



A meeting of the **OVERVIEW AND SCRUTINY PANEL (PERFORMANCE AND GROWTH)** will be held in **THE CIVIC SUITE (LANCASTER/STIRLING ROOMS), PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON, PE29 3TN** on **WEDNESDAY, 21 JANUARY 2026** at **7:00 PM** and you are requested to attend for the transaction of the following business:-

AGENDA

APOLOGIES

1. MINUTES (Pages 5 - 8)

To approve as a correct record the Minutes of the Overview and Scrutiny Panel (Performance and Growth) meeting held on 5th November 2025.

Contact Officer: L Adams
01480 388234

2. MEMBERS' INTERESTS

To receive from Members declarations as to disclosable pecuniary and other interests in relation to any Agenda item.

Contact Officer: L Adams
01480 388234

3. OVERVIEW AND SCRUTINY WORK PROGRAMME (Pages 9 - 24)

a) The Panel are to receive the Overview and Scrutiny Work Programme and Notice of Key Decisions for the period 1st February 2026 to 31st May 2026.

b) Members to discuss future planning of items for the Work Programme

Contact Officer: L Adams
01480 388234

4. OUTSTANDING RESPONSES FROM PREVIOUS MEETINGS (Pages 25 - 26)

To note the responses outstanding from previous meetings.

Contact Officer: L Adams
01480 388234

5. USE OF URGENCY PROVISION (Pages 27 - 30)

The Overview and Scrutiny Panel (Performance & Growth) is to note the contents of the report.

Contact Officer: L Jablonska
01480 388004

6. CORPORATE PEER CHALLENGE UPDATE 2025/2026 Q3 (Pages 31 - 60)

The Overview and Scrutiny Panel (Performance & Growth) is invited to comment on the contents of the report and make any comments for Cabinet.

Contact Officer: L Aston
01480 388604

7. EMPTY HOMES STRATEGY (Pages 61 - 108)

The Overview The Overview and Scrutiny Panel are invited to consider the Draft Empty Homes Strategy (Appendix 1) and provide comments to inform the final version to be considered by Cabinet.

Contact Officer: S Hebblethwaite
07860 511431

8. CORPORATE PLAN REFRESH 2026/2027 (Pages 109 - 180)

The Panel is invited to consider and comment on the refreshed Corporate Plan (Appendix A) and Key Performance Indicators (Appendix D).

Contact Officer: B Clifton-Attfield
01480 388653

13 day of January 2026

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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The District Council also permits filming, recording and the taking of photographs at its meetings that are open to the public. Arrangements for these activities should operate in accordance with [guidelines](#) agreed by the Council.

Please contact Miss Lauren Adams, Democratic Services Officer, Tel No. 01480 388234/e-mail Lauren.Adams@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.

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HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the OVERVIEW AND SCRUTINY PANEL (PERFORMANCE AND GROWTH) held in Civic Suite, Pathfinder House, St Mary's Street, Huntingdon PE29 3TN on Wednesday, 5 November 2025.

PRESENT: Councillor S L Taylor – Vice Chair.

Councillors A Blackwell, J R Catmur,
B S Chapman, S J Corney, I D Gardener,
A R Jennings, R Martin, S R McAdam and
C H Tevlin.

APOLOGY(IES): Apologies for absence from the meeting were submitted on behalf of Councillors C M Gleadow and Dr M Pickering.

39. MINUTES

The Minutes of the meeting held on 8th October 2025 were approved as a correct record and signed by the Chair.

40. MEMBERS' INTERESTS

No interests were declared.

41. OVERVIEW AND SCRUTINY WORK PROGRAMME

With the aid of a report by the Democratic Services Officer (Scrutiny) (a copy of which is appended in the Minute Book) the Overview and Scrutiny Work Programme was presented to the Panel.

Due to the additional extraordinary meetings and the lack of regular business, the potential cancellation of the December Panel meeting was briefly discussed.

42. OUTSTANDING RESPONSES FROM PREVIOUS MEETINGS

The Panel received and noted the responses received in relation to questions arising at previous meetings of the Panel.

43. CORPORATE PERFORMANCE REPORT 2025/2026 (QUARTER 2)

By means of a report by the Business Intelligence and Performance Manager (a copy of which was appended in the Minute Book), the Corporate Performance 2025/26 Quarter 2 Report was presented to the Panel.

A question regarding training for AI was raised. The Member asked if this was used by Officers in a structured way or on an ad hoc basis. Attention was also drawn to Corporate Plan Action 64 of the report, commenting that it was classed as amber but was green previously. He asked how listening to residents is measured and does

amber mean this is not happening. The Panel heard that the proper use of AI can be a huge productivity enhancement, and an automated service is being introduced to the Customer Service Team as part of an aggressive cost saving project. In response to a query regarding CPA 64, it was confirmed that the Team have joined a County wide service to responding to Local Government Reorganisation (LGR), including sending a series of surveys to residents and interact with FAQ's and information on key questions are available on the website. They also heard further clarification regarding green, amber and red status can be provided to the Panel.

The report was praised for including the preferred direction of travel and suggested if the Green waste could be normalised by rainfall. The Panel heard that rainfall is a factor but there are many considerations which are taken into account. It was acknowledged that perhaps the target could be reviewed again.

The delivery of Civil Parking Enforcement (CPE) was raised and the Member questioned why this was showing as green in the report. The Panel heard that the green status shows the strategy is in place and the data will be reviewed over a period of six months before conclusions can be drawn.

PI17 was mentioned, particularly relating to the number of business engagements made by the Economic Development Team. They would have liked to have seen more detail regarding the successes of the Team, such as the Huntingdonshire Does Defence event. The Panel heard Officers have been encouraged to bring more visibility to their interactions and are working to share this information in All Member's Briefings. It was confirmed that ensuring this information is shared means that Huntingdonshire remains a place where businesses will want to invest which remains part of the Economic Strategy.

A question was also raised about PI11, the number of Affordable Houses that have been delivered, noting that the target was predicted to remain at Red. It was requested that Councillor Wakeford come back to the Panel to advise how this is going to be addressed. It was confirmed that whilst the number of houses is not something the Organisation can directly influence, it needs to be influenced somehow as the consequences of not having enough affordable housing is reflected in some of the Red statuses showing from the Housing and Homelessness Team. It was heard that in previous years, the Organisation had delivered a record number of houses. The Panel were advised that they would need to invite Councillor Wakeford back to hear further information from him.

Relating to PI23, it was stated that it would be useful to know where the inspections had taken place and further insight into the grading system was requested. The Panel heard that a methodology and breakdown of the wards visited was provided previously but Officers were happy to share after the meeting. **A hard copy was provided to the Member after the meeting.*

The Panel questioned when Civil Parking Enforcement will be rolled out across the District as Members are still experiencing issues across their areas. The Panel heard this will be taken away and an

answer sought. They were also advised that an update will be provided in an All Member's briefing before the end of the year and further information will come back to this Panel after six months once more data has been collated and reviewed.

The topic of Active Travel Matters was mentioned, particularly the Active Travel Routes project. The Member asked if local Members had been engaged with this, raising a proposed travel route from Phoenix Park to Wyboston as a potential issue. The Panel heard that more information could be sought regarding this but it will most likely be a referral to Cambridgeshire County Council.

After an update request regarding the Old Falcon, the Panel heard that this will be taken away and a written answer sought.

Following the discussion, it was

RESOLVED

that the comments of the Overview and Scrutiny Panel be passed to Cabinet for their consideration when making a decision upon the recommendations within the report.

44. TRANSFORMATION REPORT

The Panel sought clarification regarding the use of the word 'endorse' on the recommendation for Cabinet. They stated it was not within the Panel's remit to do this. It was confirmed the term endorse was to seek support for the Report and to share their comments to the Cabinet, not to make a decision.

Disappointment was expressed that the report appeared not to be a plan for transformation, but a list of the projects already in place. It was felt the organisation should be working on ways to improve, where it currently stands and how the organisation can reach the level they aspire to. The Local Government Agency (LGA) website was referenced, particularly where it shows benchmarking capabilities, providing different capabilities to review and a scoring matrix. Further understanding was requested in how Officers are being set up towards Local Government Reorganisation (LGR) so they are in the best position for new job opportunities and how successful Huntingdonshire District Council (HDC) are regarding delivering services to residents.

The Panel heard that an enormous amount of work goes into delivering services to residents and continuously improving every year. They were advised this is a first draft of the plan and remains ongoing. Officers are developing the benchmarking data as per the LGA guidelines as part of the mid-year review and aspects of this report reflect a recommendation from the Corporate Peer Review.

It was acknowledged that the Workforce strategy incorporated 'Culture' which falls under one of the seven C's of Transformation in the organisation, but the Panel were not comfortable that this be called a Transformation Plan.

Councillor Martin made a recommendation that the report have an

alternative title such as “*Project Tracker*” or “*Service Plan*” as he felt it was not a Transformation Plan which he would like to be brought back for discussion at a later date.

The Vice Chair was pleased that all the information was in one report, however agreed with Councillor Martin that she felt the report did not reflect a Transformation plan.

Further insight into project classifications was requested and the Panel asked how other projects which do not meet the criteria are tracked. It was heard the project classifications were designed to bring distinction on how projects need to be categorised. These are based on elements such as risk, cost, delivery time and the impact on other services. The continuous improvement projects not classified as such are tracked elsewhere.

Further agreement was expressed with Councillor Martin’s point regarding the report showing legacy projects rather than an action plan for transformation.

It was reiterated to the Panel that Transformation and Reorganisation are separate subjects and should not be mistaken for directly linking to each other.

Attention was drawn to the Workforce strategy, particularly how the Council are attracting new talent and supporting wellbeing in the workforce. It was noted that it would have been beneficial to include details of this in the report.

The Vice Chair expressed her disappointment that the St Neots Riverside Parks project was absent from the projects covered in the report. It was heard that although the project had planning consent and part of the project had been completed, there was no funding available to continue. The projects in the report are reflective of the Council’s agreed Capital Programme, and the St Neots Riverside Parks was not part of this. It was suggested this be taken directly to Members through budget setting for further discussion.

The motion proffered by Councillor Martin was seconded by Councillor Jennings.

The Panel heard the new Recommendation and a vote was called. It was unanimous in favour of the Recommendation.

Following the discussion, the Panel were informed that their comments would be added to the Cabinet report in order for Cabinet to make a decision upon the recommendations within the report, and additionally, the Panel request that the Cabinet consider adding the following recommendation to their report;

- 1) For the title of the report be changed to reflect the nature of the report’s contents and that the Portfolio Holder bring back a report for the Transformation Plan when ready.

Chair

NOTICE OF EXECUTIVE KEY DECISIONS INCLUDING THOSE TO BE CONSIDERED IN PRIVATE

Prepared by: Councillor Sarah Conboy, Executive Leader of the Council
Date of Publication: 12 January 2026
For Period: 1 February 2026 to 31 May 2026

Membership of the Cabinet is as follows:-

Councillor Details		Councillor Contact Details
Page 9	Councillor S J Conboy	Executive Leader of the Council and Executive Councillor for Place
		Cloudberry Cottage 9 Earning Street Godmanchester Huntingdon PE29 2JD Tel: 01480 414900 / 07831 807208 E-mail: Sarah.Conboy@huntingdonshire.gov.uk
	Councillor L Davenport-Ray	Executive Councillor for Climate, Transformation and Workforce
		73 Hogsden Leys St Neots Cambridgeshire PE19 6AD E-mail: Lara.Davenport-Ray@huntingdonshire.gov.uk
	Councillor S Ferguson	Executive Councillor for Resident Services and Corporate Performance
		9 Anderson Close St Neots Cambridgeshire PE19 6DN Tel: 07525 987460 E-mail: Stephen.Ferguson@huntingdonshire.gov.uk

Councillor J Harvey	Executive Governance Services	Councillor for and Democratic	c/o Huntingdonshire District Council Pathfinder House St Mary's Street Huntingdon Cambridgeshire PE29 3TN Tel: 07941 080531 E-mail: Jo.Harvey@huntingdonshire.gov.uk
Councillor S Howell	Executive Communities, Health and Leisure	Councillor for	c/o Huntingdonshire District Council Pathfinder House St Mary's Street Huntingdon Cambridgeshire PE29 3TN Tel: 01733 794510 E-mail: Sally.Howell@huntingdonshire.gov.uk
Councillor J Kerr	Executive Countryside, Waste and Scene	Councillor for Parks and and Street	15 Crown Walk St Ives Cambridgeshire PE27 5QN Tel: 07906 899425 E-mail: Julie.Kerr@huntingdonshire.gov.uk
Councillor B Mickelburgh	Executive Resources	Councillor for Finance &	2 Grainger Avenue Godmanchester Huntingdon Cambridgeshire PE29 2JT Tel: 07441 392492 E-mail: Brett.Mickelburgh@huntingdonshire.gov.uk

Councillor T Sanderson	Deputy Executive Leader and Executive Councillor for Planning	29 Burmoor Close Huntingdon Cambridgeshire PE29 6GE Tel: 01480 436822 E-mail: Tom.Sanderson@huntingdonshire.gov.uk
Councillor S Wakeford	Executive Councillor for Economy, Regeneration and Housing	4 Croft Close Brampton Huntingdon Cambridgeshire PE28 4TJ Tel: 07762 109210 E-mail: Sam.Wakeford@huntingdonshire.gov.uk

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Notice is hereby given of:

- Key decisions that will be taken by the Cabinet (or other decision maker)
- Confidential or exempt executive decisions that will be taken in a meeting from which the public will be excluded (for whole or part).

A notice/agenda together with reports and supporting documents for each meeting will be published at least five working days before the date of the meeting. In order to enquire about the availability of documents and subject to any restrictions on their disclosure, copies may be requested by contacting the Democratic Services Team on 01480 388169 or E-mail Democratic.Services@huntingdonshire.gov.uk.

Agendas may be accessed electronically at the [District Council's website](#).

Formal notice is hereby given under The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 that, where indicated part of the meetings listed in this notice will be held in private because the agenda and reports for the meeting will contain confidential or exempt information under Part 1 of Schedule 12A to the Local Government (Access to Information) Act 1985 (as amended) and that the public interest in withholding the information outweighs the public interest in disclosing it. See the relevant paragraphs below.

Any person who wishes to make representations to the decision maker about a decision which is to be made or wishes to object to an item being considered in private may do so by emailing Democratic.Services@huntingdonshire.gov.uk or by contacting the Democratic Services Team. If representations are received at least eight working days before the date of the meeting, they will be published with the agenda together with a statement of the District Council's response. Any representations received after this time will be verbally reported and considered at the meeting.

Paragraphs of Part 1 of Schedule 12A to the Local Government (Access to Information) Act 1985 (as amended) (Reason for the report to be considered in private)

1. Information relating to any individual
2. Information which is likely to reveal the identity of an individual
3. Information relating to the Financial and Business Affairs of any particular person (including the Authority holding that information)
4. Information relating to any consultations or negotiations or contemplated consultations or negotiations in connection with any labour relations that are arising between the Authority or a Minister of the Crown and employees of or office holders under the Authority
5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings
6. Information which reveals that the Authority proposes:-
 - (a) To give under any announcement a notice under or by virtue of which requirements are imposed on a person; or
 - (b) To make an Order or Direction under any enactment
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

Huntingdonshire District Council
Pathfinder House
St Mary's Street
Huntingdon PE29 3TN.

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- Notes:-
- (i) Additions changes from the previous Forward Plan are annotated ***
 - (ii) Part II confidential items which will be considered in private are annotated ## and shown in italic.

Matter for Decision Description of Decision	Decision Maker	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private (paragraph no.)	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Community Chest Grant Aid Awards 2025/26 To consider applications received via the Community Chest Awards Scheme for 2024/25.	Grants Panel	18 Mar 2026		Claudia Deeth, Public Protection Manager Tel: (01480) 388233 or email: Claudia.Deeth@huntingdonshire.gov.uk		S Howell & L Davenport-Ray	Environment, Communities & Partnerships
Final 2026/27 Budget and Medium Term Financial Strategy (2027/28 to 2030/31) including Capital Programme	Cabinet	10 Feb 2026		Lydia Morrison, Interim Corporate Director, Finance and Resources (S151) Tel: (01480) 388178 or email Lydia.Morrison@huntingdonshire.gov.uk		B Mickelburgh	Performance & Growth

Matter for Decision Description of Decision	Decision Maker	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private (paragraph no.)	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Fleet Renewal and Infrastructure Improvement Strategy	Cabinet	10 Feb 2026		Andrew Rogan, Head of Operations Tel: (01480) 388082 or email Andrew.Rogan@huntingdonshire.gov.uk		J Kerr	Environment, Communities & Partnerships
Habitat Banking	Cabinet	10 Feb 2026		Nick Massey, Open Spaces Project Manager Email: Nick.Massey@huntingdonshire.gov.uk		J Kerr	Environment, Communities & Partnerships
Lettings Policy Review	Cabinet	10 Feb 2026		Jon Collen, Housing Needs Manager Tel: (01480) 388220 or email Jon.Collen@huntingdonshire.gov.uk		S Wakeford	Environment, Communities & Partnerships

Matter for Decision Description of Decision	Decision Maker	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private (paragraph no.)	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Treasury Management Capital and Investment Strategies	Cabinet	10 Feb 2026		Lydia Morrison, Interim Corporate Director, Finance and Resources (S151) Tel: (01480) 388178 or email Lydia.Morrison@huntingdonshire.gov.uk		B Mickelburgh	Performance & Growth
2025-26 LSCIL Governance – Phase 2 – Strategic Allocation***	Cabinet	10 Feb 2026		Lydia Morrison, Interim Corporate Director, Finance and Resources (S151) Tel: (01480) 388178 or email Lydia.Morrison@huntingdonshire.gov.uk Mike Gildersleeves, Deputy Chief Executive and Corporate Director (Place) Tel: (01480) 388568 or email Mike.Gildersleeves@huntingdons hire.gov.uk		T Sanderson	Performance & Growth

Matter for Decision Description of Decision	Decision Maker	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private (paragraph no.)	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Business Rates Discretionary Rate Relief Policy - Update	Executive Councillor for Resident Services and Corporate Performance and Section 151 Officer	Feb 2026		Zoe Warren, Council Tax & Business Rates Manager Tel: (01480) 388461 or email Zoe.Warren@huntingdonshire.gov.uk		S Ferguson	
Community Infrastructure Levy Funding	Cabinet	17 Mar 2026		Claire Burton, Implementation Team Leader Tel: (01480) 388274 or email Claire.Burton@huntingdonshire.gov.uk		T Sanderson	Performance & Growth
Corporate Plan Update	Cabinet	17 Mar 2026		Lucy Aston, Business Performance and Transformation Manager Tel: (01480) 388604 or email Lucy.Aston@huntingdonshire.gov.uk		S Conboy	Performance & Growth

Matter for Decision Description of Decision	Decision Maker	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private (paragraph no.)	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Empty Homes Strategy	Cabinet	17 Mar 2026		Pamela Scott, Head of Economy, Regeneration and Housing Delivery Tel: (01480) 388146 or email Pamela.Scott@huntingdonshire.gov.uk		S Wakeford	Performance & Growth
Parks and Open Space Commercial Sustainability	Cabinet	17 Mar 2026		Gregg Holland, Head of Leisure Service, Health and Environment Tel: (01480) 388157 or email Gregg.Holland@huntingdonshire.gov.uk		J Kerr	Environment, Communities & Partnerships

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Overview and Scrutiny Work Programme 2025-26 - Performance and Growth

Forward Agendas

Meeting Date	Pre-Scrutiny	Scrutiny Review
21 st January 2026	<ul style="list-style-type: none"> Corporate Plan Refresh 26/27 Empty Homes Strategy 	<ul style="list-style-type: none"> Corporate Peer Challenge Update 2025/26 Q3
4 th February 2026	<ul style="list-style-type: none"> Final 2026/27 Budget and Medium Term Financial Strategy (2027/28 to 2030/31) including Capital Programme Treasury Management Capital and Investment Strategies Corporate Performance Report 2025/26 (Quarter 3) CIL Governance - Phase 2 - Strategic Allocation 	
4 th March 2026	<ul style="list-style-type: none"> Community Infrastructure Levy Funding Corporate Plan Update Housing Strategy Refresh 	

Unscheduled Agenda Items

Item	Notes	Progress
Decision to implement 2025/26 Parking Fees	Full Council decision – paper to go to December Council	
Local Plans		

Parking Strategy Refresh		Under development, anticipated for inclusion in the democratic cycle in Spring 2026
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O&S Topics Identified For Further Consideration

Subject	Brief	Status
Huntingdonshire Evening Economy	<ul style="list-style-type: none"> • Huntingdonshire's Evening Economy - supporting the night-time economy across our District • How HDC currently supports the evening economy across our market towns and rural areas (possibly across financial/business support, safety, growth, CCTV service, rural rates relief policies), as well as how we can influence our partners to provide further support for this strategic sector (including wider economic support, skills and employment). 	More info and scoping requested from Cllrs

Overview and Scrutiny Work Programme 2025-26 - Environment, Communities and Partnerships

Forward Agendas

Meeting Date	Pre-Scrutiny	Scrutiny Review
22 nd January 2026	<ul style="list-style-type: none"> Fleet Renewal and Infrastructure Improvement Strategy 	<ul style="list-style-type: none"> Health and Wealth Strategy Update
5 th February 2026	<ul style="list-style-type: none"> Lettings Policy Review Habitat Banking One Leisure Independent Review Update 	
5 th March 2026	<ul style="list-style-type: none"> Parks and Open Space Commercial Sustainability Plan Community Chest Grant Aid Awards 2025/26 	
2 nd April 2026	<ul style="list-style-type: none"> 	

Unscheduled Agenda Items

Item	Notes	Progress
Community Safety Partnerships	<ul style="list-style-type: none"> Consider bringing forward a paper to review and understand what Huntingdonshire District Council has done or is currently doing in relation to the Community Safety Partnership (CSP). Given the importance of community safety, I believe it would be 	Report being developed ahead of scheduling onto the Agenda.

	<p>beneficial to examine the CSP's activities, outcomes, and any ongoing initiatives to ensure transparency and alignment with local needs, thus improve local understanding.</p> <ul style="list-style-type: none"> • Is it working, could this be improved? 	
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O&S Topics Identified For Further Consideration

Subject	Brief	Status
Civil Parking Enforcement Update	<ul style="list-style-type: none"> • An update on implementation and feedback on progress was requested by Councillor Alban at the July meeting of the Panel 	Investigating with Officers an appropriate time to schedule onto the agenda
Hinchingbrooke Hospital	<ul style="list-style-type: none"> • Update on redevelopment works • Big organisations making a difference locally, local recruitment • Link to preventative and integrated care 	More info and scoping requested from Cllrs
Open Spaces in Huntingdonshire	<ul style="list-style-type: none"> • HDC owned – HCP, Paxton Pits • Great Fen • Green spaces perspective and how links with the local plan • Access for residents – health lifestyles, mental health, OLAL • Purpose of open spaces, and strategic use of them • Mental Health, Well-being • Wildlife corridors 	More info and scoping requested from Cllrs
Customer Service Model	<ul style="list-style-type: none"> • Community support • Merits of speed of customer contact versus depth of discussion and customer outcome 	More info and scoping requested from Cllrs
Huntingdonshire's Legacy	<ul style="list-style-type: none"> • Culture and influence of Huntingdonshire • Creating a legacy for the district 	More info and scoping requested from Cllrs

Working Groups

Climate Working Group
Members: Cllrs N Hunt, T D Alban, M Hassall, C Lowe, B Pitt and D Shaw Lead Officer: Adjusted to suit the topic, enquiries to B Buddle
Progress: November 2022: Initial Meetings held to establish Terms of Reference for the group. April 2023: Regular meetings established. Evidence and information gathering to be progressed. Group to be involved in the Electric Vehicle Charging Strategy Development. January 2024: Meetings held to discuss proposed work plan for the group and to discuss HVO Fuels project November 2024: Meeting to discuss future proposed projects January 2025: Group met to review the HVO draft report prior to its consideration by the Panel August 2025: Group met twice to discuss both the Energy Strategy and the Fleet Decarbonisation Project for initial feedback prior to their inclusion in the democratic cycle of meetings over Autumn 2025 Next Steps: Meetings to be scheduled as required to allow involvement in proposed works.
Disabled Facilities Grants Group
Members: I P Taylor, B Banks, C Tevlin and C Lowe Lead Officer: Claudia Deeth
Progress: February 2024: Councillors invited to express their interest in being involved with the project. August 2024: initial meeting held and scope of project discussed February 2025: Further meeting held to update the group on the progress of the project Next Steps: DFG team to arrange ongoing schedule of meetings

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Overview and Scrutiny (Performance and Growth) Panel – Questions and actions requiring a response.

