	new
48	Do	Maximise use of solar of Council operational buildings (PROJECT).	Improving quality of life for local people	Lowering our carbon emissions	new
49	Do	Improve household recycling, reduce greenhouse gas emissions and reducing food waste through implementation of household food waste collections (PROJECT).	Improving quality of life for local people	Lowering our carbon emissions	new
50	Enable	Support community projects that reduce carbon emissions. Net Zero Villages (PROJECT).	Improving quality of life for local people	Lowering our carbon emissions	new
51	Enable	Enabling community action and engagement to achieve greater biodiversity. Biodiversity4All extension to pilot urban nature corridors and natural flood prevention (PROJECT).	Improving quality of life for local people	Lowering our carbon emissions	revised and carried forward
52	Influence	Develop the Council's procurement rules to further embed social and environmental value.	Improving quality of life for local people	Lowering our carbon emissions	carried forward

53	Influence	Expand positive climate action support for local businesses, celebrating best practice and sharing knowledge.	Improving quality of life for local people	Lowering our carbon emissions	carried forward
54	Do	Refresh our Commercial Investment Strategy to support informed and impactful investment.	Delivering good quality, high value-for-money services with good control and compliance with statutory obligations	Delivering good quality, high value-for-money services with good control and compliance with statutory obligations	revised and carried forward
55	Do	Delivery of the Workforce Strategy Action Plan equipping the workforce with skills for the future whilst attracting, retaining and nurturing talent (PROJECT).	Delivering good quality, high value-for-money services with good control and compliance with statutory obligations	Delivering good quality, high value-for-money services with good control and compliance with statutory obligations	new
56	Do	Continue our Customer Services improvement programme to ensure that our customers are always at the heart of what we do (PROJECT).	Delivering good quality, high value-for-money services with good control and compliance with statutory obligations	Delivering good quality, high value-for-money services with good control and compliance with statutory obligations	carried forward
57	Do	Progress the Development Management Improvement programme informed by the Local Government Association Peer Review to deliver continued efficiency in the planning service (PROJECT).	Delivering good quality, high value-for-money services with good control and compliance with statutory obligations	Delivering good quality, high value-for-money services with good control and compliance with statutory obligations	revised and carried forward

58	Do	Progress delivery of Civil Parking Enforcement across the District to enforce on-street parking activity (PROJECT).	Delivering good quality, high value-for-money services with good control and compliance with statutory obligations	Delivering good quality, high value-for-money services with good control and compliance with statutory obligations	revised and carried forward
59	Do	Build the enhancements to visitor facilities at Hinchingsbrooke Country Park (PROJECT).	Delivering good quality, high value-for-money services with good control and compliance with statutory obligations	Delivering good quality, high value-for-money services with good control and compliance with statutory obligations	revised and carried forward
60	Do	Implement the recommendations and suggestions made from the Local Government Association Corporate Peer Challenge, continuing to drive transparent continuous improvement.	Delivering good quality, high value-for-money services with good control and compliance with statutory obligations	Delivering good quality, high value-for-money services with good control and compliance with statutory obligations	new
61	Do	Extend the use of benchmarking data to identify opportunities for transformation.	Delivering good quality, high value-for-money services with good control and compliance with statutory obligations	Delivering good quality, high value-for-money services with good control and compliance with statutory obligations	revised and carried forward
62	Do	Expand the use of unit costing within priority service areas to demonstrate productivity and opportunities for transformation.	Delivering good quality, high value-for-money services with good control and compliance with statutory obligations	Delivering good quality, high value-for-money services with good control and compliance with statutory obligations	revised and carried forward

63	Do	Identify opportunities to use Artificial Intelligence in a targeted way to support transformation and efficiency in compliance with emergent legislation.	Delivering good quality, high value-for-money services with good control and compliance with statutory obligations	Delivering good quality, high value-for-money services with good control and compliance with statutory obligations	carried forward
64	Do	Listen to local residents and respond to their input on service delivery.	Delivering good quality, high value-for-money services with good control and compliance with statutory obligations	Delivering good quality, high value-for-money services with good control and compliance with statutory obligations	carried forward
65	Do	Engage proactively with Local Government Reorganisation to ensure the priorities, opportunities and efficiencies for our communities are maximised	Delivering good quality, high value-for-money services with good control and compliance with statutory obligations	Delivering good quality, high value-for-money services with good control and compliance with statutory obligations	new
66	Enable	Enable our outstanding volunteers in our parks, nature reserves and elsewhere to continue to improve the quality of those spaces.	Delivering good quality, high value-for-money services with good control and compliance with statutory obligations	Delivering good quality, high value-for-money services with good control and compliance with statutory obligations	carried forward
67	Influence	Our well-run Council will act as a model for our peers.	Delivering good quality, high value-for-money services with good control and compliance with statutory obligations	Delivering good quality, high value-for-money services with good control and compliance with statutory obligations	carried forward