Minute No.	Item	Councillor	Question	Answer
25/43	Corporate Performance Q2	Cllr Jennings	Requested further explanation regarding the Green, Amber & Red statuses.	Email circulated to Panel on 07.01.2026
25/43	Corporate Performance Q2	Cllr Gardener	Further queries regarding CPE, Particularly in Cllr Gardener's District	Enforcement of all areas of the district where restrictions are in place has been undertaken.
25/43	Corporate Performance Q2	Cllr Taylor	Asked if planned travel routes were being discussed with Members as there was an issue with a proposed route	<p>The Combined Authority and County Council submitted a bid to National Highways for just the St. Neots to Phoenix Park connection last year. The other link to Wyboston Lakes wasn't pursued for a number of reasons, predominately as most of it fell within Bedfordshire and Beds weren't that enthusiastic.</p> <p>The CPCA/CCC will hear more about the bid in a few months. National Highway are hoping to have their Active Travel Designated funds programme approved in March, with the individual business cases submitted in April/May and then an anticipated design start date in July.</p> <p>In terms of member engagement as this moves forward, it'll be one for CPCA/CCC to oversee. They will ensure HDC are updated so members can be updated and equally updates can be sourced directly from county councillors.</p>
25/43	Corporate Performance Q2	Cllrs Taylor	Requested an update regarding the Old Falcon.	Final Planning Application for the Old Falcon in St Neots officially passed on 18th December 2025. This approved that the old hotel be turned into two shops and fourteen homes

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Public
Key Decision – No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Use of Urgency Provision.

Meeting/Date: Overview and Scrutiny Panel (Performance and Growth) – 21st January 2026.
Overview and Scrutiny Panel (Environment, Communities and Partnerships) – 22nd January 2026.

Executive Portfolio: Executive Leader.

Report by: Elections and Democratic Services Manager.

Ward(s) affected: All

Executive Summary:

The Cabinet took a decision at an Extraordinary Meeting on 24th November 2025, which was deemed to be urgent. The decision related to Local Government Reorganisation (LGR). The reason the decision was urgent was that a final proposal relating to LGR was required to be submitted to the Government by the 28th November 2025.

The Overview and Scrutiny Procedure Rules state that the call-in procedure will not apply to urgent decisions. The Chairs of the Overview and Scrutiny Panels have confirmed that the decision should be treated as urgent and the call-in procedure should be waived.

It is a requirement within the Council's Constitution that executive decisions taken as a matter of urgency be reported to Overview and Scrutiny.

The Panel is

RECOMMENDED

to note the contents of the report.

1. PURPOSE OF THE REPORT

- 1.1 To notify the Panel of a decision taken under the urgency provisions contained in the Constitution.

2. WHY IS THIS REPORT NECESSARY/BACKGROUND

- 2.1 Key Executive decisions should be recorded and published in the Notice of Key Executive Decisions 28 clear days before the matter is considered. Where the publication of the intention to make a key decision is impracticable, Rule 15 (General Exception) of the Access to Information Procedure Rules in Council's Constitution, may apply:

If a matter which is likely to be a key decision has not been included in the Notice, then...the decision may still be taken if:

- (a) at least five clear days' public notice of the decision to be taken is given at the Council's Offices and on the website; and
 - (b) the Head of Paid Service has given notice in writing to the Chair of the relevant Overview and Scrutiny Panel, or if there is no such person, each member of that Panel in writing, by notice, of the matter to which the decision is to be made.
- 2.2 A decision was taken under these provisions at an Extraordinary Meeting of the Cabinet on 24th November 2025. The decision related to Local Government Reorganisation (LGR).
 - 2.3 Under Rule 16 (Call-In and Urgency) of the Overview and Scrutiny Rules a decision will be urgent if any delay likely to be caused by the call-in process would seriously prejudice the Council's or the public's interests. The decision was deemed to be urgent because a final proposal relating to LGR was required to be submitted to the Government by the 28th November 2025.
 - 2.4 Furthermore, Rule 16 states that the call-in procedure shall not apply where the decision being taken is urgent and the Chair of the relevant Overview and Scrutiny Panel has agreed both that the decision proposed is reasonable in all the circumstances and to it being treated as a matter of urgency. The Chairs of both Overview and Scrutiny Panels were consulted and confirmed their agreement that call-in would not apply.
 - 2.5 As per the Council's Constitution any decisions taken as a matter of urgency must be reported to the next available meeting of the relevant Overview and Scrutiny Panel, together with the reasons for urgency. This is the purpose of the report.

3. REASONS FOR THE RECOMMENDED DECISIONS

- 3.1 It is a requirement within the Council's Constitution that decisions taken as a matter of urgency must be reported to the next available meeting of the

relevant Overview and Scrutiny Panel, together with the reasons for urgency.

4. LIST OF APPENDICES INCLUDED

None.

5. BACKGROUND PAPERS

Agenda and Reports – Extraordinary Council Meeting [Agenda for Council on Wednesday, 19 November 2025, 7:00 pm - Huntingdonshire.gov.uk](#)

Agenda and Report – Extraordinary Cabinet Meeting - [Agenda for Cabinet on Monday, 24 November 2025, 7:00 pm - Huntingdonshire.gov.uk](#)

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Public
Key Decision - No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter:	Corporate Peer Challenge Actions Update
Meeting/Date:	Overview and Scrutiny (Performance and Growth) Panel, 21 st January 2026
Executive Portfolio:	Councillor Sarah Conboy, Executive Leader
Report by:	Business Performance and Transformation Manager
Ward(s) affected:	All

Executive Summary:

The purpose of this report is to provide Overview and Scrutiny Panel Members the opportunity to review and comment on the report to Cabinet setting out the Quarter 3 Corporate Peer Challenge update, against the actions identified from the Corporate Peer Challenge completed in May 2024, and a progress review in March 2025.

The comments from the Panel will be incorporated within the Cabinet report for consideration alongside the report.

Recommendations:

The Overview and Scrutiny panel (Performance & Growth) is invited to consider and comment on the contents of this report and make any comments or recommendations to the Cabinet.

CORPORATE PEER CHALLENGE:

Appendix 1: Action Plan summary
Updated Q3 2025/26

Introduction

Since receiving the corporate peer challenge (CPC) report in July 2024, we have:

- Developed an action plan setting out how we will address the eight formal and other informal recommendations in the report.
- Appropriate officers have been identified to ensure appropriate responsibility for delivery and governance, and a lead Member to aid with political accountability and ownership (whilst the overall response to the CPC remains within the remit of the Leader and Chief Executive).
- The action plan contains **27 actions** linked to the **eight recommendations**.
- The CPC Team completed a progress review in March 2025 with 3 actions linked to additional suggestions.
- There are now **10 actions** linked to the **additional suggestions**.

Overview of the Action Plan



27 Actions linked to 8 Formal Recommendations

- 8 recommendations have been completed and fully met

Recommendation	Number of completed actions	Number of action in progress	Total actions	Status (Fully met or In progress)
One	1		1	Fully met
Two	5		5	Fully met
Three	2		2	Fully met
Four	5		5	Fully met
Five	6		6	Fully met
Six	3		3	Fully met
Seven	2		2	Fully met
Eight	3		3	Fully met
Total	27		27	

10 Actions linked to Additional Suggestions

Number of completed actions	Number of action in progress	Total actions
10	0	10

Formal Recommendations and Additional Suggestions fully met

Recommendation one

Align finance and workforce to deliver the agreed political priorities including a review of organisational structure.

STATUS
Fully met




Ongoing oversight to ensure the recommendation is upheld as part of business-as-usual (BAU) activities	Portfolio holder		Accountable Officer
Clear governance and leadership accountability ensure Recommendation One remains embedded. The Chief Executive oversees the organisational structure, aligning finance and workforce with political priorities. The Senior Leadership Team restructure and leadership development programme strengthens collaboration and partnership working, providing ongoing assurance that these arrangements support the delivery of council priorities.	Executive Leader, Executive Councillor for Place		HDC Chief Executive
Formal actions agreed for implementing recommendation and supporting evidence	Action fully met by	Ongoing business as usual (BAU)	Responsible Officer for BAU
<p>➤ CPC001 Review organisational structure A consultation with senior staff was conducted on restructuring the senior leadership team.</p> <p>Following the closure of the consultation in December 2024, the final proposal presented on 17th January 2025.</p> <p>➤ The new structure has been fully implemented. Heads of Service are now meeting portfolio holders and internally there is clear governance for leadership direction in setting priorities, and clear alignment between finance and services.</p> <p>✓ Evidence: CPC001 Senior Leadership Team consultation outcome January 2025</p>	Mar 25	Chief Executive has ongoing ownership of organisational structure	HDC Chief Executive

Align finance and workforce to deliver the agreed political priorities including a review of organisational structure.

Fully met



Additional suggestions identified and supporting evidence	Action fully met by	Ongoing business as usual (BAU)	Responsible Officer for BAU
<p>➤ CPC029 Create and communicate key points of entry into the council for partners and stakeholders. Simplify the reporting arrangements and responsibilities through Senior Team restructure. The new structure has been fully implemented and communicated to all staff.</p> <p>Page 38 Evidence: CPC029 Senior Leadership Team consultation outcome January 2025</p>	Mar 25	The new structure can be found on the intranet and is in the Welcome handbooks for new staff.	HDC Chief Executive
<p>➤ CPC030 Facilitating the development of top team would assist the new team in building relationships, understanding leadership styles and create space for strategic visioning. The Chief Executive has appointed team development coaches to work with CLT and HoS. CLT team coaching commenced in December and HoS commenced in March.</p> <p>✓ Evidence: CPC030 Development training and coaching programme for Senior Leadership Team</p>	Mar 25	Chief Executive to oversee leadership development	HDC Chief Executive
<p>➤ CPC028 To meet the council's ambitions for enhanced partnership working, review the skills and capacity needed to support this work with senior stakeholders and partners. A partnership maturity tool has been approved and applied, creating a register of key partnerships for council priorities..</p> <p>✓ Evidence: CPC028 Presentation of proposed model to senior leadership team Sept 25 and initial register of key partnerships presented to CLT 17th Dec 25</p>	Dec 25	The register will be reviewed annually and aligned with LGR preparation	Interim Place Strategy and Climate Lead

Recommendation two Strengthen the internal approach to engagement which ensures the voice of residents/service users are at the heart of decision making.	STATUS	
	Fully met	


Ongoing oversight to ensure the recommendation is upheld as part of business-as-usual (BAU) activities	Portfolio holder		Accountable Officer
<p>The council’s engagement approach has been strengthened by learning from past successes and embedding a consistent, corporate-wide approach that puts residents and customers at the heart of decision-making. Governance has been enhanced with senior leadership oversight and additional resources to ensure a managed approach to communications. A network of engagement champions meets quarterly to share best practice, review lessons learned, and plan future activities. Governance arrangements provide assurance of ongoing learning and good practice, with the approach continuously reviewed and strengthened through closer alignment to the service planning process.</p>	Executive Leader, Executive Councillor for Place Executive Councillor for Resident Services and Corporate Performance		Head of Communications, Engagement & Public Affairs
Formal actions agreed for implementing recommendation and supporting evidence	Action fully met by	Ongoing business as usual (BAU)	Responsible Officer for BAU
<p>➤ CPC002 Policy decision about Communications being accountable for engagement. The new Senior Leadership structure has been fully implemented. Heads of Service are now meeting portfolio holders and internally there is clear governance for leadership direction in setting priorities for Communications and engagement.</p> <p>✓ Evidence: CPC002 Senior Leadership Team consultation outcome January 2025</p> <p>➤ CPC003 Community Health and Wealth building – co-design. Three co-production workshops were held in August and September 2024 to reflect diverse community voices. Additional focus groups engaged seldom heard groups, including young people, low-income households, rural communities, and ethnic minorities.</p> <p>✓ Evidence: CPC003 Overview and Scrutiny Panel 5 June 2025, item 8. Community Health and Wealth Building</p>	March 25	The Communications Team continue to deliver on the engagement principles.	Head of Communications, Engagement & Public Affairs

Recommendation two

Strengthen the internal approach to engagement which ensures the voice of residents/service users are at the heart of decision making.

STATUS

Fully met



Formal actions agreed for implementing recommendation and supporting evidence		Action fully met by	Ongoing business as usual (BAU)	Responsible Officer for BAU
<div>Page 40</div>	<p>➤ CPC005 Champions. A network of communications champions has been established with services across the council to provide more co-ordinated communications messages, share learning and develop key campaigns.</p> <p>✓ Evidence: CPC005 The Communication Network Champions officer group meet quarterly to update activity pipeline</p>	March 25	The Communications Team continue to deliver on the engagement principles.	Head of Communications, Engagement & Public Affairs
	<p>➤ CPC006 Focussed resources to support delivery of engagement events The corporate consultation schedule for 2025/26 has been established and is now being utilised by the Communications team to ensure a consistent and managed approach to communications across the council.</p> <p>✓ Evidence: CPC006 Corporate Consultation Schedule</p>	Aug 25	A resource has been recruited to maintain the schedule and publish updates on the Staffing intranet.	Head of Communications, Engagement & Public Affairs
	<p>➤ CPC004 Policy decision to strengthen internal approach. A fixed-term post has been recruited to align engagement activity with Cabinet’s 2023 published principles, working closely with service users and managers following the Senior Team restructure. To continue developing the engagement approach and aligning to the service planning process and governance of approval through Corporate Leadership.</p> <p>✓ Evidence: CPC004 Communications and Engagement Coordinator job description</p> <p>✓ Evidence: CPC004 HDC engagement principles published on council’s website</p>	Sept 25	Regular meetings with Corporate Leadership and services to align engagement activity.	Head of Communications, Engagement & Public Affairs

Recommendation three

Develop a resourced Communications and Engagement Strategy which defines the HDC brand and strategic narrative.

STATUS

Fully met



Ongoing oversight to ensure the recommendation is upheld as part of business-as-usual (BAU) activities		Portfolio holder		Accountable Officer
A comprehensive Communications Strategy and supporting Action Plan have been developed and endorsed by Cabinet, providing a clear approach for consistent messaging and engagement for promoting the council’s brand. A new corporate narrative has been established and is actively being embedded across the organisation, supported by an elevator pitch to ensure clarity and alignment in all communications. This approach strengthens the council’s brand and ensures strategic coherence in internal and external communications.		Executive Leader, Executive Councillor for Place Executive Councillor for Resident Services and Corporate Performance		Head of Communications, Engagement & Public Affairs
Formal actions agreed for implementing recommendation and supporting evidence		Action fully met by	Ongoing business as usual (BAU)	Responsible Officer for BAU
<p>➤ CPC007 A Communications Strategy and supporting Communications Action Plan has been developed and shared with Cabinet.</p> <p>Evidence: CPC007 The development of a Communications Strategy 2024-28</p> <p>➤ CPC008 A new corporate narrative has been developed, and work is now underway to embed this across the organisation. An additional action was suggested by Peer Review Team in March 2025; to produce an elevator pitch for the Corporate Narrative. This was completed in June 2025.</p> <p>✓ Evidence: CPC008 The Corporate Narrative has been completed</p>		Dec 24	The communications team continue to embed the corporate narrative across the organisation.	Head of Communications, Engagement & Public Affairs

Recommendation three
Develop a resourced Communications and Engagement Strategy which defines the HDC brand and strategic narrative.

STATUS

Fully met



Additional suggestions identified and supporting evidence	Action fully met by	Ongoing business as usual (BAU)	Responsible Officer for BAU
<p>➤ CPCU1 Produce a short punchy statement to accompany corporate narrative. Communicate to staff and members and use this narrative statement for internal and external communication. An elevator pitch was produced to provide a brief and introduction for the corporate narrative document. This is available on the intranet for all officers to see.</p> <p>Evidence: CPCU1 The elevator pitch has been uploaded to the intranet alongside the Corporate Narrative.</p>	Jun 25	The elevator pitch is available to all officers on the intranet page.	Head of Communications, Engagement & Public Affairs

Recommendation four

Review the planning service to ensure that within the planning policy framework the council’s priorities are being delivered, for example climate, environment and inclusive growth.

STATUS
Fully met



Ongoing oversight to ensure the recommendation is upheld as part of business-as-usual (BAU) activities	Portfolio holder		Accountable Officer
The council has embedded strong governance to ensure priorities are delivered within the planning policy framework. A Planning Service Peer Review informed the development of an action plan, monitored through the Development Management Committee. Local Plan consultations and compliance with national requirements are ongoing. Regular member briefings, strategic boards, and lessons learned processes provide oversight, while continuous improvement is driven through the council-wide service planning framework and transformation programme.	Executive Councillor for Planning		Head of Planning, Infrastructure & Public Protection
Formal actions agreed for implementing recommendation and supporting evidence	Action fully met by	Ongoing business as usual (BAU)	Responsible Officer for BAU
<p>➤ CPC009 A Planning Service Peer Review was completed, recommendations provided, and an action plan developed to take into 2025/26.</p> <p>Draft report received and comments fed back with action plan linked to service planning for 2025/26.</p> <p>✓ Evidence: CPC009 Development Management Committee 19 May 2025, item 7 – Planning Service Peer Review</p> <p>➤ CPC010 A Local Plan consultation on issues and options was conducted December 2024. And in March 2025 a response to the Government’s National Planning Policy Framework expectations to produce an updated Local Development Scheme plan was completed and submitted to MHCLG.</p> <p>✓ Evidence: CPC010 Consultation for ‘Further Issues and Options Paper’ Local Plan November 2024.</p>	Mar 25	<p>The Planning Peer Review Action Plan is reported regularly to the Development Management Committee.</p> <p>Consultation is ongoing and continues to inform the development of the Local Plan.</p>	Head of Planning, Infrastructure & Public Protection

Recommendation four – continued

Review the planning service to ensure that within the planning policy framework the council’s priorities are being delivered, for example climate, environment and inclusive growth.

STATUS
Fully met



Formal actions agreed for implementing recommendation and supporting evidence	Action fully met by	Ongoing business as usual (BAU)	Responsible Officer for BAU
<p>➤ CPC011 Engagement with the team. From Nov 24, monthly member briefings are being used to encourage a holistic view to delivering the Council’s growth and development ambitions. These are embedded as part of the wider approach to information sharing and council decision making. Further work will continue with Planning specifically, alongside the action plan for this service.</p> <p>✓ Evidence: CPC011 The May 2025 Member Briefing</p>	Mar 25	Monthly member briefings with the Planning team will continue	Head of Planning, Infrastructure & Public Protection
<p>➤ CPC012 Delivery board, strategic board and lessons learnt at both the tactical project level, and the sponsor level, to inform future HDC delivery of significant change programs requiring planning. The recommendations from an independent project review were endorsed in January 2025, identifying lessons learnt for earlier engagement with Planning Services</p> <p>✓ Evidence: CPC012 An independent review of the major project at Hinchingsbrooke Park identified lessons learnt.</p>	Feb 25	Any identified improvements and lessons learnt, will be captured in the Planning Service improvement programme.	
<p>➤ CPC013 The Council wide continuous improvement journey was one of the key objectives for the Council-wide Service Planning process rolled-out early 2025. All Services submitted actions and projects focused on continuous improvement and transformation efficiency and change. This continued focus across the Council is linked into the budget setting process, regular review of service plan projects and actions, and identified audits and external reviews.</p> <p>✓ Evidence: CPC013 Presentation to Service Managers early 2025, with service plans submitted March 2025</p>	Mar 25	The Service Planning review process is scheduled to take place twice a year. Mid review for 2025/26 commenced in Oct 25	

Recommendation four – continued

Review the planning service to ensure that within the planning policy framework the council’s priorities are being delivered, for example climate, environment and inclusive growth.

STATUS

Fully met



Additional suggestions identified and supporting evidence

Action
fully met
by

Ongoing business
as usual (BAU)

Responsible
Officer for BAU

➤ **CPCU2 Develop the PAS review action plan and utilise the Councils scrutiny functions to oversee the action plan and implementation of recommendations.** An action plan has been developed for implementing the 16 PAS recommendations. These actions have been included in the Planning Improvement Programme which aligns to the council's Transformation Programme with monthly monitoring of progress in place. To date four of the recommendations have been completed with the remaining 12 recommendations underway. This action plan was also brought to the DMC in August 2025.

Sep 25

The Planning Improvement Programme remains ongoing and will deliver all of the PAS recommendations.

Head of Planning, Infrastructure & Public Protection

✓ Evidence: CPCU2 The report has been approved and work on the 16 recommendations has now started, with four being completed.

Recommendation five
Deliver the imminent Workforce Strategy at pace – including addressing staff concerns.

STATUS
Fully met



Ongoing oversight to ensure the recommendation is upheld as part of business-as-usual (BAU) activities	Portfolio holder		Accountable Officer
The Workforce Strategy is being delivered at pace, with a prioritised action plan approved by the Employment Committee and monitored through quarterly reporting. Key measures include implementing robust policies to support team performance, progressing a staff pay review, introducing a new Employee Assistance Programme, and introducing a Health and Wellbeing strategy. Continuous policy review and national recognition for recruitment innovation demonstrate the council’s commitment to addressing staff concerns and improving organisational resilience.	Executive Councillor for Climate, Transformation & Workforce		Head of HR, OD & Health and Safety
Formal actions agreed for implementing recommendation and supporting evidence	Action fully met by	Ongoing business as usual (BAU)	Responsible Officer for BAU
<div> <div>➤</div> <div> CPC014 to CPC019 An action plan, which includes a schedule of prioritised actions, timeframes and resources, was approved by Employment Committee, and is now underway with regular quarterly reports being provided. </div> </div> <div> <div>➤</div> <div> This includes: <ul style="list-style-type: none"> Awareness of impacts to team performance and absence with implementation of robust policies and practices. Development of an employee value proposition is scheduled between January to March 2025, which will feed into the corporate narrative. Staff pay review is underway. A new provider in place to provide Employee Assistance Programme to support wellbeing for staff. A review of policy and practice is continuously ongoing. Shortlisted for an LGC Workforce 2024 award for the ‘best innovation in recruitment’ category </div> </div> <div> <div>✓</div> <div> Evidence: CPC014 to CPC019 Employment Committee 25 Feb 2025, item 6 Workforce Strategy Update </div> </div>	Between Dec 24 and Mar 25	Delivery of the workforce strategy remains in flight. Progress is updated regularly to Employment Committee	Head of HR, OD & Health and Safety

Recommendation five
Deliver the imminent Workforce Strategy at pace – including addressing staff concerns.

STATUS

Fully met

Additional suggestions identified and supporting evidence	Action fully met by	Ongoing business as usual (BAU)	Responsible Officer for BAU
<div> <div> <div>➤</div> <div> CPC032 Consideration should be given to undertaking a full staff survey. A full staff survey was completed in September. Results have been reported to CLT with any concerns raised with relevant Managers. </div> </div> <div> <div>✓</div> <div> Evidence: CPC032 A review will happen in September 2025 to assess whether a further survey is required. </div> </div> </div>	Sep 24	The results of the survey have been analysed and are being used to inform future decision making.	Head of HR, OD and Health & Safety
<div> <div> <div>➤</div> <div> CPCU3 Peer suggest further communication on the process and timeline for how reviewing the 121 processes, working with Unison looking at performance management and L&D will be linked to pay increments and remuneration in the future. Further communications for staff have been provided regarding the expectations of the 121s for managing performance and development, and how this aligns to the pay increment and remuneration process. </div> </div> <div> <div>✓</div> <div> Evidence: CPCU3 April saw the launch of the new 121 process, to positive feedback, and works on incremental progression are set to be completed within the set timescales. </div> </div> <div> <div>✓</div> <div> Pay review completed with Council on NJC for negotiated pay settlement </div> </div> </div>	Sep 25	Human Resources to continue communicating with staff	Head of HR, OD and Health & Safety

Recommendation six
Continue to strengthen the council’s approach to governance, compliance and risk.

STATUS
Fully met



Ongoing oversight to ensure the recommendation is upheld as part of business-as-usual (BAU) activities	Portfolio holder		Accountable Officer
Governance arrangements have been strengthened through the recruitment of key officers, a comprehensive member training programme, and a Constitution Review Working Group. These measures ensure robust officer compliance, member awareness of effective risk management, and enhanced decision-making across the council.	Executive Councillor for Governance & Democratic Services		Head of Democratic Services & Monitoring Officer
Formal actions agreed for implementing recommendation and supporting evidence	Action fully met by	Ongoing business as usual (BAU)	Responsible Officer for BAU
<div> <div> <div>➤</div> <div> Recruitment of a Monitoring and Deputy Monitoring Officer to follow completion of the Senior Team restructure </div> </div> <div> <div>✓</div> <div>Evidence: CPC021 Monitoring officer is now fully embedded at HDC full time.</div> </div> <div> <div>➤</div> <div> The development of a full program of Member training to help develop and upskill our members. </div> </div> <div> <div>✓</div> <div>Evidence: CPC022 A full training program is now established and ongoing, with Democratic services logging completed sessions.</div> </div> <div> <div></div> <div>Members briefings and special LGR briefings are also available periodically.</div> </div> <div> <div>➤</div> <div> A Constitution Review Working Group has been established, with six meetings scheduled to address key focus areas. The sixth meeting, held on 4th September 2025, fulfilled the original commitment set out in the CPC action plan. With this milestone achieved, the action will now transition to business-as-usual, with further meetings planned for 23 October 2025 and 8 January 2026. </div> </div> <div> <div>✓</div> <div>Evidence: CPC020 4th September 2025 Report of the Constitution Working Group</div> </div> </div>	<div>Jun 25</div> <div>Sept 25</div>	<div>Officer now in post</div> <div>A training program is now established and ongoing.</div> <div>Continued group meetings scheduled for Oct 25 and Jan 26</div>	<div>Head of Democratic Services & Monitoring Officer</div>

Recommendation seven

Support and develop a member led scrutiny work programme and prioritise areas where they can add value and help mitigate risk – SLT support.

STATUS
Fully met



Ongoing oversight to ensure the recommendation is upheld as part of business-as-usual (BAU) activities	Portfolio holder		Accountable Officer
Improvements to scrutiny processes and agenda planning have been implemented, supported by best practice training and a forward plan for member development. These process changes and further improvements identified by members will continue to develop the member led scrutiny work to ensure it adds value and support mitigation of risks. .	Councillor for Governance & Democratic Services		Head of Democratic Services & Monitoring Officer
Formal actions agreed for implementing recommendation and supporting evidence	Action fully met by	Ongoing business as usual (BAU)	Responsible Officer for BAU
<p>➤ CPC023 Agendas and future plans. The process and approach to briefings has been reviewed and developed in partnership with the Member Development Group. A best practice guide and topic submission form are now in place. The agendas have been reformed and are published ahead of time, with the Chairs Briefings including the future plan for meetings and action tracking.</p> <p>➤ Evidence: CPC023 Future agenda items are readily available and are shared with both panels ahead of time.</p>	June 25	Future agendas are published ahead of time, and plans shared with both panels	Head of Democratic Services & Monitoring Officer

Recommendation seven

Support and develop a member led scrutiny work programme and prioritise areas where they can add value and help mitigate risk – SLT support.

STATUS
Fully met



Formal actions agreed for implementing recommendation and supporting evidence		Action fully met by	Ongoing business as usual (BAU)	Responsible Officer for BAU
Page 50	<p>➤ CPC024 Best practice: Training has been provided by the EELGA regarding self-scrutiny and Member Development Groups supporting best practice and topic submission. The following improvements have also been identified:</p>	Dec 24	The improvements identified will continue to take place going forwards.	Head of Democratic Services & Monitoring Officer
	<ul style="list-style-type: none"> • Ensure less pre-decision scrutiny and less of information items • Develop a clearer forward plan of items for scrutiny consideration; making use of service plan actions • Identify additional topics outside of service plan scope • Identify policy development involvement • Identify agenda items following monthly member briefings • Identify external partners to present to panel to strengthen partnership working 			
	<p>✓ Evidence: CP024 Reflection on the training has resulted in an agreed Overview and Scrutiny process map for how topics are requested, considered and decided upon for future work programs. This has been shared with members.</p>			

Recommendation eight
Define and communicate your approach to transformation/ continuous improvement.

STATUS

Fully met



Ongoing oversight to ensure the recommendation is upheld as part of business-as-usual (BAU) activities	Portfolio holder		Accountable Officer
A new transformation approach has been introduced, replacing the previous annual delivery plans and productivity plans with a single programme focused on efficiency and change. The programme aims to deliver financial efficiency and opportunities through streamlined processes and governance, ensuring the sustainable delivery of council priorities. Data maturity assessments and improved data management processes underpin risk-based decision-making. Progress is monitored through established governance arrangements, providing continued assurance that transformation remains aligned with organisational priorities.	Executive Councillor for Climate, Transformation & Workforce		Head of Policy, Performance and Emergency Planning
Formal actions agreed for implementing recommendation and supporting evidence	Action fully met by	Ongoing business as usual (BAU)	Responsible Officer for BAU
<p>➤ CPC025 Annual Delivery Plan and cross cutting themes. Action identified to combine the outputs from the Annual Delivery Plan process with the three cross-cutting service reviews; customer, leisure, planning - with appropriate governance in place. The Corporate Transformation and Service Planning framework was presented to Cabinet and Leadership Team, including clear objectives to bring a holistic approach for transformation.</p> <p>➤ Evidence: CPC025 Cabinet Away Day Briefing Jan 2025 Service Planning</p> <p>➤ Evidence: CPC025 Framework was approved by CLT in February 2025.</p> <p>➤ Evidence: CPC025 A new appointment to the role of Business Performance and Transformation Manager, with the Improvement Team becoming the Transformation Team</p>	Feb 25	Service Plan reviews are scheduled twice a year, with the second due to commence Oct 25.	Interim Head of Transformation and Corporate Reporting

Formal actions agreed for implementing recommendation and supporting evidence	Action fully met by	Ongoing business as usual (BAU)	Responsible Officer for BAU
<div> <div>➤</div> <div> CPC027 Data management improvements are underway, supported by a completed data quality audit and LGA Data Maturity Self-Assessment. The council scored 3.1 out of 5, indicating developing capability. Next steps include creating an action plan with input from the Chief Digital and Information Officer to strengthen data-driven decision-making. </div> </div> <div> <div>✓</div> <div> Evidence: CPC027 Copy of the LGA Data Maturity Self-Assessment report and presentation to Management Team Sept 25 </div> </div> <div> <div>✓</div> <div> Evidence: CPC027 Appointment of a new Chief Digital Information Officer across the shared IT service reporting to the Chief Executives to drive focus change. </div> </div>	Sept 25	Officer group in place for continued actions and planning	Interim Head of Transformation and Corporate Reporting
<div> <div>➤</div> <div> CPC026 Transformation approach A new approach to service planning has been established, approved by CLT, and launched for 2025/26 in December 2024 to generate a single Transformation Approach and Programme focused on change projects (replaces the Annual Delivery Plan and Productivity Plan). This has a shared ambition of a 15% net reduction in expenditure through efficiency savings and/or increased income/commerciality. The approach and governance was approved by CLT and Heads of Service (Aug 25), with and Transformation Framework and Programme Report presented to Overview and Scrutiny Committee for comment and to Cabinet for approval (Nov 25). </div> </div> <div> <div>✓</div> <div> Evidence: CPC026 Transformation Report O&S 5th November 2025 and Approved by Cabinet in November </div> </div>	Nov 25	The Transformation Plan and updated transformation programme for 2026/27 will be presented to O&S Cmmt in July 26.	Interim Head of Transformation and Corporate Reporting

Additional suggestions identified and supporting evidence	Action fully met by	Ongoing business as usual (BAU)	Responsible Officer for BAU
<p>➤ CPC031 Further work is needed with service managers to improve horizon scanning and feed this into the budget setting process. The updated and simplified service planning process for 2025/26 requires all services to undertake a SWOT analysis to be the basis of the actions for change in the next three years for each service area. This is linked to the Contextual Information for Huntingdonshire established in 2024/25 as part of the Council’s Performance Management Framework.</p> <p>✓ Evidence: CPC031 New approach rolled-out across the Council and service planning process including looking ahead three years.</p>	Mar 25	Services can access contextual performance measures and SWOT guidance on the intranet.	Interim Head of Transformation and Corporate Reporting
<p>➤ CPC033 The Ideas Board should be taking a more strategic approach to reviewing requests for funding, making sure any bids are aligned to the councils’ priorities and clearly drive innovation. There also needs to be consideration given to how any projects funded on a trial basis could be sustained in the longer term if deemed successful. A review of the New Ideas process was completed in May 2025, with actions to improve the process and controls identified and implemented.</p> <p>✓ Evidence: CPC033 Delivery Board Presentation (20th May)</p>	May 25	The actions from the review are being implemented PMO processes and governance	Interim Head of Transformation and Corporate Reporting
<p>➤ CPC034 Suggestion: The council to continue driving efficiencies and value for money across the organisation through service improvement and contract management to enable focused delivery on political priorities. Additional procurement resources in place. Monthly Procurement Board oversees contract register and drives value for money. Corporate Transformation Approach approved by CLT (Feb 2025), adopting a hybrid model. Service-led improvements embedded through service planning. Service plans reviewed and agreed as the Corporate Transformation Programme for 2025/26, presented to O&S Committee (Nov 2025). Mid-year review of programme began Oct 2025 to align with the council’s budget cycle, ensuring continued focus on efficiencies and value for money</p> <p>✓ Evidence: CPC034 Terms of reference for Procurement Board and Transformation Board</p>	Nov 25	Governance arrangements in place to ensure VFM and delivery of priorities with the officer-led Procurement Board and Transformation Board	Interim Head of Transformation and Corporate Reporting

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App 2 HDC Peer Review 2024 - Detailed action plan

Unique ref	Recommendation number	Recommendation	Definition	Action description	Assigned to owner	Month due to be completed	Action delivery status	In progress RAG	Progress comments for 2025/26 Qrt3
CPC001	Recommendation 1	Align finance and workforce to deliver the agreed political priorities including a review of organisational structure.	A single narrative needs developing and communicating so that everyone is clear what the priorities are, how they are being delivered and what the timescales are for this. The council needs to ensure its officer structure enables delivery of the political priorities, that officer capacity is directed to the priority areas and the finances are aligned	A restructure of Senior Leadership Team to be launched for consultation in October 2024	Michelle Sacks	Mar-25	Complete	Complete	Evidence: Senior Leadership Team consultation outcome, January 2025.
CPC002	Recommendation 2	Strengthen the internal approach to engagement which ensures the voice of residents/service users are at the heart of decision making.	Building on the good practice shown in consulting on Huntingdonshire Futures, develop different engagement mechanisms to gain the views of residents/service users on their experience of the council and how these can be responded to.	Policy decision about whether Comms is accountable for engagement across the organisation to be agreed	Michael Hann	Mar-25	Complete	Complete	Evidence: Senior Leadership Team consultation outcome, January 2025 Note: not showing as completed on the summary as linked to action 006 for completion by recruiting a resource.
CPC003	Recommendation 2			Community health and wealth building - resident workshops to co-deliver a strategy. This is the start of the live engagement opportunities available to our residents	Michael Hann/ John Taylor	Dec-24	Complete	Complete	Evidence – Link for Overview and Scrutiny Panel 5 June 2025 item 8. Community Health and Wealth Building
CPC004	Recommendation 2			Options paper created for different engagement events and approval from Informal Cabinet once completed. Depending on the option chosen there will be a likely budget identified but there will be a need for BAU coordinator resource to facilities and advice on service specific engagement activities	Michael Hann	Sep-25	Complete	Complete	A full-time resource has now been successfully hired and has been in post since September 2025. This new resource, accountable to the Head of Communications, Engagement and Public Affairs, has now begun working more closely with service users and managers to better align engagement activity with the key principles adopted by Cabinet in 2023. This will be perpetuated through continued meetings with service managers, heads of service and the corporate leadership team. Evidence: A full-time resource is now in post and is working with services to ensure they follow the council's engagement principles.
CPC005	Recommendation 2			Network of Communications Champions established within HDC to share learning and key campaigns, in order to provide coordinated comms and key messaging	Michael Hann	Jan-25	Complete	Complete	The Engagement Group meet quarterly. Evidence – The Communication Network Champions internal group has been meeting once a quarter with an updated list of pipeline activity.
CPC006	Recommendation 2			Creation of a corporate consultation schedule to a managed approach to consultation. This will include corporate consultations e.g.: on budget setting as well as service specific consultations e.g.: Local Plan	Michael Hann	Aug-25	Complete	Complete	The corporate consultation schedule for 2025/26 has been established and is now being utilised by the Communications team to ensure a consistent and managed approach to communications across the council. A full-time resource has been successfully hired to update and maintain this schedule. This resource will also be published on the intranet for all officers to access and reference.

Unique ref	Recommendation number	Recommendation	Definition	Action description	Assigned to owner	Month due to be completed	Action delivery status	In progress RAG	Progress comments for 2025/26 Qrt3
CPC007	Recommendation 3	Develop a resourced Communications and Engagement Strategy which defines the HDC brand and strategic narrative.	Promote the services the council delivers. Don't undersell the impact being made in the community by leisure, parks and open spaces and operational services. Ensure everyone knows these are delivered by HDC. Be clear about who leads external communications to prevent confusion of messages and brands.	Communications strategy for the year ahead being refreshed and being approved by Informal Cabinet	Michael Hann	Dec-24	Complete	Complete	Evidence: The development of a Communications Strategy 2024-28.
CPC008	Recommendation 3			LGA commissioned to create the HDC narrative and develop a comms and engagement strategy to deliver individual campaigns. Within the campaign plans will be a resource and budget profile	Michael Hann	Dec-24	Complete	Complete	Evidence - Yes Evidence: The Corporative Narrative and elevator pitch (short, persuasive summary) have been completed.
CPC009	Recommendation 4	Review the planning service to ensure that within the planning policy framework the council's priorities are being delivered, for example climate, environment and inclusive growth.	Create understanding across all council services that there needs to be a holistic approach to deliver the councils growth and development ambitions. The planning service is a major contributor to fulfilling the longer-term outcomes of the council, but the results will benefit and impact on the whole council and it is important the service is appropriately positioned and supported to deliver these ambitions	Undertake a Peer review challenge on the Planning department through engagement with the LGA to agree timeframes. The review will then provide recommendations and an action plan to take into 25/26	Clara Kerr	Mar-25	Complete	Complete	Evidence - Yes Development Management Committee 19 May 2025 item 7 - Planning Service Peer Review
CPC010	Recommendation 4			Local Plan consultation on issues and options. Activities and findings to be presented SLT, Management team, Strategic Board, Members	Clara Kerr	Mar-25	Complete	Complete	Evidence no. Consultation for 'Further Issues and Options Paper' Local Plan November 2024
CPC011	Recommendation 4			Cultural issue to take an holistic view - want to have monthly briefings on topics for Informal Cabinet and Management team about what's going on and why it's important.	Mike Gildersleeves	Mar-25	Complete	Complete	Evidence - May 2025 member briefing
CPC012	Recommendation 4			Delivery board, Strategic Board and lessons learnt at both the tactical project level and the sponsor level to inform future HDC delivery of significant change programmes requiring planning	Mike Gildersleeves	Feb-25	Complete	Complete	Evidence - An independent review of the major project at Hinchbrook Park identified lessons learnt
CPC013	Recommendation 4			Facilitation of the continuous improvement journey - that as an organisation we need the peer reviews over a number of different services and not just planning	Mike Gildersleeves	Mar-25	Complete	Complete	All Services, including Planning, when submitting their Annual Service Planning actions and projects, focused on the need for continuous improvement, transformation efficiency and change. Action complete. Evidence: Presentation to Leadership and Service Managers early 2025, with service plans submissions completed in March 2025

Unique ref	Recommendation number	Recommendation	Definition	Action description	Assigned to owner	Month due to be completed	Action delivery status	In progress RAG	Progress comments for 2025/26 Qrt3
CPC014	Recommendation 5	Deliver the imminent Workforce Strategy at pace – including addressing staff concerns.	The extensive consultation on the new strategy has raised awareness and staff have high expectations of what it will deliver. Ensure the strategy addresses the inconsistency in policy and practice and brings services together to support a one council approach, where best practice is shared across services and fairness and equity is at its core.	Action plan to be prioritised and then presented at SLT, Informal Cabinet and then Employment Committee for approval. Will include a scheduled plan to show prioritised actions, timeframes and resources. Employment committee - will be monitoring the WFS action plan alongside established KPIs e.g.: sickness, staff turnover.	Leanne Harfield	Dec-24	Complete	Complete	Evidence - Yes Evidence CPC Recommendation 5 - Evidence Workforce Strategy Action Plan A4 Updated Feb 2025.
CPC015	Recommendation 5			Impacts to performance and absence likely to occur in team and services with the introduction of robust implementation of policies and practices - needs to be considered against the KPIs to give context.	Leanne Harfield	Mar-25	Complete	Complete	Evidence: Link for Employment Committee 25 Feb 2025 item 6 Workforce Strategy Update
CPC016	Recommendation 5			Employee value proposition to be developed, which will feed into the corporate narrative	Leanne Harfield	Mar-25	Complete	Complete	Evidence: Link for Employment Committee 25 Feb 2025 item 6 Workforce Strategy Update
CPC017	Recommendation 5			Staff pay review undertaken	Leanne Harfield	Mar-25	Complete	Complete	Evidence: Link for Employment Committee 25 Feb 2025 item 6 Workforce Strategy Update
CPC018	Recommendation 5			Well being for staff review undertaken	Leanne Harfield	Mar-25	Complete	Complete	Evidence: Link for Employment Committee 25 Feb 2025 item 6 Workforce Strategy Update
CPC019	Recommendation 5			Policy and practice review undertaken	Leanne Harfield	Mar-25	Complete	Complete	Evidence: Link for Employment Committee 25 Feb 2025 item 6 Workforce Strategy Update
CPC020	Recommendation 6	Continue to strengthen the council's approach to governance, compliance and risk.	To support the council's improved governance approach: Review the council's constitution	Establish a Constitution Review Working Group - constitutional review, supported by Association of Democratic Services Officers (ADSO) for 6 meetings. An opportunity for Members say what they are concerned with and work up proposal to address. Paper will go to Governance committee and then full council for approval	Anita O'Malley	Sep-25	Complete	Complete	The working group has continued to meet, most recently on Sept 4th, and is reviewing the council's procedure rules, a potential substitute policy and the potential for opposition budget proposals. Full Council on 17 Dec 25 approved the changes to the procedure rules and inclusion of a substitute policy. The working group meetings continue to be supported by the ADSO and CfGS (Centre for Governance and Scrutiny). Additional meetings are scheduled for 23 Oct 2025 and 6 Jan 2026. The Sept meeting marked the 6th since the CPC report was published in Jul 2024. Completion of this action is now met with the establishment of the group and the 6th meeting taking place, after which it will transition to BAU with ongoing meetings planned.
CPC021	Recommendation 6		Provide additional capacity for MO and DMO roles	Recruitment for MO and DMO roles to ensure dedicated resource for each individual council in the shared services partnership.	Lydia Morrison	Jun-25	Complete	Complete	Evidence: Our new Monitoring Officer commenced working for the council full-time on 30th June.📧
CPC022	Recommendation 6		Ensure sufficient investment and resource for member development	Full programme of member training to identify concerns of Peer review and from Members. Certain number of session already delivered to the Cabinet, about how officers and Members work together. Ways of working can be optimised with LGA training	Lydia Morrison	Jun-25	Complete	Complete	The training completed is being logged and is available from Democratic Services. Members also benefit from specialist Members' Briefings and LGR Briefings to help develop them in the fields. Evidence: A Training programme exists, and a log is available from Democratic Services. Due to its ongoing nature, this action has moved to BAU.

Unique ref	Recommendation number	Recommendation	Definition	Action description	Assigned to owner	Month due to be completed	Action delivery status	In progress RAG	Progress comments for 2025/26 Qrt3
CPC023	Recommendation 7	Support and develop a member led scrutiny work programme and prioritise areas where they can add value and help mitigate risk – SLT support.	Ensure there is adequate time between Overview and Scrutiny Committees and Cabinet for members to add value to the process. Support them to shape agendas and work plans and contribute to policy development.	Agendas changed for the meeting - chairs briefing also includes the future plan for meetings In September update on priority one to partnership O&S panel (quarterly) - OM	Mike Gildersleeves	Jun-25	Complete	Complete	Future agendas are now published ahead of time and are readily available. These plans are shared with both panels ahead of time and are not split by topic or remit.
CPC024	Recommendation 7			Centre for Governance & Scrutiny to come in and do a review - to help understand best practice and steps we can undertake to improve our scrutiny panels	Lydia Morrison	Dec-24	Complete	Complete	Evidence: Reflection on the training has resulted in an agreed Overview and Scrutiny process map for how topics are requested, considered and decided upon for future work programmes. This has been shared with members.
re	Recommendation 8	Define and communicate your approach to transformation/continuous improvement.	Put in place the cross-cutting foundations (technology, workforce, structures, culture, communications) to prepare the organisation for holistic service transformation rather than reinforcing some silos and risk services continuing their own custom and practice.	Combine the outputs from the Annual Delivery Plan process with the 3 cross-cutting service reviews; customer, leisure, planning - with appropriate governance in place (through Delivery Board)	John Taylor	Jan-25	Complete	Complete	Evidence: Cabinet Away Day Briefing 2025 Service Planning
CPC026	Recommendation 8			Play back to SLT the update from the continuous improvement/transformation approach to confirm strategic activities and prioritisation	John Taylor	Nov-25	Complete	Complete	Papers were taken to CLT and Heads of Service in August and were approved. A report was presented to O&S 5th Nov for comment, and approved by Cabinet. .
CPC027	Recommendation 8			Improvements to data will be managed on a risk-based approach in order to manage workloads and impacts across the organisation	John Taylor	Sep-25	Complete	Complete	The Data Maturity Assessment has been completed, with the findings presented back to Leadership in September 2025. There were a total of 50 respondents, and an overall score of 3.1, being Level 3 - Organisations that are developing their capacity and capabilities in terms of data. The priority areas of focus and improvement have been identified. The next step is to develop the implementation action plan, with additional input on this work from the Council's Chief Digital and Information Officer (the CDIO). This is ensuring that ICT & Digital considerations feature in our plans.
Additional comments and actionable activities									
CPC028	Additional comments		To meet the council's ambitions for enhanced partnership working, peers recommend the council reviews the skills and capacity needed to support this work with senior stakeholders and partners.	Identify a partnership maturity assessment tool, and develop proposals for how it is used. With supporting training and action plan.	Harriet Robinson	Dec-25	Complete	Complete	The options report for the Partnership Maturity Assessment was presented to CLT and Heads of Service in September 2025, with a clear agreement on the model of assessment to be used. The model was rolled-out with Heads of Service, with an initial partnership list presented to CLT 17th Dec 25. Ongoing activity to embed a working model with an annual review.