2025-26 KPI Amendment Proposals

Performance and Insights Team
January 2025

Foreword



This appendix is to highlight all of the key performance indicators (KPIs) that the Business Performance and Insights team recommend are tracked in the 2025-26 financial year.

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All metrics not mentioned here have had no changes made to their wording, target or tolerance since the 2024-25 financial year.

If you have any questions, please direct them to:

performance@huntingdonshire.gov.uk

Proposed KPI Changes



Performance Indicator	PI Holder	Proposed Change	Proposed Change Details	Justification
1. Number of Attendances at Active Lifestyle Programmes And Number of Attendances at Sport Development Activities and Programmes	Jo Peadon	Alteration	Proposed Target: 54,714	Both metrics are now under the control of the Active Lifestyles manager, so the new combined metric would show overall health of the service, rather than the health of its constituent parts.
			Proposed Tolerance: 49,243	
2. Number of One Leisure Facilities Admissions (excluding Burgess Hall and School Admissions)	Leigh Allaker & Gregg Holland	More Difficult Target	Current Target: 1,483,123	This new target is a 3% growth on the forecasted performance seen this year. This growth is expected due to the recent renovations across One Leisure sites.
			Proposed Target: 1,518,380	
			Current Tolerance: 1,334,811	
			Proposed Tolerance: 1,442,461	

Director for People – Proposed KPI Changes



Performance Indicator	PI Holder	Proposed Change	Proposed Change Details	Justification
4. Average time (weeks) between date of referral and practical completion of jobs funded through Disabled Facilities Grants	Melanie Barnes & Claudia Deeth	More Lenient Target	Current Target: 22 Weeks	The target and tolerance would be increased to reflect the significant delays faced due to issues with our Social Landlord partners. Previous performance indicates that no targets below 28 weeks have been met in the last three years.
			Proposed Target: 28 Weeks	
			Current Tolerance: 30 Weeks	
			Proposed Tolerance: 32 Weeks	
6. Average number of days to process changes of circumstances for Housing Benefit and Council Tax support	Katie Kelly & Barnes Huggins	More Difficult Target	Current Target: 5 Days	This metric has significantly exceeded its target all year and is the best actual performance for the last three years by a significant margin. Therefore, a target change is proposed.
			Proposed Target: 4 Days	
			Current Tolerance: 7 Days	
			Proposed Tolerance: 6 Days	
7. Number of Homeless Preventions Achieved	Jon Collen	Subject to Change	Current Target: 480	* A target and tolerance for this metric cannot be predicted at this time, so while no change is currently reported, this is subject to change.
			Proposed Target: 480	
			Current Tolerance: 445	
			Proposed Tolerance: 445	

Director for People – Proposed KPI Changes



Performance Indicator	PI Holder	Proposed Change	Proposed Change Details	Justification
8. Number of households housed through the housing register and Home-link scheme. (cumulative)	Jon Collen	Subject to Change	Current Target: 685	* A target and tolerance for this metric cannot be predicted at this time, so while no change is currently reported, this is subject to change.
			Proposed Target:	
			Current Tolerance: 616	
			Proposed Tolerance:	
9. Number of households in Temporary Accommodation. (cumulative)	Jon Collen	Subject to Change	Current Target: 135	* A target and tolerance for this metric cannot be predicted at this time, so while no change is currently reported, this is subject to change.
			Proposed Target:	
			Current Tolerance: 148	
			Proposed Tolerance:	
12. Number of new affordable houses delivered	Frank Mastrandrea & Pamela Scott	More Difficult Target	Current Target: 292 Houses	The Local Plan and latest Housing Needs Assessment indicate that we need to build 444 affordable houses a year to meet demand, therefore this is the proposed target.
			Proposed Target: 444 Houses	
			Current Tolerance: 219 Houses	
			Proposed Tolerance: 356 Houses	