Unique ref	Recommendation number	Recommendation	Definition	Action description	Assigned to owner	Month due to be completed	Action delivery status	In progress RAG	Progress comments for 2025/26 Qrt3
CPC029	Additional comments		Creating and communicating key points of entry into the council for partners and stakeholders would significantly help the council to develop its partnerships and generate opportunities to enable and influence.	Simplify the reporting arrangements and responsibilities through Senior Team restructure.	Michelle Sacks	Mar-25	Complete	Complete	The new structure has been fully implemented and completed by March 2025. Further key points of entry to be addressed by the maturity assessment tool for Partnership working and the implemented action plan.
CPC030	Additional comments		Peers advise some facilitated top team development would assist the new team in building relationships, understanding leadership styles and create space for strategic visioning.	Implementation of Senior Team development following restructure.	Michelle Sacks	Mar-25	Complete	Complete	
CPC031	Additional comments		Further work is needed with service managers to improve horizon scanning and feed this into the budget setting process.	Service planning to include horizon scanning and inform transformation, aligning to budget cycle.	John Taylor	Mar-25	Complete	Complete	
CPC032	Additional comments		Consideration should also be given to undertaking a full staff survey.	Pulse survey being undertaken in August Full staff survey will be delivered as part of the WFS Action plan dates and resources TBC	Leanne Harfield	Sep-24	Complete	Complete	
CPC033	Additional comments		The Ideas Board should be taking a more strategic approach to reviewing requests for funding, making sure any bids are aligned to the councils' priorities and clearly drive innovation. There also needs to be consideration given to how any projects funded on a trial basis could be sustained in the longer term if deemed successful.	Review the Ideas Process to focus on transformation, simplification, deliver more focussed support to develop outline business cases for consideration including financial benefits realisation and/or process to project initiation Revise terms of reference and governance to reflect a transformation focus, council wide view on change projects.	John Taylor	May-25	Complete	Complete	A review of the Ideas process was completed in May 2025, with actions to improve the process and controls identified and implemented
CPC034	Additional comments		The council to continue driving efficiencies and value for money across the organisation through service improvement and contract management to enable focused delivery on political priorities	Revise Council's approach to transformation and contract management.	Lucy Aston	Nov-25	Complete	Complete	<p>Transformation - In progress As previously reported, the Corporate Transformation Approach was approved by CLT in Feb 25, with a hybrid transformation approach agreed. Service-led transformation and improvement to be driven through service planning. Since Feb 25 the Service Plans have been collated, reviewed and scrutinised by Leadership Team, resulting in an agreed Corporate Transformation programme for the council. The Corporate Transformation Framework and programme was presented to O&S Perf Cmmt Nov 25. This will conclude this action here as completed. The council now has a clear approach for continued driving of efficiencies and VFM, with the next phase being the the mid-year review of Service Planning and Transformation Programme which commenced Oct 25 to align with the councils budget cycle.</p> <p>Contract Management - Completed Feb 25 Additional resource are now employed in Procurement to support contract management, and the monthly Procurement Board to oversee the contracts register and contract management and VFM.</p>

Unique ref	Recommendation number	Recommendation	Definition	Action description	Assigned to owner	Month due to be completed	Action delivery status	In progress RAG	Progress comments for 2025/26 Qrt3
CPC.update.1	Additional comments		<u>Relating to Recommendation 3</u> Produce a short punchy statement to accompany corporate narrative. Communicate to staff and members, and use this narrative statement for internal and external communication	<u>New action from March 2025 revisit.</u> To produce an elevator pitch to provide a brief and introduction for the corporate narrative document.	Michael Hann	Jun-25	Complete	Complete	Evidence: The corporate Elevator pitch has been added to the intranet, alongside Corporate Narrative, for all staff to access.
CPC.update.2	Additional comments		<u>Relating to Recommendation 4</u> Develop the PAS review action plan and utilise the Councils scrutiny functions to oversee the action plan and implementation of recommendations	<u>New action from March 2025 revisit.</u> To develop the PAS review action plan and to develop appropriate member oversight.	Clara Kerr	Sep-25	Complete	Complete	Four recommendations are completed, with the remaining 12 underway and at various stages of progress. The action plan was seen by the portfolio holder and the opposition spokesperson in August, and all members of DMC at the September meeting, with the opportunity taken for questions to be asked and feedback to be taken on board. The Planning Improvement Programme, including PAS recommendations, is included in the council's Transformation Plan for ongoing monthly monitoring of progress.
CPC.update.3	Additional comments		<u>Relating to Recommendation 6</u> Peer suggest further communication on the process and timeline for how reviewing the 121 processes, working with Unison looking at performance management and L&D will be linked to pay increments and remuneration in the future	<u>New action from March 2025 revisit.</u> To provide further communications for staff regarding the expectations of the 121s for managing performance and development, and how this aligns to the pay increment and remuneration process.	Leanne Harfield	Sep-25	Complete	Complete	The new one-to-one form was launched on 1 April 2025 and communicated to all staff and managers. A module was included as part of the Leadership Development programme to support managers in carrying out these conversations. Communication has also been shared with all staff about the link between one-to-one conversations and incremental progression. The new form has been shared with all staff before the submission window opens on January 26.

Public/Confidential(Part2)*
Key Decision – Yes

* Delete as applicable

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Empty Homes Strategy

Meeting/Date: Overview and Scrutiny Panel – 22/01/26
Cabinet – Date – 17/03/26

Executive Portfolios: Executive Councillor for Resident Services & Corporate Performance and Executive Councillor for Economy, Regeneration and Housing

Report by: Private Sector Housing Officer – Sarah Hebblethwaite

Ward(s) affected: All Ward(s)

Executive Summary:

This report introduces the Draft Empty Homes Strategy 2026–2031. The draft strategy is set out at Appendix 1 and is submitted for consideration, review and scrutiny, with associated recommendations invited.

The overall aim of the strategy is to bring empty homes in Huntingdonshire back into use. The intention is to work with empty homeowners and our key partners to offer solutions and in turn increasing available housing across Huntingdonshire.

Huntingdonshire's Draft Empty Homes Strategy 2026-2031 focuses on residential properties in the district that have been unoccupied for 6 months or more and on those that are causing significant problems to the local community. Whilst adopting a preventative approach to those that have been empty for less than 6 months.

The council is committed to ensuring housing is available throughout the district and recognises the importance of making best use of existing resources alongside delivering new provision; bringing back in to use existing long term empty homes supports this ambition.

The Strategy builds on our commitment of tackling the issue of empty homes in a proactive, co-ordinated and strategic approach. Drawing on national guidance, including the Empty Homes Network 3-point plan (2025-2030), The Local Government Associations Practical Toolkit, and examples of good practice from other Local Authorities.

The strategy has five key objectives

- 1 To maintain accurate information on empty homes in the district
- 2 To raise awareness of empty homes and promote the strategy
- 3 To provide advice, assistance and guidance to landlords and property owners to prevent properties from becoming long term problematic empties.
- 4 Reduce the number of long-term empty homes in the district and return problematic empties back into use.
- 5 To maximise income opportunities including council tax and debt recovery.

Recommendation(s):

The Committee is recommended to:

- Consider the Draft Empty Homes Strategy (Appendix 1) and provide comments to inform the final version to be considered by Cabinet.

1. PURPOSE OF THE REPORT

- 1.1 To consider, review and scrutinise the Draft Empty Homes Strategy 2026-2031 and make any associated recommendations.

2. BACKGROUND

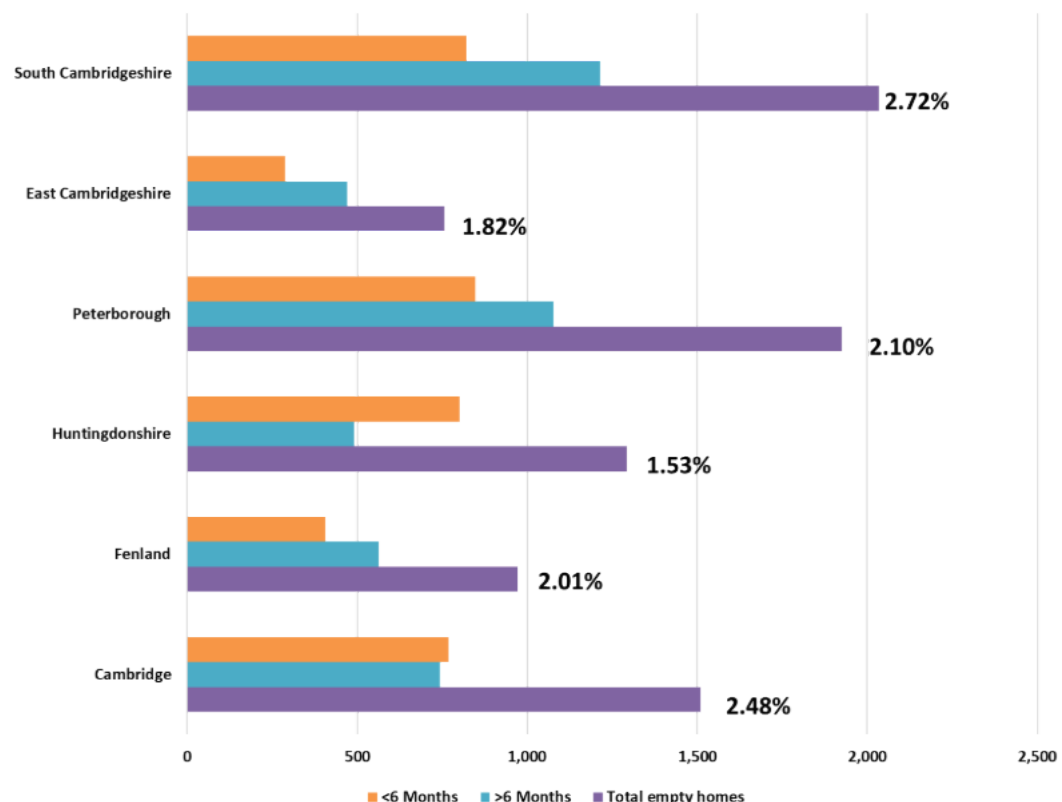
- 2.1 The Draft Empty Homes Strategy 2026-2031 details the current position with empty homes across Huntingdonshire and the tools available to the Local Authority to bring them back into use.
- 2.2 The strategy reinforces the Council's wider objective to maximise housing supply in the district encouraging more affordable, energy efficient and decent homes.
- 2.3 The Council recognises the importance of bringing empty homes back into use and the strategy aims to build on the work done by the Environmental Health team with long term empty homes.
- 2.4 In September 2025 the Council employed a Private Sector Housing Officer (Empty Homes) to focus on reducing empty homes across the district alongside maximising the opportunities to work with empty homeowners to bring their properties back into use.
- 2.5 Prior to September 2025 the Environmental Health team responded to service requests relating to empty homes within the district, however, their input was focussed around dealing with the impact the property was having on immediate neighbours and the local community e.g. requiring an overgrown garden to be cut back or a pest infestation to be treated. Typically, this would include taking action under the Environmental Protection Act 1990, Prevention of Damage by Pests Act 1949 or Anti-social Behaviour, Crime and Policing Act 2014. Their resourcing did not allow for further engagement with the property owner to discuss bringing the property back into use and there was no proactive management of empty homes. Therefore, there would often be repeated service requests about the same properties as, for example, gardens grew back and they caused an impact again.
- 2.6 In 2024/2025 the Environmental Health team received 3078 service requests of which 143 related to 'nuisance premises' or 'nuisance accumulations or deposits', and from 1 April 2025 to 31 August 2025 there were 64 of the same requests type recorded. Whilst it has not been historically recorded it is estimated that 10% of these requests relate to empty homes.
- 2.7 This work has provided a firm base for the development of the Draft Empty Homes Strategy 2026-2031 and the future work of the Private Sector Housing Officer. The development of an Empty Homes service alongside the Strategy will facilitate a fresh casework approach to bringing empty homes back into use alongside enforcement action when required whilst supporting the council tax premiums to encourage empty homeowners to utilise their properties as homes.

The National Context

- 2.8 Empty homes represent a critical challenge in a country facing a national housing crisis, with over 1 million (1,022,433) properties not in use in 2025, representing 3.96% of England's housing stock. This number includes homes left vacant for over six months, second homes, and properties under council tax exemptions.

The Local Context

- 2.9 In the Cambridgeshire and Peterborough region empty homes present considerable challenges and opportunities, each district and both cities employ an Empty Homes Officer and there has been considerable success through various initiatives. The highest numbers of empty homes can be found in South Cambridgeshire and Peterborough.
- 2.10 Graph 1 Total empty homes in September 2025 in Cambridgeshire and Peterborough by time empty and percentage of overall housing stock



- 2.11 In September 2025 of the 84,172 homes in Huntingdonshire, of these 1292 were empty homes of which 801 were empty for less than 6 months, and 491 over six months.
- 2.12 This represents 1.53% of all housing stock, meaning approximately 1 in every 66 homes in Huntingdonshire sits empty or is used in part as a

second home. It is important to note that this figure includes homes that have been empty for less than 6 months.

- 2.13 The Empty Homes Strategy sets out five clear objectives that aim to facilitate bringing empty homes across the district back into use.

Objective 1 – To maintain accurate information on empty homes in the district

- 2.14 The ongoing development and maintenance of the empty homes database will be the cornerstone of the Council's approach to tackling empty homes across the district. This database will hold the essential information that enables targeted engagement and supports cyclical data cleansing exercises, ensuring records remain accurate and up to date.

Objective 2 – To raise awareness of empty homes and promote the strategy

- 2.15 With housing demand continuing to rise, the issue of empty homes is receiving growing attention. Having remained high on the political agenda for some time, recent developments, media coverage, and calls for stronger action have elevated its profile.

- 2.16 In response to this growing awareness, the Council is committed to maintaining visibility of the issue locally, using all appropriate and available channels to raise awareness. Internally, ensuring that staff and members understand the challenges posed by empty homes, and the support the Council can offer to empty homeowners.

- 2.17 Externally the council will continue to promote the benefits of bringing empty homes back into use, while also exploring new opportunities to enhance the support available to owners. The dual approach will help ensure that both awareness and action continue to grow.

- 2.18 The public, our partners and internal colleagues will be encouraged to report all empty homes and will be given advice of the tell-tale signs to look out for.

Objective 3 – To provide advice, assistance and guidance to landlords and empty property owners to prevent properties from becoming long term problematic empties.

- 2.19 We are committed to developing financial support that maximises the opportunities to bring empty homes back into use.

- 2.20 In the meantime, the Council will continue to develop, explore and implement non-financial forms of assistance. These will include signposting to relevant services, facilitating access to advice, or brokering partnerships with local organisation's and developing options that will ensure a swift and proportionate response, including the service of statutory notices if required. Whilst enforcement is viewed as the last resort, it remains a consideration throughout the investigation and support

stages to demonstrate that all reasonable opportunities for a voluntary resolution have been exhausted.

Objective 4 – Reduce the number of long-term empty homes in the district and return problematic empties back to use.

- 2.21 The process of returning empty homes to use and reducing the overall number of long-term vacant properties begins with the effective investigation and prioritisation of referrals, accurately recorded within the council's empty homes database.
- 2.22 To build trust and strengthen the reputation of the service, all complaints will be followed up, with complainants kept informed about the process and the priority status of the property in question. Following the initial information-gathering stage, the Council will maintain regular and persistent engagement with empty homeowners using existing resources, including tailored correspondence. This approach ensures owners are given every opportunity to respond and work collaboratively with the Council.
- 2.23 The strategy also aims to inform and align with wider Council policies and initiatives, encouraging cross-departmental support for efforts to bring empty homes back into use. The property database will be used to regularly assess enforcement options for all cases, with appropriate action pursued for priority properties, especially where urgent attention is required due to a referral or complaint.

Objective 5 - To maximise income opportunities including Council Tax and Enforcement Debt recovery

- 2.24 There are considerable opportunities for the development of the working relationship between council tax colleagues and private sector officer (empty homes). Through this developing partnership this strategy aims to identify and maximise debt recovery through council tax charges, arrears and land registry charges due to default works.
- 2.25 In circumstances that enforcement action has been carried out we will pursue these with the support of our colleagues and where appropriate recommend subsequent action in collaboration with legal services and consider enforced sales.
- 2.26 Working with Revenue and Benefits current empty homes with large amounts of council tax arrears should be evaluated using the scoring tool and prioritised accordingly.

Strategic Priorities

- 2.27 Huntingdonshire District Council recognises that empty homes represent a missed opportunity to deliver on key priorities within the Corporate Plan, Local Plan, and Climate Action Plan.

- 2.28 Under Priority 2 of the Corporate Plan, The Council aims for everyone to live in a safe, high-quality home while also taking positive action to reduce carbon emissions and become a net zero carbon council by 2040. Empty properties undermine these ambitions by wasting housing resources during a housing crisis and increasing pressure for greenfield development, which conflicts with sustainability goals.
- 2.29 The Climate Strategy commits to enabling communities to adapt to climate change, and bringing empty homes back into use supports this by reducing embodied carbon and promoting energy-efficient retrofits.
- 2.30 A joined-up approach between Climate, Place, and the Empty Homes Officer will raise awareness of the social, economic, and environmental impacts of empty homes, encourage owners to act, and promote available support, incentives, and enforcement options. This partnership will also engage councillors, developers, housing associations, and community groups, aligning housing delivery with climate objectives and ensuring that tackling empty homes becomes a core part of the Council's wider housing and sustainability strategy.
- 2.31 Whilst returning empty homes back in to use will not, in isolation, resolve the wider housing supply challenges, it can often be the quickest and most cost-effective way to increase the availability of good quality, safe, and affordable housing. By reducing the pressure to build on undeveloped land, supporting the regeneration of brownfield sites, and reinvigorating local communities, the reuse of empty properties plays a significant role in meeting the Council's broader corporate objectives. This approach delivers tangible benefits to residents and neighbourhoods across Huntingdonshire, contributing to a more sustainable and inclusive approach.

3. OPTIONS CONSIDERED/ANALYSIS

- 3.1 The Council has chosen to appoint an Empty Homes Officer to deal with the issue of long term Empty Homes, this strategy has been developed with the benefit of advice from the Empty Homes Network and other Empty Homes Officers Good Practice guidance.
- 3.2 The report asks that the Draft Empty Homes Strategy 2026-2031 be recommended to go out to consultation and that any changes from feedback received will be considered and taken to the Council's Cabinet in March 2026.
- 3.3 The Council could choose not to adopt an Empty Homes Strategy, but this would prevent the Council taking action on empty homes and using powers open to Local Authorities.

4. COMMENTS OF OVERVIEW & SCRUTINY

- 4.1 The comments of the relevant Overview and Scrutiny Panel will be included in this section prior to its consideration by the Cabinet.

5. KEY IMPACTS / RISKS

- 5.1 If the council do not implement this policy and continues without engaging with empty homeowners and when necessary, carrying out enforcement action there will be no incentive to owners to bring their properties back into use. This will result in a failure to utilise existing empty homes for households within the district.
- 5.2 The Council has opted to charge the maximum council tax premiums on empty properties and second homes to incentivise owners to bring them back into use

6. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION

- 6.1 The Draft Empty Homes Strategy will proceed with any amendments to Cabinet on 17/03/26.

7. LINK TO THE CORPORATE PLAN, STRATEGIC PRIORITIES AND/OR CORPORATE OBJECTIVES

- 7.1 This strategy supports Priority 2 of the Corporate Plan, by creating a better Huntingdonshire for future generations by bringing long term empty homes back into use.
- 7.2 It also supports Priority 1 by improving the happiness and wellbeing of residents by bringing empty homes back into use that are impacting the attractiveness of an area.
- 7.3 This strategy also supports the Council's Futures Strategy with the Pride in Place journey and our Climate Strategy in bringing existing property back into use.

8. CONSULTATION

- 8.1 A consultation with empty homeowners will commence in January via the commonplace platform. The information gained from the consultation will be fed into the strategy.

9. LEGAL IMPLICATIONS

- 9.1 There is no legal requirement to produce an Empty Homes Strategy although the council does have strategic housing responsibilities, and these documents support the continued delivery of statutory duties. The Council's power and duties to enforcement action are contained within various statues including those detailed in Appendix B of the Draft Empty Homes Strategy 2026-2031.

10. RESOURCE IMPLICATIONS

- 10.1 The Private Sector Housing Officer for empty homes is funded through existing resources until September 2027. Allocated budget of £30k to support empty homeowners to bring their properties back into use.

11. HEALTH IMPLICATIONS

- 11.1 We aspire for all our residents to live in homes that meet their needs and acknowledge that quality housing creates the foundation for good health, education, employment, and overall well-being.
- 11.2 The impact of austerity, covid 19, cost of living increases alongside a national housing crisis has resulted in this being a challenge for many households.
- 11.3 At the same time, we have empty homes throughout the district that could help alleviate some of the above pressures, or even house residents who find themselves threatened with homelessness. Therefore, bringing empty homes back into use is a critical element of responding to these challenges.

12. ENVIRONMENT AND CLIMATE CHANGE IMPLICATIONS

- 12.1 Bringing existing homes back into circulation, uses between 50% and 80 % less embodied carbon than building new homes. Works carried out as part of the renovation of empty homes will make homes greener and more energy efficient.

13. OTHER IMPLICATIONS

- 13.1 Bringing empty homes back into use is a crucial opportunity to increase the supply of homes for our growing population. To maximise the impact that bringing empty homes back into use can have, options for bringing them back into use as affordable housing are being pursued.
- 13.2 Empty homes are not only a wasted resource – they also often cause significant negative impacts on the local community and environment, which are often made worse the longer a home is empty. We are committed to prioritising bringing those empty homes back into use, which are a blight on our neighbourhoods.
- 13.3 A draft Equality Impact Assessment (EqIA) is currently being created, and evidence is being gathered. We will collect further evidence and feedback as part of the consultation with empty homeowners. A full EqIA will then be completed ahead of adopting the full Empty Homes Strategy.

14. REASONS FOR THE RECOMMENDED DECISIONS

- 14.1 To ensure that we have a strategy that outlines our approach to dealing with empty homes across the district.
- 14.2 Creating a better Huntingdonshire for future generations.

15. LIST OF APPENDICES INCLUDED

Appendix 1 – Draft Empty Homes Strategy 2026-2031



Huntingdonshire District Council

Draft Empty Homes Strategy

2026-2031



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Foreword from portfolio holders

We are delighted to introduce the new Empty Homes Strategy 2026-2031, as having a safe, high quality and secure home is essential to enable people to live healthy, happy and fully independent lives in their communities within Huntingdonshire.

We recognise the negative impact empty homes has on communities. Tackling empty homes is a key priority for Huntingdonshire District Council and the new Empty Homes Strategy sets out what the Council will do to bring homes back into use, to make best use of housing stock across the district and to reduce the negative impact empty homes can have on surrounding homes, neighbourhoods and communities.

This strategy, alongside our Housing Strategy, demonstrates our continued commitment to providing sustainable and thriving communities across Huntingdonshire.

We understand there is a variety of reasons that a property becomes an empty home and acknowledge the importance for the council to work proactively to engage, encourage and influence the owners of empty homes to support them to return them back into use.

The key focus on encouragement and advice to aid empty homeowners will be to provide support and guidance to facilitate the home being brought back into use. However, we recognise that this approach will not work in every case and the council may need to utilise enforcement powers to ensure that empty homes do not remain wasted.

Only when a property is occupied does it truly become a home, allowing both residents and neighbours to enjoy comfort, stability and a shared sense of wellbeing within their community.

Sam Wakeford

Executive Councillor for Economy, Regeneration and Housing

Stephen Ferguson

Executive Councillor for Resident Services & Corporate Performance

Executive Summary

The overall aim of this strategy is to bring empty homes back into use. We will work with our key partners to offer solutions to facilitating bringing homes back into use and in turn increasing housing stock across Huntingdonshire.

Huntingdonshire's Draft Empty Homes Strategy 2026-2031 focuses on residential properties in the district that have been unoccupied for 6 months or longer and on those that are causing significant problems to the local community. Whilst

adopting a preventative approach to those that have been empty for less than 6 months.

The Government acknowledges that bringing empty homes back into use can contribute to meeting projections of housing need and actively encourages local authorities to take the action required to tackle these wasted resources. Huntingdonshire District Council has embraced this challenge using identified good practice.

The strategy sets out five key objectives to enable long term empty homes to be brought back into use via a structured approach. Enforcement action is only to be used as a last resort, the focus of the strategy is to encourage and provide advice to owners, to facilitate them bringing their properties back into use without formal action being instigated. The Key Objectives are

Objective 1 – To maintain accurate information on empty homes in the district.

Objective 2 - To raise awareness of empty homes and promote the strategy.

Objective 3 – Provide advice, assistance and guidance to landlords and property owners to prevent properties from becoming long term problematic empties.

Objective 4 - Reduce the number of long term empty homes in the district and return problematic empty homes back in to use.

Objective 5 - To maximise income opportunities including Council Tax and Enforcement Debt Recovery.

Introduction

Empty homes represent a significant and often overlooked opportunity to meet wider housing need, support community regeneration, and make more effective use of existing housing stock. At a time of growing demand for affordable and decent homes, the presence of long-term vacant properties, often located in areas of high need, can undermine neighbourhood vitality, attract anti-social behaviour, and contribute to urban decline. This strategy outlines our commitment to tackling empty homes as part of a wider effort to create thriving, resilient communities and ensure that every home counts.

This Empty Homes Strategy 2026-2031 outlines our commitment to tackling the issue of empty homes in a proactive, coordinated, and strategic manner. It draws on national guidance, including the *Empty Homes Network's 3-Point Plan (2025–2030)*, the *Local Government Association's practical toolkit*, and good practice examples from other Local Authorities. ^[1]

Our approach is informed by the following principles of best practice:

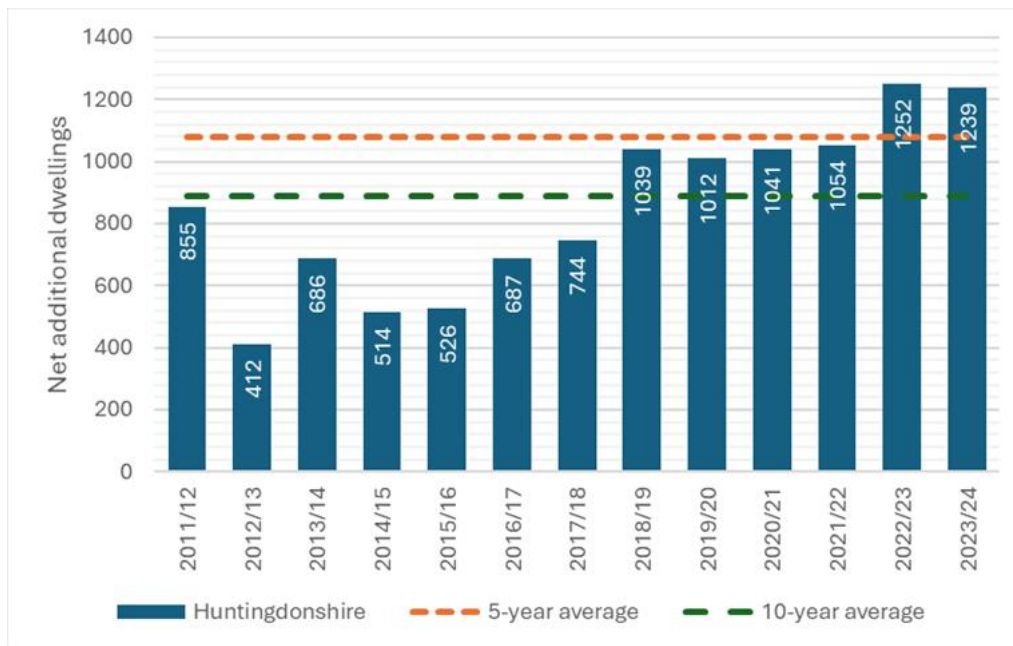
- **Strategic Integration:** Empty homes work should be embedded within wider housing, homelessness, regeneration, climate and corporate strategies. This ensures alignment with local priorities and maximises the impact of interventions.
- **Data-Driven Action:** Maintaining accurate, up-to-date records of empty properties is essential. We recognise the value of robust data systems in targeting interventions effectively.
- **Investigate, Encourage, Enforcement Last:** While enforcement tools such as Compulsory Purchase Orders (CPOs), Enforced Sales, and Empty Dwelling Management Orders (EDMOs) are important, the emphasis is on early engagement, advice, and support to property owners.
- **Tailored Interventions:** Recognising that each empty home has a unique context, we aim to offer a flexible toolkit of support and guidance alongside a personalised approach and when these do not work finally - enforcement options to suit varying circumstances.
- **Cross-Sector Collaboration:** We will work with housing associations, community groups, and other key stakeholders to bring properties back into use, drawing on successful models of partnership working seen across the UK.
- **National Alignment:** We support calls for a statutory duty on local authorities to act on long-term empty homes and advocate for a national strategy that provides consistent guidance, funding, and accountability.

The following pages demonstrate our vision, objectives, and action plan for reducing the number of long-term empty homes across Huntingdonshire. It is both a call to action and a framework for delivery; ensuring that empty homes are no longer a wasted resource, but a vital part of our housing solution.

Understanding Empty Homes

Huntingdonshire District Council is committed to delivering affordable accommodation choices throughout the district. We recognise the importance of prioritising the use of current housing before considering new builds. Without tapping into the empty homes resource across the district we will put further pressure on housing need. The chart below shows the net housing delivery rate with 5 year and 10 year averages.

Chart 1 Net housing delivery rate in Huntingdonshire



Source – Huntingdonshire Local Housing Needs Assessment 08/2025

What is an empty home?

An empty home is defined as a privately owned property that is unoccupied.

A property is a long-term empty home if it has been unoccupied for 6 months or longer and adopting a preventative approach to those that have been empty for less than 6 months. Privately owned long-term empty homes are the primary focus of this strategy, but concerns will be highlighted to public bodies and Housing Associations (registered providers) where an empty home they own is not let or requires repair.

Any property that is lying empty is a wasted resource, both for the person who owns it and those who need a home. In September 2025, the Home-link choice based letting scheme had over 3000 households registered seeking a home in Huntingdonshire. If left vacant for a considerable period, a property's physical condition can deteriorate, and the property can become a nuisance for those living in the neighbourhood. Where there are several empty dwellings in a neighbourhood this could discourage investment, in turn leading to economic decline.

The Empty Homes network uses 7 different council tax definitions to develop a full picture of empty homes nationally. These are defined as long term empty, empty for less than 6 months, long term premium, second homes, unoccupied exemptions and occupied empties and delisted properties.

Why do properties become and remain empty?

Most empty homes are privately owned. There are a variety of reasons for homes being left empty, some of which are more complex and multi-faceted, with owners having their own personal reasons for keeping their home empty. Some of the most common reasons for homes becoming and remaining empty include:

- issues with inheritance and/or delays with probate;

- lack of finance to carry out necessary repairs and/or refurbishment;
- perceived problems associated with letting of properties;
- owner unwilling to bring the home back into use;
- individuals requiring residential care or long term hospitalisation.

Challenges presented by Empty Homes

Dealing with an empty home is not always straightforward. Each property, its owner, their circumstances and intentions are all unique. The list below provides some examples of circumstances -

- A property may be used as a second home, and so not occupied on a permanent basis, but is still in use.
- A property awaiting planning permissions and work is unable to commence whilst this is being sought. This may include specialist permissions if they are a Listed Building or located in a Conservation Area.
- A property may be owned by a several different people or companies.
- A property may be subject to legal proceedings such as probate, divorce settlements or proceeds of crime restrictions.
- Although it is now compulsory in England to register any property which changes ownership or has a mortgage taken out against it for the first time, properties which have not changed ownership since that time may not be registered with the Land Registry and information regarding the property ownership will not be available from this source.
- It may not be immediately evident who the owner of a property is or where they are, as they may have moved away with little information available to trace them.
- A property may be kept empty by the owner for specific reasons such as for their children when they leave home or elderly relatives who are in care. Some are kept empty until the owner feels the housing market is suitable to sell the property at the price they want.
- The emotional attachment associated with a property, formerly a family home or owned by parents, can often lead to the reluctance or reticence to act, or deal with a property immediately.

Some owners may be simply reluctant to engage with the Council and believe that as the property is privately owned the Council do not have the right to require action to return it to use. They may be unaware or have no concern for the effect the property has on the local area and surrounding properties. These are properties which are likely to be left empty for many years, fall into disrepair, and be the subject of future complaints and action.

Subsequently, it is considered that the Local Authority are best placed to tackle the issues that empty homes present. With a range of professional experience across departments, legislative powers and tools at their disposal, the Council can provide a vehicle for a solutions based approach that benefits all parties involved.

Why do empty homes matter?

The Council often receives complaints relating to empty homes from residents, who rightly object to unsightly disused properties. These provide implications for the Council's Environmental Health team who must use staff time and resources to investigate and take action to intervene, deal with pests, general dilapidation, overgrown gardens, damage to neighbouring properties, anti-social behaviour and other issues.

For the local community, empty homes can have a direct impact on adjoining properties through issues such as damp and structural problems. Alongside this, unsightly properties can be detrimental to neighbouring house prices and can result in a lack of pride and investment in the area. The possibility of empty homes attracting unwanted attention can cause anxiety and ongoing concern for residents. Empty homes undermine the communities' confidence in the area, resulting in problems for neighbouring properties, often leading to involvement from the Local Authority.

For empty homes owners, leaving a property empty can become costly and be a source of unnecessary anxiety. By remaining empty and increasing in deterioration, the additional risk of vandalism and crime can lead to a property being difficult to insure, which could ultimately result in high repair costs or even mean a complete loss of asset.

Even the general deterioration of an unoccupied property will result in costs. Deterioration by lack of maintenance, insurance, council tax and premiums, utility standing charges and mortgage payments, all increase the financial liability of leaving a property empty, and one which can often become insurmountable for the owners. By renting or selling the property, not only are the above issues resolved, but there is the added advantage of gaining regular rental income or the capital generated from the sale of a property.

There is also an environmental impact of leaving homes empty. It has been estimated that it would take the equivalent of about 75 acres of land to build 900 homes. This could be greenfield sites of open land that local people value, whereas it would be more efficient and sustainable to make best use of existing dwelling stock available. ^[2]

Empty homes returned to use as domestic dwellings increase the availability of homes across the district. Instead of being a source of concern these homes can be transformed from a wasted resource into a home for an individual or family in housing need.

In September 2025, 3005 households' applications were on the Housing Register. Of these households 169 had a homelessness duty accepted. Furthermore, temporary accommodation was being provided for 129 homeless households.

There are many individuals and families in housing need, and the utilisation of empty homes could prevent some of these people from facing issues such as homelessness and overcrowding or provide a first home for a local person.

Returning empty homes to use can help ensure that house prices in the neighbourhood are protected from preventable reductions. Improving an area can also encourage investment in the local economy, and a return of any lost pride in the community created by a single empty home.

The National Context

The latest Council Taxbase 2025 statistics published in November 2025, show that the number of empty and otherwise non-permanently occupied homes in England has continued to rise. Drawn from local authority council taxbase, these figures provide the most comprehensive snapshot of national housing occupancy available, and the 2025 dataset points to a housing system under increasing pressure.

Table 1 – Empty Homes data in England from 2021-2025

	2025	2024	2023	2022	2021
Empty Homes	542,276	502,263	480,485	478,928	468,070
Second Homes	268,153	279,870	263,318	256,913	253,357
Unoccupied Exemptions	212,004	217,207	218,281	197,376	184,955
Total Empty Homes	1,022,433	999,340	962,444	933,217	906,382
% of Housing Stock	3.96	3.89	3.77	3.69	3.62
Breakdown					
Less than 6 months	232,420	230,006	211,450	222,101	221,426
More than 6 months	309,856	272,257	269,395	256,827	246,644
Empty Homes Premium	152,932	119,606	75,803	72,341	71,630

Source: Empty Homes Network

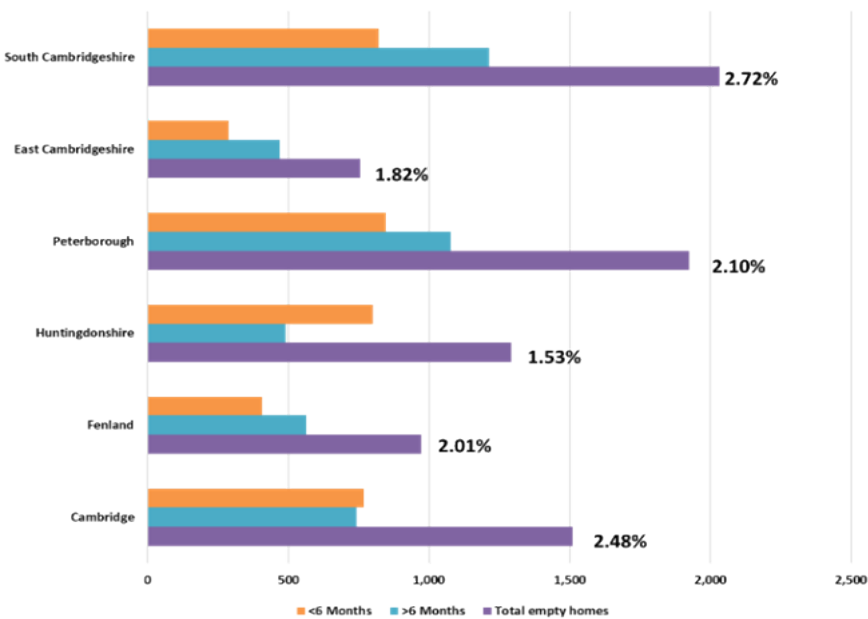
Empty homes represent a critical challenge in a country facing a national housing crisis, with over 1 million (1,022,433) properties not in use in 2025, representing 3.96% of England's housing stock. This number includes homes left vacant for over six months, second homes, and properties under council tax exemptions. ^[3] Furthermore, representing an increase year on year since 2020. Whereas the number of properties falling under an unoccupied exemption have reduced with a peak in 2023.

The number of properties subject to empty homes premium have continually risen since it commenced in 2013 reaching 119,606 in 2024 and 152,932 in 2025.

Cambridgeshire and Peterborough context

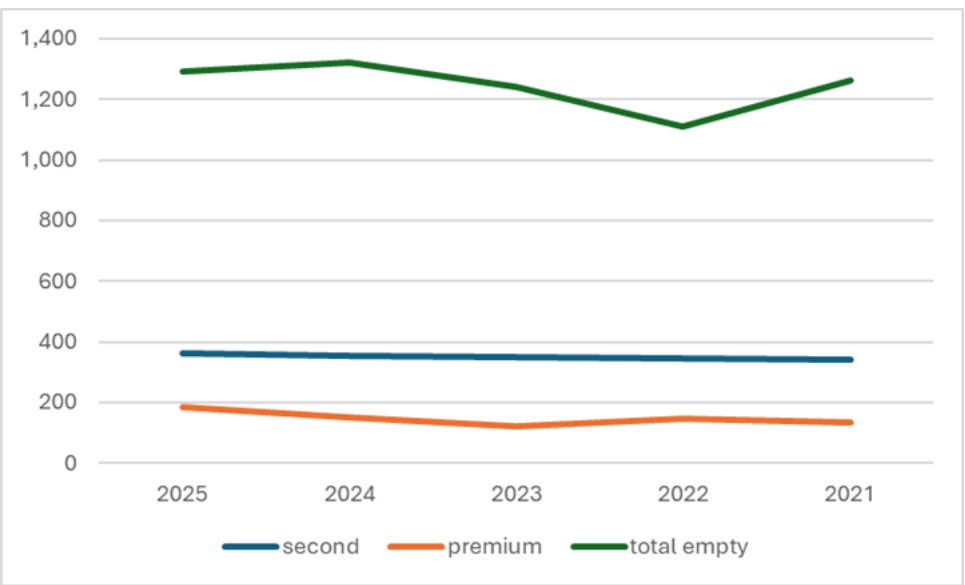
Empty homes across Cambridgeshire and Peterborough present considerable challenges and opportunities. There are empty homes officers employed within each of the districts, Peterborough and Cambridge City. There has been considerable success through various initiatives. The highest numbers of empty homes can be found in South Cambridgeshire and Peterborough.

Graph 1 Total empty homes in September 2025 in Cambridgeshire and Peterborough by time empty and percentage of all housing stock



Source- council tax dataset 2025

Graph 2 – Empty Homes in Huntingdonshire between 2021 and 2025



Source – Council tax data

Empty homes in Huntingdonshire have remained relatively stable between 2021 and 2025 with a small reduction during 2022. The number of second homes

across the district has remained stable alongside the number of empty homes with premium council tax charges.

Local Context

In 2025 of the 84,172 homes in Huntingdonshire there were 1292 empty homes of which 801 were empty for less than 6 months, and 491 over six months in 2025 – a reduction of 191 from the previous year.

This represents 1.53% of all housing stock, meaning approximately 1 in every 66 homes in Huntingdonshire sits empty or is used in part as a second home. It is important to note that this figure includes homes that have been empty for less than 6 months and provides a snapshot of a diverse situation. Based on the average property price of £309,000, these empty homes have an estimated combined value of over £391 million.

Empty homes can be found in all areas, wards and locations across the district, and are not necessarily semi-derelict, boarded up or causing a problem. There are also homes which naturally become empty for periods of time, often due to transactional processes, being between tenants, or when an owner passes away and the probate process delays a possible transaction. When a dwelling remains empty for a significant period, is attracting unwanted attention or is the subject of a complaint to the authority, it would be considered a high priority case in line with the rating system attached as Appendix A.

Whilst these properties are often recorded as empty through their council tax accounts, it is also often the case that second homes, those that qualify for an unoccupied exemption, or even where a property is reported as occupied, can be referred to the authority as empty and unoccupied. All referrals, complaints and notifications are recorded and investigated as empty homes.

Private Homes

On 1 October 2025 council tax records indicated that there were 203 empty homes throughout the district this does not include second homes or those with council tax exemptions.

Of the 203 empty homes the largest category 113 was those owned by private individuals. The most likely source of quick-wins, or where houses are naturally brought back into use, this category includes properties currently being charged some form of empty homes premium.

Second Homes

Second homes are often reported as empty homes. This results in the empty homes officer including these in the development of the database and working closely with the council tax service to share information. There are currently 363 second homes in Huntingdonshire.

Housing Associations and companies

On 1 October 2025 there were 90 properties showing as being owned by registered company, a housing association or registered provider. Of note the

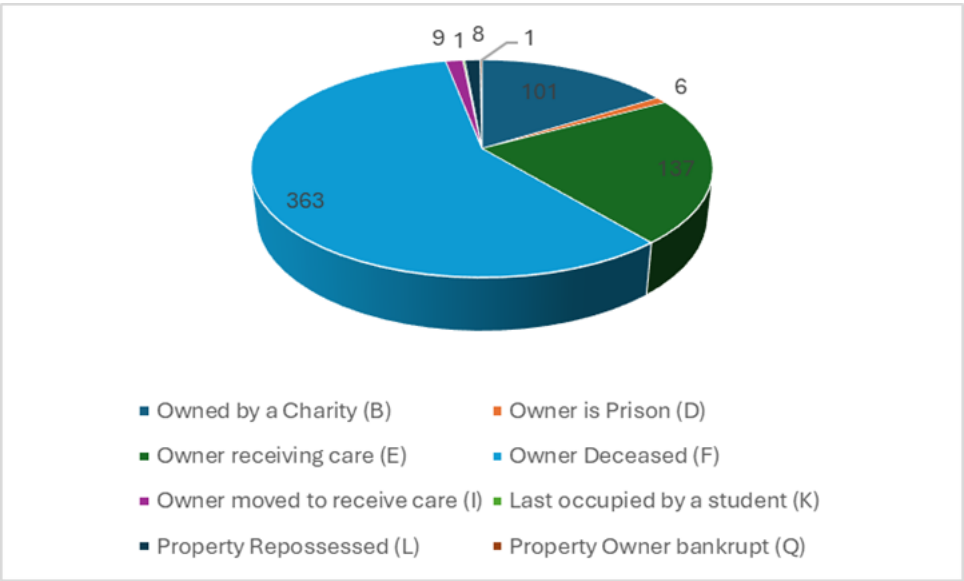
largest provider Places for People are conducting a disposal programme and had by 1 October 2025 disposed of over 170 properties.

There are review meetings with key social housing provider - Places for People and the Private Sector Housing officer to maximise opportunities to bring these homes back into use.

Unoccupied Exemptions

Similarly to second homes, properties falling under an unoccupied exemption category (745 properties) may warrant a complaint and further investigation in the future. These include instances of properties that are currently going through probate, where the owner is in prison or property has been repossessed, and in other cases such as where an owner has moved to provide or receive care.

Chart 2 – Empty Homes in Huntingdonshire with council tax exemption as September 2025 by reason



Source – Council tax 09/2025

Council Tax premiums

Huntingdonshire District Council has opted to charge the maximum council tax premiums on empty properties and second homes to incentivise owners to bring them back into use. Further details of the premiums and exceptions can be found on the website at [Discounts, Exemptions, Disregards and Premiums - Huntingdonshire.gov.uk](https://www.huntingdonshire.gov.uk/Discounts%2C%20Exemptions%2C%20Disregards%20and%20Premiums)

Meeting strategic and corporate aims

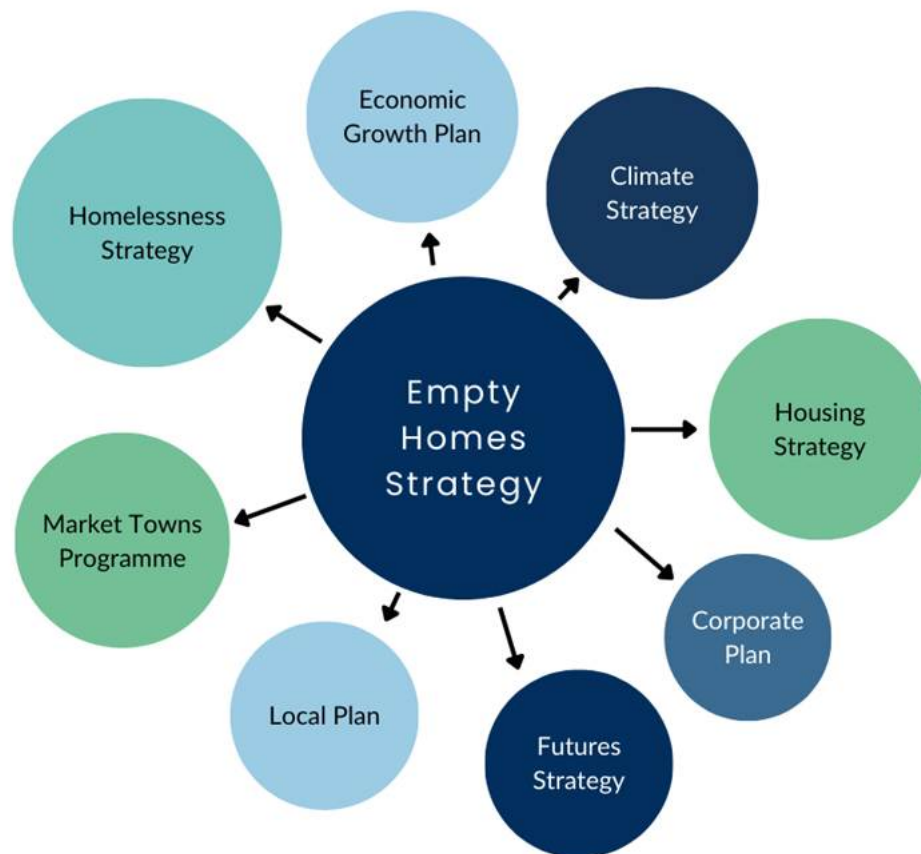
Huntingdonshire District Council recognises that empty homes represent a missed opportunity to deliver on key priorities within its Corporate Plan, Local Plan, and Climate Action Plan.