Director for People – Proposed KPI Additions



Proposed Performance Indicator	Proposed PI Holder	Proposed Addition Justification	Proposed Details
17. Cumulative footfall in market towns (Monthly)	Rebecca Tomlin	ADDITION - This metric will highlight how attractive our market towns are and how this changes over time. This metric is also correlated to the success of the economic development team and will allow members to track the effects of their initiatives.	Target: 15,719,143 Tolerance: 14,933,185
18. Total number of business engagements by the Economic Development Team (cumulative)	Rebecca Tomlin	ADDITION - This metric will highlight to members how many local businesses are receiving advice or support from the Economic Development team. This metric will be inclusive of LinkedIn growth, newsletter signups, the number of events attended by the econ dev team and the number of businesses receiving support monthly.	Target: 420 Engagements Tolerance: 378 Engagements

Director for People – Proposed KPI Changes



Performance Indicator	PI Holder	Proposed Change	Proposed Change Details	Justification
25. Sanctions against environmental crimes and anti-social behaviour.	Robert Mitchell & Anthony Hayes	Alteration	Current Target: 12 Fines	It is proposed that this metric replaces PI 24 (enforcements against Fly-tips). This change better reflects the role of the service and will highlight their activity in countering environmental crime and anti-social behaviour.
			Proposed Target: 100 Sanctions	
			Current Tolerance: 10 Fines	
			Proposed Tolerance: 90 Sanctions	
26. The number of programmed food safety inspections undertaken (cumulative)	Kate Penn & Claudia Deeth	Subject to Change	Current Target: 612	* A target and tolerance for this metric cannot be predicted at this time, so while no change is currently reported, this is subject to change.
			Proposed Target:	
			Current Tolerance: 581	
			Proposed Tolerance:	
27. Percentage of calls to Contact Centre answered (cumulative)	Michelle Greet & Cedric Gough-Goodman	More Difficult Target	Current Target: 80%	The percentage of calls answered has not dipped below 86% since June 2023 and the Call Centre has gained many new full time staff members. This new target also brings us closer in line with our peers.
			Proposed Target: 85%	
			Current Tolerance: 72%	
			Proposed Tolerance: 80%	

Director for People – Proposed KPI Changes



Performance Indicator	PI Holder	Proposed Change	Proposed Change Details	Justification
28. Average wait time for customers calling the Contact Centre (cumulative)	Michelle Greet & Cedric Gough-Goodman	More Difficult Target	Current Target: 600 Seconds	Previous performance significantly exceeds the current target (by 150 seconds) and the tolerance (by 450 seconds). This target would also bring us closer in line with the targets of our peers.
			Proposed Target: 300 Seconds	
			Current Tolerance: 240 Seconds	
			Proposed Tolerance: 180 Seconds	

Proposed Performance Indicator	Proposed PI Holder	Proposed Addition Justification	Proposed Details
29. Customer Satisfaction (Contact Centre)	Michelle Greet & Cedric Gough-Goodman	ADDITION - This new metric would track the monthly satisfaction of people who call the contact centre. The average c-sat score in gov call centres is between 73-79%, therefore we propose a target of 75% and a tolerance of 65%. The target and tolerance may be subject to change once the initial data is collected and reviewed.	Target: ~75% Satisfaction
			Tolerance: ~65% Satisfaction

Director for People – Proposed KPI Changes



Performance Indicator	PI Holder	Proposed Change	Proposed Change Details	Justification
34. Staff turnover percentage per individual month)	Leanne Harfield & Ryan Roden	More Lenient Target	Current Target: 1.2% (+/- 0.2%)	Turnover is increasing nationally and is on average between 2.0-2.8% in English local governments. Uncertainty from the LGR and expiring contracts are expected to drive turnover further. Therefore, it is proposed that the margins be widened.
			Proposed Target: 1.5 (+/- 0.25%)	
			Current Tolerance: 0.6-1.8%	
			Proposed Tolerance: 0.75-2.25%	

Proposed Performance Indicator	Proposed PI Holder	Proposed Addition Justification	Proposed Details
35. Average length of service (years)	Leanne Harfield & Ryan Roden	ADDITION - This metric would supplement KPI 34 by highlighting if we are retaining our experience. This would be especially valuable during a potentially high turnover period. This should be reported quarterly. Currently, we have an average length of service of 9.6 years, and this typically changes by about 0.5 every year. Therefore, the target will be to retain this 9.6 years of average experience and the tolerance will be 9 years.	Target: 9.6 Years
			Tolerance: 9.0 Years

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