Under Priority 2 of the Corporate Plan, the Council aims for everyone to live in a safe, high-quality home while also taking positive action to reduce carbon emissions and become a net zero carbon council by 2040. Empty properties undermine these ambitions by wasting housing resources during a housing crisis and increasing pressure for greenfield development, which conflicts with sustainability goals. The Climate Strategy commits to enabling communities to adapt to climate change, and bringing empty homes back into use supports this by reducing embodied carbon and promoting energy-efficient retrofits. A joined-up approach between Climate, Place, and the Empty Homes Officer will raise awareness of the social, economic, and environmental impacts of empty homes, encourage owners to act, and promote available support, incentives, and enforcement options. This partnership will also engage councillors, developers, housing associations, and community groups, aligning housing delivery with climate aims and ensuring that tackling empty homes becomes a core part of the Council's wider housing and sustainability priorities.

Whilst returning empty homes to use will not, in isolation, resolve the wider housing supply challenges, it can often be the quickest and most cost-effective way to increase the availability of good quality, safe, and affordable housing. By reducing the pressure to build on greenbelt land, supporting the regeneration of brownfield sites, and reinvigorating local communities, the reuse of empty properties plays a significant role in meeting the Council's broader corporate objectives. This approach delivers tangible benefits to residents and neighbourhoods across Huntingdonshire, contributing to a more sustainable and inclusive approach.

This strategy, its aims and actions link with several council documents, strategies and plans. The diagram below outlines the key Strategies that it directly links with.

Diagram 1.0 Empty Homes Strategy and links to other strategies



Working Collaboratively to Bring Empty Homes Back into Use

Regardless of the reasons a property has become and remained empty, and irrespective of the owner's current circumstances, the Council's primary approach is to engage constructively with owners wherever possible. The aim is to support them in achieving their intentions for the property and, where necessary, to facilitate appropriate action.

It is essential to recognise that each empty home presents a unique set of circumstances. The reasons for long-term vacancy, the personal situation of the owner, and the condition of the property can vary significantly. As such, the Council is committed to treating each case individually, based on the information available, while remaining focused on the overarching goals of the Empty Homes Strategy.

Some cases may involve sensitive or complex issues, but the Council must remain committed to the strategic principles. Empty properties can have a detrimental impact on neighbouring residents and the wider community and addressing them is a shared responsibility.

Property owners need to be aware that while the Council prefers to work in partnership to help realise their plans, prolonged inaction is not acceptable. Ownership of an empty home carries responsibilities, and owners are expected to take appropriate steps to bring their property back into use.

The accompanying Action Plan (Appendix D) outlines the key objectives for this strategy 2025-2030. It reflects the use of personalised tools, support, and guidance available to owners. The Plan sets out five strategic priorities aimed at reducing the number of long-term empty homes across the district and maximising the use of existing housing stock.

The order in which the priorities are presented does not reflect the value that the Council will place on the activities described.

Investigate, Encourage, Enforce: A Tiered Approach

The Corporate Plan calls on the Council to enable more, partner more, and empower people to reduce demand for traditional public services. This is embedded in our Do, Enable and Influence approach in our Corporate Plan and adopted in our structured and proportionate approach to tackling empty homes, built around three key principles: **Investigate, Encourage, and Enforce**.

Our priority is to provide advice and guidance to all empty homes owners and then moving to the softer options including options such as selling or renting to mitigate the impact of the empty homes premium, advice regarding renovation, followed by financial assistance with discount VAT schemes to support with bringing properties back into use.

Investigate

The Council will proactively identify and monitor empty properties using a range of data sources, including council tax records, public reports, and internal referrals. Each case will be assessed using a risk-based scoring matrix to prioritise action based on factors such as property condition, location, and impact on the community. This intelligence-led approach ensures that resources are directed where they are most needed.

Encourage

An engagement-first and personalised approach is fundamental to the effective delivery of an Empty Homes Strategy. By prioritising early, empathetic, and tailored communication with property owners, we can gain a deeper understanding of the individual circumstances contributing to a long-term empty home. This enables us to offer bespoke support, advice, and interventions that reflect the specific barriers and motivations of each owner. These include financial, emotional, or practical support. Best practice across the UK demonstrates the value of this approach.

In the first instance, it is always the Council's aim to provide help and advice to the owners of empty homes. The Council offers tailored support to owners of empty homes to help bring properties back into use. This may include advice on refurbishment, sales, legal considerations, lettings, tenant-finding, health and safety compliance, and improving energy efficiency. Where appropriate, we work in partnership with internal teams and external organisations to ensure owners

are fully informed of all available options before making decisions about their property.

In addition, the Council can provide a 'Reduced VAT' letter for qualifying properties that have been empty for over two years. This enables owners to benefit from a reduced VAT rate of 5% on eligible refurbishment works, and in cases where a property has been empty for over ten years, a 0% VAT rate may apply. We can assist by verifying the length of time a property has been unoccupied, typically using Council Tax records or our own knowledge of the property. A charge will be levied at the homeowner for this service.

The aim is to remove barriers and promote voluntary action, recognising that many owners may face genuine challenges in bringing properties back into occupation.

Enforce

In cases where engagement is unsuccessful or where properties pose a significant risk to the community, the Council will consider formal enforcement action. This may include the use of statutory powers such as Empty Dwelling Management Orders (EDMOs), Compulsory Purchase Orders (CPOs), or enforcement under housing and planning legislation. Enforcement will always be a last resort, used proportionately and in line with legal and policy frameworks.

Enforced Sale

The Law and Property Act 1925 enables local authorities to recover charges through the sale of the property. This option can only be utilised where there is a debt to the local authority registered as a charge on the property and this can be in the form of Council Tax debt or works in default following notices being served to remove accumulations or carry out improvement works. This option is more attractive than compulsory purchase as it does not require the local authority to take ownership of the property and sell it on and therefore requires no capital outlay.

Compulsory Purchase Orders

When all other options to bring an empty property back into use have been exhausted, the Council may consider the use of Compulsory Purchase Orders (CPOs). These powers are available under Section 17 of the Housing Act 1985, and enables the acquisition of land or property to increase housing supply or improve the quality of existing housing stock. Alternatively, Section 226 of the Town and Country Planning Act 1990 (as amended by the Planning and Compulsory Purchase Act 2004) allows for acquisition where redevelopment would deliver social, economic, or environmental benefits.^[4]

The initiation of a CPO can often prompt owners to act voluntarily, avoiding the need for formal proceedings. However, pursuing a CPO is resource-intensive and

involves significant legal and administrative costs. It also results in the transfer of ownership, which is a serious step. Therefore, CPOs are only considered when all other engagement and enforcement options have failed, and where there is a compelling case in the public interest to justify such action.

Nationally, Compulsory Purchase Orders (CPO's) on empty homes have increasingly been successful, with the outcomes having proven popular with the public. In addition to enhancing housing availability, the anti-social and criminal activities with which empty buildings can so often attract are also addressed because of such enforcement.

Unclaimed CPO/Enforced sale money

When a property is sold through enforced sale, the Council may deduct the following from the proceeds:

- Works in default costs
- Legal and conveyancing fees
- Marketing and auction costs
- Officer time related to the sale
- Outstanding Council debts

Any remaining funds are paid to the former owner, subject to existing charges or mortgages, or paid into Court if necessary.

Additional Statutory Powers

Where an empty home is causing a specific problem to a neighbourhood or is dangerous or ruinous, a range of enforcement powers are available. The timing and extent of the action taken will be dependent upon the individual circumstances encountered at the property. A detailed list of these measures is listed in Appendix B.

Maximise Income Opportunities

This strategy seeks to strengthen the Council's approach to debt recovery through targeted empty homes work and an evolving partnership with Council Tax colleagues. The focus will be on maximising the recovery of outstanding council tax charges and arrears, as well as reclaiming costs associated with works in default via registered land charges.

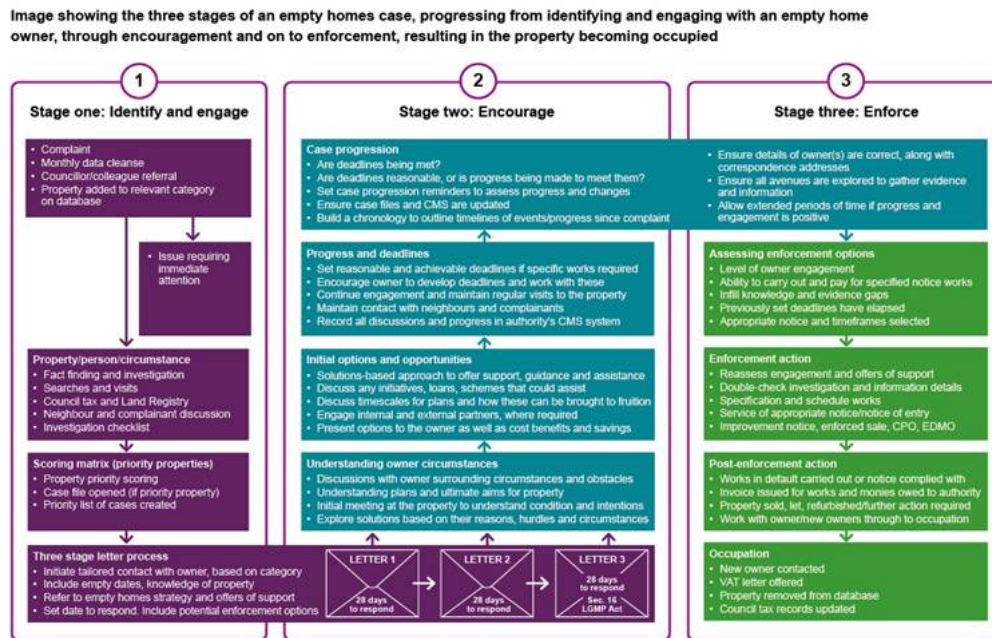
Where enforcement action has been undertaken, all cases will be actively pursued in collaboration with relevant departments. Where appropriate, further legal action will be considered in partnership with legal services, including the use of Enforced Sale procedures.

Working closely with Revenues and Benefits, properties with significant council tax arrears will be promptly identified and prioritised for intervention. Maintaining an accurate and up-to-date empty homes database will be essential to support this process.

Good Practice and aspirations

The Local Government Association Publication - A practical approach for councils when dealing with empty homes provides a blueprint of an approach to engage, encourage and enforce with a three letter process. The Figure below illustrates the process.

Figure 2 – Three Stage Process for dealing with empty homes



Source - [A practical approach for councils on dealing with empty homes | Local Government Association](#)

The above document details best practice by developing a proactive approach to maximise opportunities to bring empty homes back into use. The council plans to adopt this approach and has set out below how this will be achieved.

A dedicated officer or team

- In September 2025 Huntingdonshire District Council employed a Private Sector Housing Officer to bring empty homes back into use

Regularly and proactively engage with empty home owners

- The Private Sector Housing Officer has commenced engagement with empty home owners in December 2025 and developed a fact sheet to assist them in bringing homes back into use.

Carry out regular, cyclical data cleansing

- A database has been created and will be cleansed monthly from January 2026 utilising the cycle in Figure 3 below.

Stand alone Empty Homes Strategy

- *A draft strategy has been created from 2026-2031.*

High levels of corporate support

- *The Empty Homes Strategy has a high level of corporate support.*

Enforcement work is encouraged, often led by a dedicated officer whose focus is to build casework through to formal action

- *The Private Sector Housing Officer will focus on casework and where appropriate consider enforcement.*

Statistics actively monitored using a stand-alone database

- *A database has been created and is being actively monitored by the Private Sector Housing Officer.*

Policies and procedures in place to provide a definitive cycle of case progression

- *A procedure flowchart has been developed.*

Grant Schemes

Lendology is a community interest company that works with several local authorities including Bristol City Council as a consortium of 10 councils to offer low interest loans for bringing long term empty homes back into use, installing energy efficient measures and supporting adaptations for disabled residents.

Lendology administer the loans and offer up to £20,000 per flat and £60,000 per property with a fixed interest rate of 4% and repayment term of up to 10 years. There are two types of loans – a letting loan includes capital and interest repayment, and a selling loan is an interest only loan, repayable within 2 years or on the sale of the property.

Greater Manchester has recently launched a £11.7m scheme encompassing 10 local authorities to tackle empty homes. The aim is to tackle the current housing crisis and pressures on temporary accommodation by turning long term empty homes into secure housing for families in need. It acknowledges that rising demand, a shortage of affordable homes and escalating costs have left council's increasingly reliant on expensive alternatives and places significant pressure on council budgets.

The aim is to refurbish or lease up to 400 properties out of the 12,700 long term empty homes identified across the area. There is £900,000 to employ empty homes officers. Landlords who join will be required to sign up to the Good Landlord Charter.

Huntingdonshire District Council is committed to developing a small grant scheme to assist with facilitating bringing empty homes back into use. This will be

developed during the strategy. Long term there is a desire to join with other Local Authorities to operate an enhanced loan scheme post local government reorganisation.

Tenant matching services

Gedling Borough Council alongside other local authorities offer a free Property Matchmaker service. The aim is to match empty homeowners who wish to sell their property with people who wish to invest or buy an empty home. This type of scheme has had considerable success throughout the UK and would be a scheme that Huntingdonshire District Council would like to replicate.

Leasing Schemes

Durham County Council offer a leasing scheme to empty homeowners to house vulnerable persons. The rates are set at Local Housing Allowance and take account of repairs offers. The lease is subject to a monthly fee based on 20% of the rental rate.

Durham County Council offer a leasing scheme to empty homeowners to house vulnerable persons. The rates are set at Local Housing Allowance and take account of repairs offers. The lease is subject to a monthly fee based on 20% of the rental rate.

Other local authorities offer empty property owners the opportunity to match homeless households or households threatened with homelessness to provide them a home. This includes payments of deposits and rental income set at Local Housing Allowance. Huntingdonshire District Council will be considering this as an option in the future.

Property Appraisals

Rushcliffe Borough Council and the Empty Homes Network recommend offering free property appraisals to help to judge the cost of a renovation of the property's current value. Huntingdonshire District Council would like to develop a similar scheme as a tool to bringing empty homes back into use.

High Street Rental Auctions

The government has introduced High Street Rental Auctions to help local authorities increase the occupation of high street properties and improve local economies.

The High Street Rental Auction (HSRA) provides Local Authorities with the power to ensure that landlords rent out persistently vacant commercial properties to new tenants, including local businesses and community groups.

Huntingdonshire District Council is committed to bringing all empty properties back into use and acknowledges the opportunities created by residential properties within commercial settings.

Action Plan

The Action Plan for progressing towards the overall aims is included at Appendix D and acts as a commitment to further develop the tools available, enhance the support and guidance Huntingdonshire District Council offer, and make progress in bringing empty homes back into use across the district. The Action Plan identifies 5 key objectives for this strategy period.

Objective 1 – To maintain accurate information on empty homes in the district

The creation and ongoing development and maintenance of the existing empty homes database will be a cornerstone of the Council's approach to tackling empty properties across the district. This database holds essential information that enables targeted engagement and supports cyclical data cleansing exercises, ensuring records remain accurate and up to date.

All complaints and referrals concerning empty homes will be logged systematically to ensure they are investigated, prioritised, and risk-rated using the scoring matrix outlined in Appendix A. While the matrix score will generally guide the order in which cases are addressed, exceptions may be made based on local context, the severity or nature of a complaint, or where urgent intervention is required.

A key source of intelligence can be found in the regular monthly review of Council Tax data. The continued development of strong working relationships and data-sharing protocols have been established with council tax colleagues and the private sector housing officer (empty homes). This collaboration ensures timely access to account information, enhancing the effectiveness of both departments.

Looking ahead, this partnership is expected to strengthen further. In particular, the sharing of information and support to help ensure that nationally reported data is as accurate and current as possible.

Objective 2 - To raise awareness of empty homes and promote the strategy

With housing demand continuing to rise, the issue of empty homes is receiving growing attention. Having remained high on the political agenda for some time, recent developments, media coverage, and calls for stronger action have further elevated its profile in the public domain.

In response to this growing awareness, the Council is committed to maintaining visibility of the issue locally, using all appropriate and available channels to raise awareness. Internally, ensuring that staff and members understand the challenges posed by empty homes, and the support the Council can offer to their owners.

Externally, the Council will continue to promote the benefits of bringing empty homes back into use, while also exploring new opportunities to enhance the support available to owners. This dual approach will help ensure that both awareness and action continue to grow.

The public, our partners and internal colleagues will be encouraged to report all empty homes and will be given advice on the tell-tale signs to look out for.

Objective 3 - Provide advice, assistance and guidance to landlords and property owners to prevent properties from becoming long term problematic empties.

As awareness of the empty homes issue continues to grow, so to do the opportunities and methods available to bring these properties back into use. In the absence of national schemes specifically designed to support empty homeowners, local authorities are uniquely positioned to develop tailored initiatives that meet the needs of their communities through locally driven solutions.

While Huntingdonshire District Council does not currently operate a financial assistance scheme such as loans, grants, or direct funding this remains an area for future exploration. We are committed to developing financial support that maximises the opportunities to bring empty homes back into use.

In the meantime, the Council will continue to explore and implement non-financial forms of assistance. These will include signposting to relevant services, facilitating access to advice, or brokering partnerships with local organisations and developing a property matching service. However, such support often depends on the specific needs and circumstances of individual property owners and may need to be developed on a case-by-case basis.

The Council's Empty Homes webpages will serve as a key point of contact and information. These pages will be regularly reviewed and updated to reflect current policies, available support, and guidance for owners. The webpage will be further developed to include downloadable documents, details of available assistance, and the reporting tool for members of the public to notify the Council of suspected empty properties—an initiative that has proven successful and will be reviewed.

Objective 4 - Reduce the number of long term empty homes in the district and return problematic empty homes back in to use.

The process of returning empty homes to use and reducing the overall number of long-term vacant properties begins with the effective investigation and prioritisation of referrals, accurately recorded within the council's empty homes database. All complaints and referrals from residents are treated as a priority and assessed using a structured rating matrix (Appendix A) to determine their urgency and impact.

To build trust and strengthen the reputation of the service, all complaints will be followed up, with complainants kept informed about the process and the priority status of the property in question. Following the initial information-gathering stage, the Council will maintain regular and persistent engagement with empty home owners using existing resources, including tailored correspondence. This approach ensures owners are given every opportunity to respond and work collaboratively with the Council.

Council procedures will support the recording and monitoring of all engagement efforts, enabling timely follow-up actions or interventions where necessary. As each empty home case is unique—reflecting different histories and ownership circumstances—the Council will continually review its toolkit of support and

intervention options. Where gaps are identified, solutions will be explored to enhance the service offering.

This strategy also aims to inform and align with wider Council policies and initiatives, encouraging cross-departmental support for efforts to bring empty homes back into use. The property database will be used to regularly assess enforcement options for all cases, with appropriate action pursued for priority properties, especially where urgent attention is required due to a referral or complaint.

Where previously agreed steps have stalled, or where there is a lack of engagement from the owner, enforcement action will be considered. Prior appraisal of enforcement options will ensure a swift and proportionate response, including the service of statutory notices where necessary. While enforcement is viewed as a last resort, it remains a consideration throughout the investigation and support stages to demonstrate that all reasonable opportunities for voluntary resolution have been exhausted.

The Council's target is to bring at least 10 prioritised empty homes back into use annually over the lifetime of this strategy.

Objective 5 - To maximise income opportunities including Council Tax and Enforcement Debt Recovery

There are considerable opportunities for the development of the working relationship between council tax colleagues and private sector officer (empty homes). Through this developing partnership this strategy aims to identify and maximise debt recovery through council tax charges, arrears and land registry charges due to default works.

In circumstances that enforcement action has been carried out we will pursue these with the support of colleague and where appropriate recommend subsequent action in collaboration with legal services and consider enforced sales.

Working with Revenue and Benefits current empty homes with large amounts of council tax arrears should be evaluated using the scoring tool and prioritised accordingly.

Monitor and review

To deliver the Empty Homes Strategy successfully, the Council will utilise all available resources across within Huntingdonshire District Council and its external partners. The Council will keep records of the number of empty Homes returned to use and the period they remained empty. The accompanying Action Plan (Appendix C) will be reviewed and updated annually.

Our Commitment

Regardless of why a property has become and remained empty, and irrespective of the owner's current circumstances, the Council's primary aim is always to work collaboratively with the owner wherever possible. Our goal is to provide support

and, where necessary, facilitate action to help achieve the owner's intended outcome.

It is important to recognise that every property, owner, and situation is unique. The reasons a property becomes and stays empty vary widely, and each case must be approached individually based on the information available. While some circumstances may be more sensitive or challenging than others, the Council remains committed to the principles and objectives of the Empty Homes Strategy. We also acknowledge that empty properties can create issues for neighbouring residents and the wider community.

Owners should understand that, although the Council prefers to work with them to realise their plans, doing nothing is not an option. By owning an empty property, they carry a responsibility and must take appropriate action.

^[1] [\[A practical...empty homes\]](#), [\[3-Point Plan\]](#)

^[2] Source - <https://www.approved-planning.co.uk/how-many-houses-per-acre-uk/>

^[3] Empty Homes Network

^[4] <https://www.legislation.gov.uk/ukpga/1985/68/section/17>
<https://www.localgovernmentlawyer.co.uk/property/313-property-features/33111-housing-estate-regeneration-and-cpos> <https://www.no-use-empty.org.uk/advice-and-guidance/what-powers-do-local-authorities-have/>

CONTACT OFFICER

Name/Job Title: Sarah Hebblethwaite - Private Sector Housing Officer (Empty Homes)
Tel No: 07860 511431
Email: sarah.hebblethwaite@huntingdonshire.gov.uk

Appendix A: Empty Homes Scoring and Rating Matrix

Listed within Criteria showing classification and score.

Time Empty

- Less than 1 year = 0
- 1 to 2 years = 5
- 2 to 5 years = 10
- 5 to 10 years = 15
- Over 10 years = 20

Location

- Extremely isolated with no access = 0
- Isolated property with access = 5
- Rural residential area = 10
- Urban residential neighbourhood = 15
- Prominent position = 20

Special Interest

- Listed Building = 10
- Located in a Conservation Area = 5

General Condition

- Well maintained = 0
- Acceptable for surrounding area = 5
- Noticeably empty/unattractive = 10
- Extremely unsightly/detrimental to the area = 20

Unwanted Attention

- Attracting criminal activity such as graffiti, fly tipping, vandalism, anti-social behaviour = 20

Debts Owed to Huntingdonshire District Council

- No outstanding monies owed = 0
- Less than £500 = 5
- £500 to £2,000 = 10
- £2,000 to £5,000 = 15
- Over £5,000 = 20

Owner Interaction

- High level of cooperation = 0

- Average level of contact and efforts made = 5
- Minimal contact & little efforts made = 10
- No contact/untraceable/no efforts made = 20

Each empty home identified will be assessed using a scoring sheet which considers various criteria. The result of this assessment is that the property will be placed in a category which determines the priority level it is given, and the subsequent course of action taken.

Properties will be reassessed when necessary / new information is obtained to ensure they remain situated in the correct categories and the correct level of priority is given. The categories will be classified as follows:

RED – (scores 50 or over)

Cases which fall into this category will be prioritised. All avenues will be explored with the owner to return their property to use in a way that suits their own needs, the needs of the community and the Council. Where assistance is refused and the owner is unwilling to cooperate, all enforcement options will be considered to establish the most appropriate course of action.

AMBER - (scores 25 - 49)

Cases which fall into this category will be considered a lower priority than those in the Red category. Resources will still be invested in these cases and officers will work with owners to prevent empty homes from deteriorating and being reassessed to a higher category. Where necessary, enforcement options will be employed if considered the most appropriate course of action. Cases in this category will be monitored on a more frequent basis than those properties which fall within the Green category and will be reassessed where necessary.

GREEN - (scores less than 25)

Cases which fall into this category will be given a lower priority for action, but owners will be contacted and offered any assistance they may need to return their property back into use. These properties will be monitored for any change and reassessed where necessary.

Appendix B: Statutory Enforcement Options

Town & Country Planning Act 1990, Section 215: Where the condition of an empty home is detrimental to the amenity of the area.

Building Act 1984, Sections 77-79: Where an building including an empty home is in such a condition to be dangerous or is seriously detrimental to the amenity or of the neighbourhood.

Building Act 1984, Section 59: Where a building does not have satisfactory provision made for drainage and/or the drainage is defective, prejudicial to health or a nuisance.

Environmental Protection Act 1990, Section 80: Where a statutory nuisance exists, is likely to occur or recur at the property.

Prevention of Damage by Pests Act 1949, Section 4: Applied where the condition of the property is such that it is providing or likely to provide harbourage to rodents.

Local Government (Miscellaneous Provisions) Act 1982, Section 29: Allows the Council to act if a property is open to unauthorised access and is a risk to public health.

Housing and Planning Act 2016, Part 7: Allows authorisation to be given for officers to enter land (and property on that land) in connection with a proposal to acquire a compulsory interest in that land (and property on that land).

Local Government (Miscellaneous Provisions) Act 1976, Section 16; and Town & Country Planning Act 1990, section 330 – A notice may be served to establish information regarding property ownership or interests in land.

Housing Act 1985 Section 17 and the Acquisition of Land Act 1981: Forms the basis for the compulsory purchase of land/buildings for the provision of housing accommodation.

Housing Act 2004 Part 4: Grants powers to take over the management of a property using Empty Dwelling Management Orders (EDMO).

Law of Property Act 1925, Part III: The basis for enforced sale where certain debts are owed to the Local Authority.

The Anti-Social Behaviour, Crime and Policing Act 2014, Part 4: Allows for enforcement of matters considered to be detrimental to the quality of life to those in the locality.

Public Health Act 1961 Section 34: Deals with the removal of waste from property or land.

Public Health Act 1936 Section 83: Deals with the cleansing of filthy or verminous premises.

Housing Act 2004 Part 1: Housing conditions, improvements and enforcement

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Appendix C – Further reading

[Huntingdonshire Futures Place Strategy](#)

[Corporate Plan](#)

[Huntingdonshire's Local Plan to 2036](#)

[Huntingdonshire Economic Growth Plan](#)

[Homelessness Strategy](#)

[Market Towns Programme - Huntingdonshire.gov.uk](#)

[HOUSING STRATEGY 2020-2025](#)

[Climate Strategy Appendix 1](#)

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Appendix D - Empty Homes Action Plan 2026 -2031

Objective 1 - To maintain accurate information on empty homes in the district

Action Point	Action	Success Criteria/Outcomes	Priority - High, Medium, Low	Start Date	Finish Date	Resource Implications
1.1	To maintain a comprehensive database across all empty homes categories, comprising of council tax information, investigations, complaints and referrals	The creation of a managed and maintained database providing a prioritised list of empty homes for action, along with an overview of all empty homes in Huntingdonshire.	High	01/4/26	Ongoing	Within existing resources
1.2	To risk assess and score priority cases of empty homes, and identify routes for proactive enforcement	A managed, risk assessed empty home database that generates a prioritised list of empty homes for action.	High	01/4/26	Ongoing	Within existing resources

Objective 2 - To raise awareness of empty homes and promote the strategy

Action Point	Action	Success Criteria/Outcomes	Priority – High, low, medium	Start Date	Finish Date	Resource Implications
2.1	To promote the strategy and benefits of bringing empty homes back into use within HDC - to other departments and elected members.	To highlight the issues presented by empty homes, and promote the successes and benefits of bringing empty homes back into use via social media, podcasts, information sessions and HDC website.	Medium	01/4/26	Ongoing	Within existing resources
2.2	To promote the Strategy and benefits of bringing empty homes back into use within the wider community.	To promote the successful stories via social media and highlight issues surrounding empty homes, and call on empty home owners to engage with the service.	High	01/4/26	Ongoing	Within existing resources

Objective 3 - Provide advice, assistance and guidance to landlords and property owners to prevent properties from becoming long term problematic empties.

Action Point	Action	Success Criteria/Outcomes	Priority – High, low, medium	Start Date	Finish Date	Resource Implications
3.1	To explore new and develop existing options and opportunities to support empty home owners, and promote appropriately	To develop a suite of options for empty home owners, and ensure that all avenues and opportunities to offer support and assistance are explored.	Medium	01/4/2026	Ongoing	Within existing resources
3.2	To maintain the Empty Homes pages on HDC website, ensuring all guidance, options and offers of support are up to date	To ensure the first point of contact and information source, is up to date and accurate to encourage engagement and approaches from empty homes owners	Medium	01/4/2026	Ongoing	Within existing resources

3.3	To develop and pilot a grant scheme to support empty home owners bringing properties back into use.	To ensure grant scheme is piloted and refined to maximise opportunities to support empty home owners.	High	01/4/2026	Ongoing	Dedicated budget Officer time within existing resources
3.4	To work with districts, post Local Government Reorganisation to explore the viability of social enterprise scheme.	To establish if a social enterprise lending scheme would be a suitable tool to support bringing empty homes back into use.	Low	01/6/2028	01/07/2029	Officer time with existing resources Budget requirement

Objective 4 - Reduce the number of long term empty homes in the district and return problematic empty homes back in to use.

Action Point	Action	Success Criteria/Outcomes	Priority – High, Medium, Low	Start Date	Finish Date	Resource Implications
4.1	Investigate and prioritise all complaints and referrals of empty homes, and accurately record and categorise monthly council tax reports	To build the reputation and exposure of the service to the community, follow up with progress on complaints, and to actively pursue problematic empty homes.	High	01/4/2026	Ongoing	Within existing resources
4.2	Regular and persistent engagement with empty homeowners listed on the database, following the three-stage letter process.	To allow every opportunity for empty home owners to engage with the authority, and for records to be updated regularly to ensure accuracy	High	01/4/2026	Ongoing	Within existing resources

4.3	Regularly appraise enforcement options for all prioritised empty homes, and pursue the relevant action when suitable	To pursue enforcement action and to progress with the appropriate tools where there is no reasonable prospect of the property being brought back into use.	Medium	01/1/2027	Ongoing	Within Existing resources
4.4	Implement this strategy to tackle problematic cases, and proactively reduce the numbers of empty homes across the district	To consider and use enforcement powers where support and negotiation have stalled, and bring 10 prioritised problematic empty homes back into use annually	High	01/4/2026	Ongoing	Within existing resources

Objective 5 - To maximise income opportunities including Council Tax and Enforcement Debt Recovery

Action Point	Action	Success Criteria/Outcome	Priority – High, Medium, Low	Start Date	Finish Date	Resource Implications
5.1	Maximise debt recovery opportunities when works in default have been carried out	Identify all opportunities for debt recovery. Pursue all suitable cases in conjunction with colleagues in Legal Services and use Enforced Sale powers where necessary	Medium	01/1/27	Ongoing	Within existing resources
5.2	Maximise Council Tax arrears recovery in relation to empty homes cases, in collaboration with Revenues & Benefits Department	Working with Revenue & Benefits, empty homes with large amounts of council tax arrears are identified and pursued as a priority, to achieve debt recovery	Medium	01/1/27	Ongoing	Within existing resources

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Public
Key Decision - Yes

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter:	Corporate Plan Refresh 2026
Meeting/Date:	Overview and Scrutiny (Performance and Growth) Panel, January 21 st , 2026
Executive Portfolio:	Councillor Sarah Conboy, Executive Leader
Report by:	Ben Clifton-Attfield (Insights Coordinator)
Ward(s) affected:	All

Executive Summary:

The purpose of this report is to present Members with the revised Corporate Plan, which includes revised lists of key actions and operational performance indicators for 2026/27.

This revision is also designed to ensure continued performance monitoring and support for business-as-usual activities, providing stability and clarity for the organisation through the upcoming election period.

Recommendations:

The Panel is invited to consider and comment on the refreshed Corporate Plan (Appendix A) and Key Performance Indicators (Appendix D).



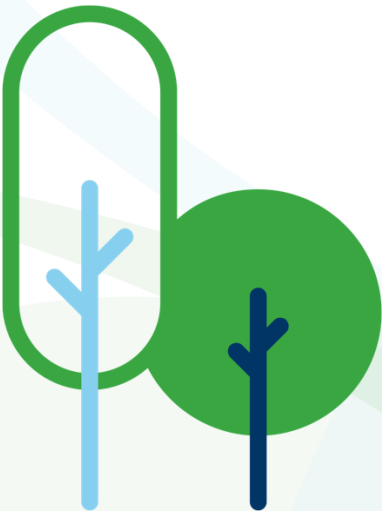
CORPORATE PLAN
2023 - 2028

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.

This Corporate Plan to 2028 will guide everything we do as we focus our vision and champion our priorities. Our council will work with staff, residents, partners, communities and businesses to lead Huntingdonshire into the future with confidence.

We are entering a period of significant change. Alongside the challenges of decreasing government funding, rising costs, inflation, and increasing pressures on services, we are also preparing for Local Government Reorganisation (LGR). This presents both challenges and opportunities – requiring us to rethink how services are delivered, how we collaborate across boundaries, and how we ensure that Huntingdonshire’s voice is heard in shaping the future government landscape.

Concurrently, we also face the urgent threat of climate change. Our recently adopted Climate Strategy and Action Plan set out how we can better prepare to adapt to its impacts locally. We will apply a “green lens” to all our decision making – embedding environmental considerations into everything we do and seeking opportunities to improve our natural surroundings.

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 as shown above. Outcome statements setting out our ambitions are detailed on pages 8 and 9.

To achieve these priorities, we must be a Council that listens deeply and understands where people need support to make a real difference in their lives. Prevention must become a core way of working across the council – a principle that underpins our priority of ‘Improving the quality of life for local people’. This means not only helping those already in crisis but also acting earlier to prevent crises and improve overall wellbeing and happiness.

‘Working together’ is an overarching principle. We cannot do this alone. The challenges we face – including those brought by LGR – require collaborative solutions. Our role as a statutory partner in developing the Cambridgeshire and Peterborough Integrated Care System is one example of how we are working to improve health and wellbeing throughout people’s 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 a key phrase for us. This Corporate Plan calls on the Council to continue playing its enabling role – making greater use of partnerships and empowering people to reduce demand for traditional public services. Our role is to help residents and businesses thrive, but that is not something we can do *for* people. Only by working *with* people can we ensure Huntingdonshire is a place where you and your family can live well and take advantage of opportunities.

While we look to the future, we must also stay focused on the day-to-day. As we prepare for LGR, we must continue to deliver high-quality services and uphold the standards our community expects and deserves. This is not just about maintaining excellence in the present – it's about building a strong legacy. The way we operate now will shape how influences the future structure of local government. By setting an example of **integrity, innovation and responsiveness**, we ensure that our contribution endures beyond any structural changes and leaves a lasting, positive impact on our residents and communities.

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

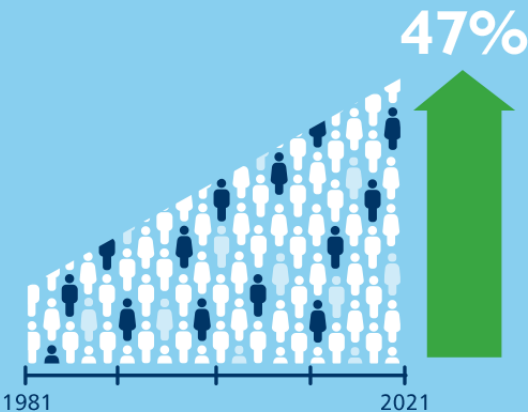
GETTING TO KNOW HUNTINGDONSHIRE

OUR PEOPLE AND PLACE



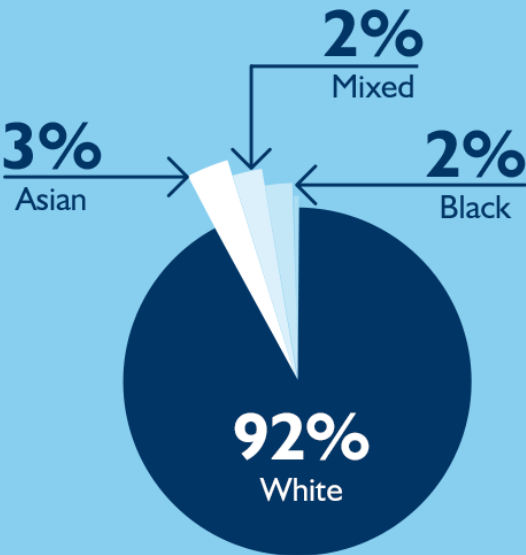
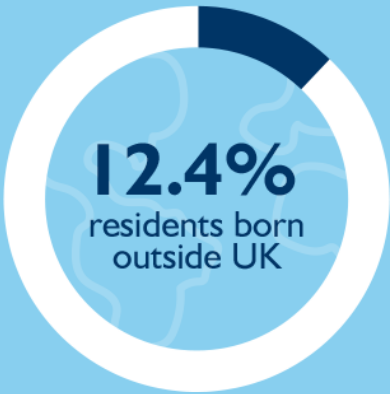
Huntingdonshire is a large (900 square kilometres) and predominantly rural area. However over 40% of the population live in our three largest market towns of **St Neots, Huntingdon** and **St Ives**.

With an estimated **191,285 residents** and **85,275 residential properties** in early 2026, the population has grown significantly over recent decades (up by 47% from 1981 to 2021).



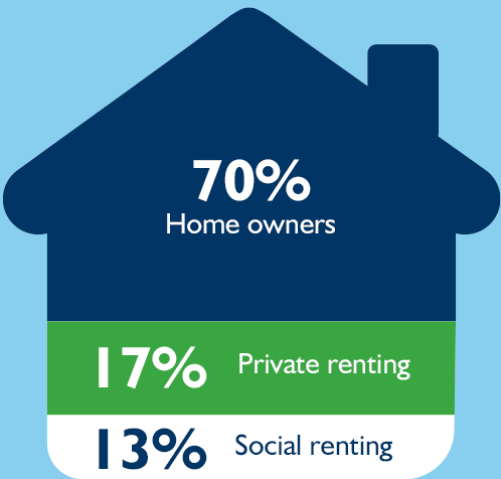
The district has an **ageing population** with 40,530 residents aged 65 plus in early 2026, with the number **up by 33%** between 2011 and 2021 alone.

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**.



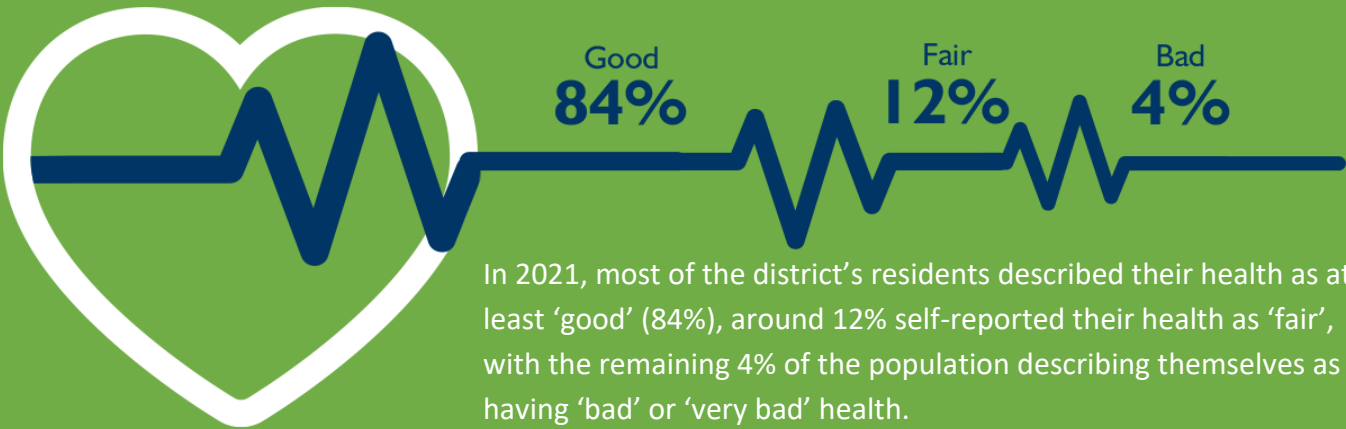
Most people in the district identified their ethnic group within the 'White' category (92%) in 2021. Around 3% identified their ethnic group within the 'Asian, Asian British or Asian Welsh' category, 2% within the "Mixed or Multiple" category, 2% within the 'Black, Black British, Black Welsh, Caribbean or African' category and the remaining 1% identified their ethnic group within 'other ethnic groups'.

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.

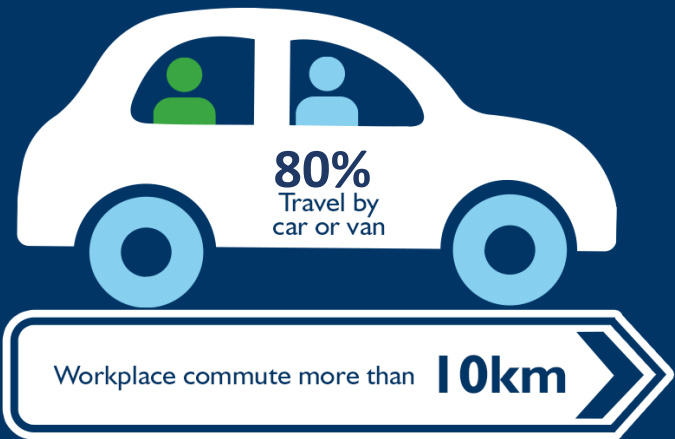
An estimated **16% of the population were disabled in 2021**, with 6% stating their day-to-day activities were limited a lot.



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



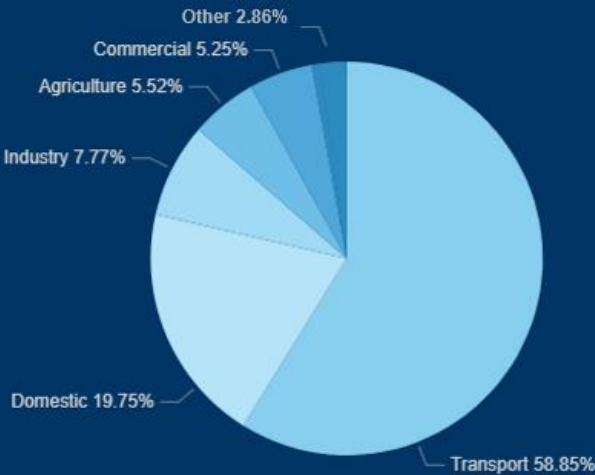
The majority of Huntingdonshire residents in 2021 travelling to a workplace or depot travelled **more than 10 kilometres** (51%) and **80%** of those who travelled to work were **drivers or passengers in a car or van**. Just over **6,000 residents** travelled to **work on foot** (11%).

Across Huntingdonshire, **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.



There are pockets of higher deprivation within the district, but most areas have relatively low levels, as measured by the 2025 Indices of Deprivation. **Economic activity (64% of those aged 16+)** and **employment rates (61.6% of those aged 16+)** are **both higher than the national average**.

Since 2005, the Huntingdonshire region has **reduced its carbon emissions by over 27%**, with Domestic and Industrial emissions seeing the largest reduction. However, this is lower than the East of England average reduction of 35%. In 2022, over 1400 tonnes of CO₂e were emitted across Huntingdonshire. Transport remains the single largest source, making up over 58% of the total.



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

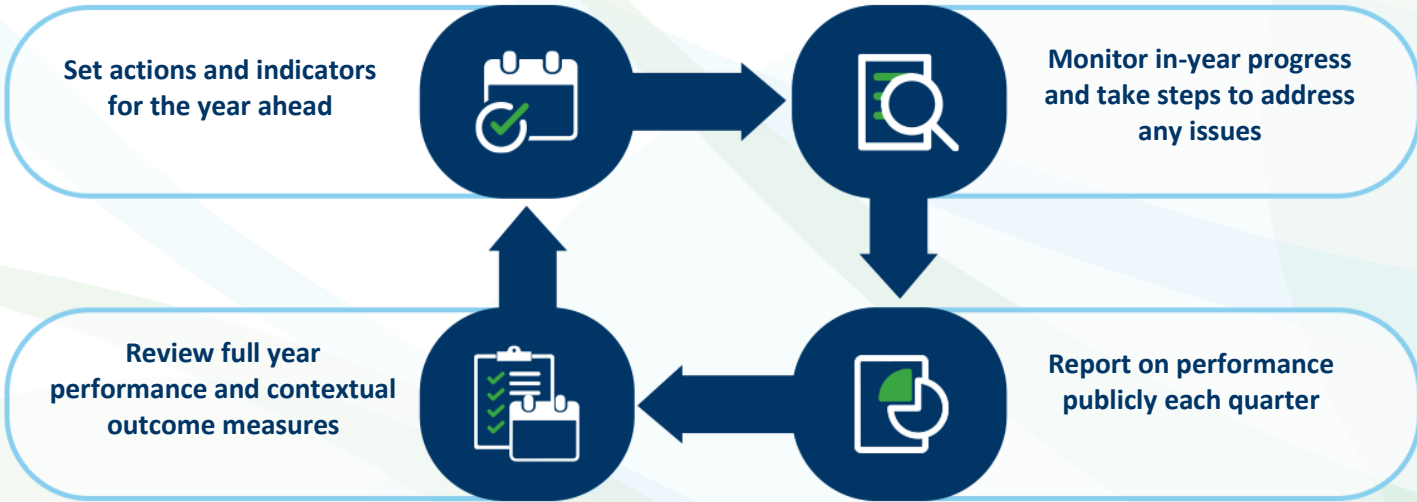
We will stand accountable for performance against these priorities through an annual action plan and performance measures. These will be refreshed yearly to reflect work completed and the development of new approaches informed by ongoing engagement with partners and residents.

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.

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?**

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.





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. Improve our evaluation of how we make a difference to local people, ensuring we become even better at demonstrating impact.

ENABLE

2. Work with partners, including ARU, CRC and industries, to enable links between skill provision and employer need – including establishing programmes that directly address the evolving needs of our key sectors.

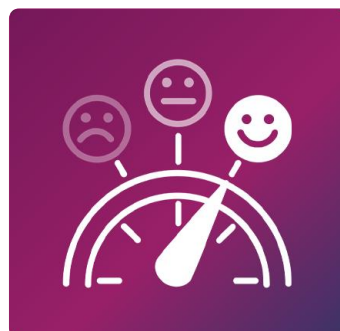
3. Focus on maximising physical activity in the district, and work to promote this across local partners. Build links and develop actions to embed connections between leisure, health, environment, economy, community and place.

INFLUENCE

4. Continue to work with statutory partners to secure improvements to transport options for Huntingdonshire, including active travel.

5. Embed the priorities of Huntingdonshire Futures across the work of the Council and Partners, whilst influencing and enabling our communities to do the same.

WE SAID, WE DID 2025 / 2026



P R I O R I T Y

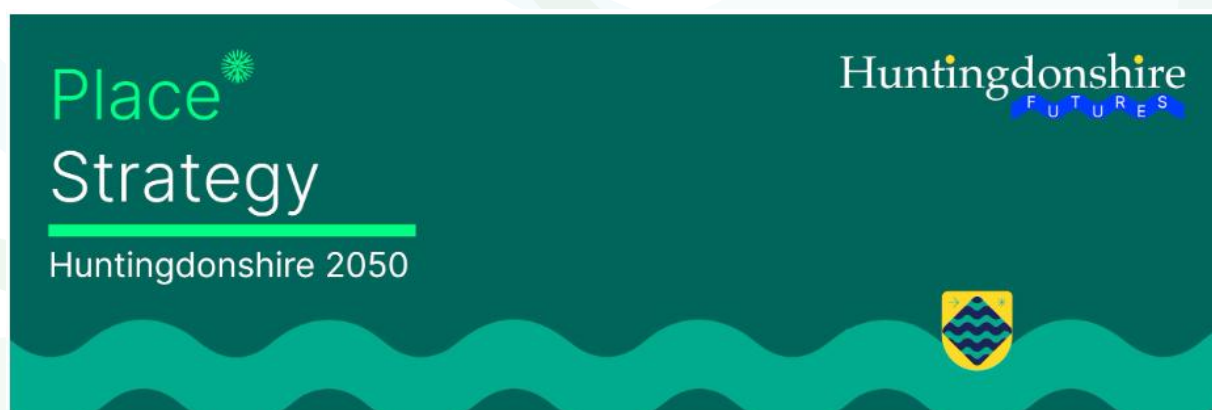
Improving quality of life for local people

O U T C O M E

Improving the happiness and wellbeing of residents

Examples of achievements related to this outcome include:

- ✓ The One Leisure Improvement Programme has continued to progress well this year, with all of our One Leisure sites benefiting from capital investments which have funded upgrades to our gyms and changing room facilities.
- ✓ Our One Leisure Active Lifestyles and Sports Development programmes continuing to see high levels of attendance, with programmes offering preventative interventions targeted at specific groups/health conditions and the wider population.
- ✓ Higher numbers of people using our One Leisure Facilities in Huntingdon, Ramsey, St Ives and St Neots, with over 1 million admissions recorded from April to November 2025, a 9% increase compared to the same period last year.
- ✓ The 2025 Huntingdonshire Futures grant scheme received 35 applications, closing early due to high demand. Grants totalling £40,000 were then awarded to 19 organisations across the district supporting initiatives fostering Pride in Place.





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

6. New - Deliver the Community Health & Wealth fund, moving from successful pilots to embedded delivery.

ENABLE

7. 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.

INFLUENCE

8. New - Maximise the value from the impact of Voluntary Sector organisations to help drive a preventative impact from our combined efforts.

WE SAID, WE DID 2025 / 2026



P R I O R I T Y

Improving quality of life for local people

O U T C O M E

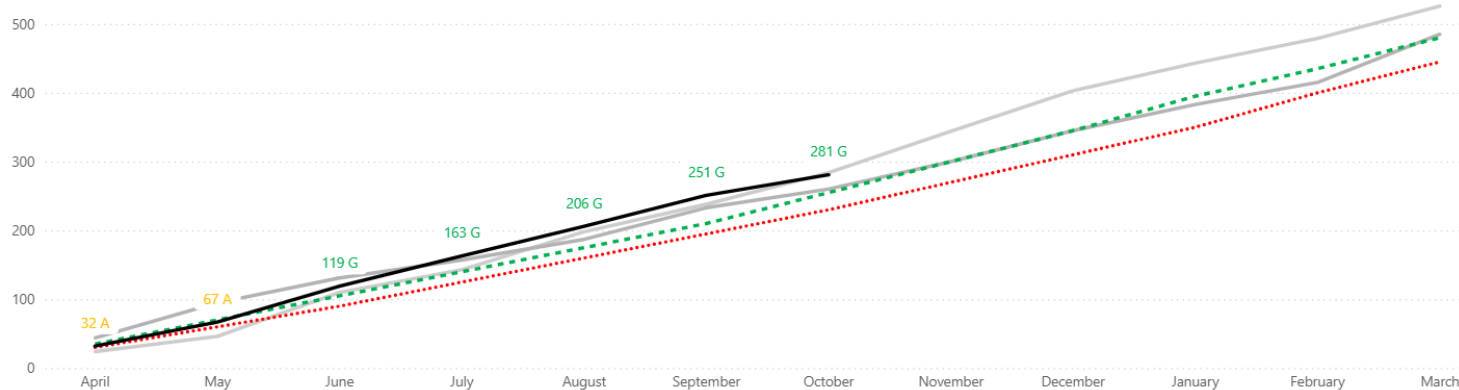
Keeping people out of crisis

Examples of achievements related to this outcome include:

- ✓ Relaunching our Council Tax Support Scheme, offering higher levels of financial support to approximately 5,000 lower-income households from April 2025.
- ✓ Preventing more cases of homelessness, with 332 successful preventions recorded up to November 2025.
- ✓ Increasing the number of households housed through the housing register and Home-Link scheme, with higher numbers of social rented properties built helping us to house over 362 households between April and November 2025.
- ✓ Continued to support residents to transition from sickness to working through the WorkWell programme, supporting over 40 residents back into the workplace a month.

PI 7: The number of homelessness preventions achieved

● 23/24 Performance ● 24/25 Performance ● Target ● Intervention ● 25/26 Performance





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

9. Continue to support refugees and other guests, seeking to support good community relations and smooth transition into long-term residency or return home.

INFLUENCE

10. 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.

This revision of the Corporate Plan is a light-touch update designed to ensure continued performance monitoring and support for business-as-usual activities. It aims to provide stability and clarity for the organisation during the upcoming election period and recognises the potential for a new administration, who may prefer to develop a new Corporate Plan or amend existing priorities.



WE SAID, WE DID 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

Examples of achievements related to this outcome include:

- ✓ Supporting hundreds of Ukrainian families, a handful of Afghan families and a small number of asylum seekers housed by the Home Office in private rented accommodation in our district, through both practical help for individuals and work to promote community cohesion.
- ✓ Concluded a review into the Disabled Facilities Grant process and implemented the recommendations to improve the process. This has resulted in 150 residents being enabled to live at home between April and November 2025, which is an increase of over 20% compared to the same period last year.
- ✓ Targeting interventions to those most in need, for example through our One Leisure Concessionary Membership Scheme which encourages take-up of physical activity.
- ✓ Launching the WeAreHuntingdonshire website, which consolidates the different support options available to our residents, helping to direct those most in need to the support available.

FINDING THE SUPPORT YOU NEED

WeareHuntingdonshire
Back

Money

Skills and Employment

Healthier You
A healthier you is more likely to be a wealthier you.

Food
Food banks, community fridges and other food projects.

Volunteering
Make friends, start a pathway into work or just put something back.
Volunteering is good for others and good for you.

Mental Health & Wellbeing

Support in Your Local Area
Links to local community groups and directories of support in local areas.



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

- 11. Continue** to work with Amplius to bring forward surplus Council-owned sites to deliver affordable housing (PROJECT)
- 12. New - Develop** our Empty Homes service provision to help bring private sector empty homes back into use, including the development and implementation of an Empty Homes strategy.
- 13. Develop** policy to support the use of civil penalties with regard to private sector housing enforcement.
- 14. Implement** the governments new Supported Housing (Regulatory Oversight) Act, review of supported exempt accommodation in the area and introduce licensing regulations.

ENABLE

- 15. Work** with relevant stakeholders to maintain or improve the level of new housing deliver, which meets the needs of Huntingdonshire residents, including the type of home and tenure (open market and affordable housing).

INFLUENCE

- 16. Continue** to work with Places for People to improve conditions in existing accommodation through regeneration schemes (e.g. the Suffolk House regeneration scheme).



WE SAID, WE DID 2025 / 2026



PRIORITY

Creating a better Huntingdonshire for future generations

OUTCOME

Improving Housing

Examples of achievements related to this outcome include:

- ✓ Increasing the number of homes being built in the district, including 112 affordable houses between April and November 2025.
- ✓ Reducing the number of older planning applications without a current extension of time, with the number over 26 weeks falling from 175 in April 2023 to 26 in November 2025.
- ✓ Continuing to refresh our Local Plan, establishing a long-term strategic vision for how the district should develop, maintaining balanced growth and ensuring we can meet the future needs of our residents.
- ✓ Developing a revised Housing Strategy, which will include a Housing Needs assessment. This will ensure that we deliver the right number of houses in the right places, as well as the right type of housing, to ensure that we meet the needs of our residents.





PRIORITY

Creating a better Huntingdonshire for future generations

OUTCOME

Forward-thinking economic growth

DO

17. Continue to promote Huntingdonshire as a destination for high-value inward investment; support and advance our key sectors and sub-sectors; and support delivery of the CPCA local Growth Plan ambitions.

18. New - Focus on unlocking the North Huntingdon Growth Cluster and build on the potential defence cluster by convening roundtables with primes, the MOD, the wider supply chains and partners across the regional cluster; to help shape opportunities for innovation, investment and skills development across the wider district.

19. Deliver the Regeneration Programme to stimulate economic growth and social activity, while ensuring robust monitoring and evaluation in line with funding requirements.

20. Progress the update of the Local Plan, including updating evidence bases in line with National Planning Policy, particularly where it relates to Economy, Environment and Housing.

ENABLE

21. Work with our partners, including town councils and retail groups, to create a stronger partnership and to deliver joint initiatives across all market towns.

22. Work with partners, including the CPCA and visitor economy businesses, to deliver the Tourism Growth Plan.

INFLUENCE

23. Continue to work with commercial developers and agents to build relationships, understand the demand and gaps for investment opportunities, and drive growth in Huntingdonshire.

24. Influence the delivery of infrastructure, including East West Rail, A428, A141 Strategic Outline Business Case, and seek to understand infrastructure challenges and ensure solutions are promoted to address infrastructure barriers to economic growth and housing delivery.

WE SAID, WE DID 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

Examples of achievements related to this outcome include:

- ✓ Promoting inward investment and tourism in Huntingdonshire through the Invest in Huntingdonshire and Discover Huntingdonshire websites.
- ✓ Supporting local businesses through interactions with our Economic Development team, with over 500 interactions recorded between April and November 2025, driving inward investment and attracting new businesses to the region.
- ✓ Revised and adopted our Economic Growth Strategy, which sets out our plans to support the local economy, help businesses grow and attract new investment into the area, responding to changing economic conditions and business needs.
- ✓ Continuing to update our Local Plan by carrying out a Call for Sites.





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

INFLUENCE

25. Support businesses to improve their net-zero ambitions through green tools and resources.

26. Expand positive climate action support for local businesses, celebrating best practices and sharing knowledge

WE SAID, WE DID 2025 / 2026



PRIORITY

Creating a better Huntingdonshire for future generations

OUTCOME

Lowering carbon emissions

Examples of achievements related to this outcome include:

- ✓ Hosted our third annual Climate Conversation, bringing together key stakeholders in the district to discuss reducing our carbon emissions, promoting waste minimisation and green business growth.
- ✓ Trialled and implemented the use of Hydrotreated Vegetable Oil as an alternative fuel for our operations fleet, reducing our net CO2 emissions by over 80%.
- ✓ Completed the Net Zero Villages project, which saw £250k of CPCA grant funding allocated to Parish and Community applicants to deliver projects contributing to the Uks target of net zero emissions by 2050.
- ✓ Receiving an improved score of 27% (from zero in 2021) from an independent review of our Climate Action by Climate Emergency UK, demonstrating the immediate impact of our Climate Strategy and Action Plan (adopted in February 2023) but not yet showing the impact of recent work as scores don't reflect activity since March 2024





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

27. Delivery of the Workforce Strategy Action Plan, equipping the workforce with skills for the future whilst attracting, retaining and nurturing talent (PROJECT).

28. Continue our Customer Services Improvement Programme to ensure that our customers are always at the heart of what we do (PROJECT).

29. Deliver the enhancements to visitor facilities at Hinchbrook County Park (PROJECT).

30. Identify opportunities to use Artificial Intelligence in a targeted way to support transformation and efficiency in compliance with emergent legislation.

31. Listen to local residents and respond to their input on service delivery

32. Engage proactively with Local Government Reorganisation to ensure the priorities, opportunities and efficiencies for our communities are maximised.

INFLUENCE

33. Continue to support and enable our volunteers, along with exploring other volunteering opportunities, that will improve the quality of our environmental assets; including parks, nature reserves and other spaces. Links will also be built between volunteering and unpaid work in supporting health, environment, place and economy objectives.

ENABLE

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

WE SAID, WE DID 2025 / 2026



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 of achievements related to this outcome include:

- ✓ Adopted a revised Performance Management Framework and improving the format of the corporate performance reports we publish each quarter to make them more accessible.
- ✓ Engaging with staff on the development of a new Workforce Strategy, which will give us a framework linking people management and development practices to the council's long-term goals as an employer, helping to position the organisation as an "employer of choice" to improve both recruitment and retention
- ✓ Refreshed our Commercial Investment Strategy, outlining the framework we will use to govern our commercial investments in order to generate sustainable income streams, economic growth and enhance public services.
- ✓ Drive continuous improvement and best-in-class service delivery, resulting in our Refuse collection team winning the Best Performer award at the APSE Performance Network Awards 2025, and our Street Cleansing team being nominated for Best Performer too.



OPERATIONAL PERFORMANCE MEASURES 2026 / 2027

Priority 1: Improving quality of life for local people

MEASURES

1. Number of attendances at One Leisure Active Lifestyles & Sports Development activities (cumulative year to date)
2. Number of One Leisure Facilities admissions – swimming, Impressions, fitness classes, sports hall and pitches (excluding Burgess Hall, Sawtry 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 changes of circumstances 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 the 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 8 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.** The cumulative footfall in our market towns (cumulative year to date)
- 16.** The total number of business engagements by the Economic Development team (cumulative year to date)
- 17.** The efficiency of vehicle fleet driving – Energy Efficient Driving Index Score for the waste service

Priority 3: Doing our core work well

MEASURES

- 18.** Percentage of household waste reused/recycled/composted (excluding food waste collections) (cumulative year to date)
- 19.** Collected household waste per person (kilograms, excluding food waste collections) (cumulative year to date)
- 20.** Residual waste collected per household (kilograms) (cumulative year to date)
- 21.** Number of missed bins (excluding food waste collections) (cumulative year to date)
- 22.** Percentage of sampled areas which are clean or predominantly clean of litter, detritus, graffiti, Flyposting, or weed accumulations (cumulative year to date)
- 23.** Number of fly tips detected (cumulative year to date)
- 24.** Number of sanctions against environmental crime and anti-social behaviour (cumulative year to date)
- 25.** The number of programmed food safety inspections undertaken (cumulative year to date)
- 26.** Percentage of calls to Call Centre answered (cumulative year to date)
- 27.** Average wait time for customers calling the Call Centre (seconds) (cumulative year to date)
- 28.** Customer satisfaction when contacting our Contact Centre
- 29.** Council Tax collection rate (cumulative year to date)
- 30.** Business Rates collection rate (cumulative year to date)
- 31.** Staff short-term sickness days lost per full time equivalent (FTE) (rolling 12-month total)

32. Staff long-term sickness days lost per full time equivalent (FTE) (rolling 12-month total)

33. Percentage staff turnover (per individual month)

34. The average length of staff service (years) (per individual month)

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

i

INSPIRING

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

c

COLLABORATIVE

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

a

ACCOUNTABLE

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

r

RESPECTFUL

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

e

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.

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Appendix B

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	Completed
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	Completed
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	Carried Forwards
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	Completed
5	Enable	Work with partners to further skills and employment opportunities in the district:	Improving quality of life for local people	Improving the happiness and wellbeing of residents	Revised & Carried Forwards

		including direct delivery of funded schemes.			
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	Completed
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 Forwards
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	Completed
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 Forwards
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	Carried Forwards
11	Do	Report regularly on progress on the delivery of an integrated financial vulnerability	Improving quality of life for local people	Keeping people out of crisis	Completed

		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	Completed
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	Completed
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	Carried Forwards
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 Forwards
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	Completed
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.	Improving quality of life for local people	Helping people in crisis	Completed

		identifying individuals who could benefit from support offered by the Resident Advice and Information team and reporting on outcomes).			
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 Forwards
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	Carried Forwards
20	Do	Develop a new Housing Strategy and Action Plan for 2025-26.	Creating a better Huntingdonshire for future generations	Improving Housing	Completed
21	Do	Continue to use surplus Council owned sites to deliver affordable housing (PROJECT).	Creating a better Huntingdonshire for future generations	Improving Housing	Carried Forwards
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 Forwards
23	Do	Implement the government's new Supported Housing (Regulatory	Creating a better Huntingdonshire for future generations	Improving Housing	Carried Forwards

		Oversight) Act, review of supported exempt accommodation in the area and introduce licensing regulations.			
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 Forwards
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 Forwards
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 Forwards
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	Carried Forwards
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	Revised & Carried Forwards
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	Completed

30	Do	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.	Creating a better Huntingdonshire for future generations	Forward-thinking economic growth	Revised & Carried Forwards
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	Completed
32	Do	Establish the Economic Growth Strategy and Action Plan.	Creating a better Huntingdonshire for future generations	Forward-thinking economic growth	Completed
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	Carried Forwards
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	Carried Forwards

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	Revised & Carried Forwards
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	Revised & Carried Forwards
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 & Carried Forwards
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	Revised & Carried Forwards
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 Forwards
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	Completed
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	Completed

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	Completed
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	Completed
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	Completed
45	Do	Showcase and encourage community action to lower carbon emissions.	Improving quality of life for local people	Lowering our carbon emissions	Completed
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	Completed
47	Do	Delivery of Climate Awareness Training across the Council.	Improving quality of life for local people	Lowering our carbon emissions	Completed
48	Do	Maximise use of solar of Council operational buildings (PROJECT).	Improving quality of life for local people	Lowering our carbon emissions	Completed
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	Completed

50	Enable	Support community projects that reduce carbon emissions. Net Zero Villages (PROJECT).	Improving quality of life for local people	Lowering our carbon emissions	Completed
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	Completed
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	Completed
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 Forwards
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	Completed
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	Carried Forwards

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 Forwards
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	Completed
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	Completed
59	Do	Build the enhancements to visitor facilities at Hinchbrook 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	Carried Forwards
60	Do	Implement the recommendations and suggestions made from the Local Government Association Corporate Peer	Delivering good quality, high value-for-money services with good control and	Delivering good quality, high value for-money services with good control	Completed

		Challenge, continuing to drive transparent continuous improvement.	compliance with statutory obligations	and compliance with statutory obligations	
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	Completed
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	Completed
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 Forwards
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 Forwards
65	Do	Engage proactively with Local Government Reorganisation to ensure the priorities,	Delivering good quality, high value-for-money	Delivering good quality, high value for-money	Carried Forwards

		opportunities and efficiencies for our communities are maximised	services with good control and compliance with statutory obligations	services with good control and compliance with statutory obligations	
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 Forwards
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 Forwards

Appendix C

Corporate Plan Actions 2026/27

CP Action Number	Action Type	Action	Priority	Outcome	Status
1	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	Carried Forward
2	Enable	Work with partners, including ARU, CRC and industries, to enable links between skill provision and employer need - including establishing programmes that directly address the evolving needs of our key sectors.	Improving quality of life for local people	Improving the happiness and wellbeing of residents	Revised & Carried Forward
3	Enable	Focus on maximising physical activity in the district and work to promote this across local partners. Build links and develop actions to embed connections between leisure, health, environment, economy, community and place.	Improving quality of life for local people	Improving the happiness and wellbeing of residents	Revised & Carried Forward
4	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
5	Influence	Embed the priorities of Huntingdonshire Futures across the work of the Council and	Improving quality of life for local people	Improving the happiness and wellbeing of residents	Carried Forward

		Partners whilst influencing and enabling communities to do the same.			
6	Do	Deliver the Community Health & Wealth fund, moving from successful pilots to embedded delivery.	Improving quality of life for local people	Keeping people out of crisis	New for 2026/27
7	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	Carried Forward
8	Influence	Maximise the value from the impact of Voluntary Sector organisations to help drive a preventative impact from our combined efforts.	Improving quality of life for local people	Keeping people out of crisis	New for 2026/27
9	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
10	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	Carried Forward
11	Do	Continue to work with Amplius to bring forward surplus Council-owned sites to deliver affordable housing (PROJECT).	Creating a better Huntingdonshire for future generations	Improving Housing	Carried Forward

12	Do	Develop our Empty Homes service provision to help bring private sector empty homes back into use, including the development and implementation of an Empty Homes strategy.	Creating a better Huntingdonshire for future generations	Improving Housing	New for 2026/27
13	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
14	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	Carried Forward
15	Enable	Work with all relevant stakeholders to maintain or improve the level of new housing delivery, which meets the needs of Huntingdonshire residents, including the type of home and tenure (open market and affordable housing).	Creating a better Huntingdonshire for future generations	Improving Housing	Revised & Carried Forward
16	Influence	Continue to work with Places for People to improve conditions in existing accommodation through regeneration schemes (e.g. the Suffolk House regeneration scheme).	Creating a better Huntingdonshire for future generations	Improving Housing	Revised & Carried Forward
17	Do	Continue to promote Huntingdonshire as a destination for high-value inward investment; support and advance our key sectors and sub-sectors; and support	Creating a better Huntingdonshire for future generations	Forward-thinking economic growth	Carried Forward

		delivery of the CPCA Local Growth Plan ambitions.			
18	Do	Focus on unlocking the North Huntingdon Growth Cluster and build on the potential defence cluster by convening roundtables with primes, the MOD, the wider supply chains and partners across the regional cluster; to help shape opportunities for innovation, investment and skills development across the wider district.	Creating a better Huntingdonshire for future generations	Forward-thinking economic growth	New for 2026/27
19	Do	Deliver the Regeneration Programme to stimulate economic growth and social activity, while ensuring robust monitoring and evaluation in line with funding requirements.	Creating a better Huntingdonshire for future generations	Forward-thinking economic growth	Revised & Carried Forward
20	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	Carried Forward
21	Enable	Continue to work with our partners, including town councils and retail groups, to create a stronger partnership and to deliver joint initiatives across all market towns.	Creating a better Huntingdonshire for future generations	Forward-thinking economic growth	Revised & Carried Forward
22	Enable	Work with partners, including the CPCA, and visitor economy businesses to deliver the Tourism Growth Plan.	Creating a better Huntingdonshire for future generations	Forward-thinking economic growth	Revised & Carried Forward

23	Influence	Continue to work with commercial developers and agents to build relationships, understand the demand and gaps for investment opportunities, and drive growth in Huntingdonshire.	Creating a better Huntingdonshire for future generations	Forward-thinking economic growth	Revised & Carried Forward
24	Influence	Influence the delivery of infrastructure, including East West Rail, A428, A141 Strategic Outline Business Case, and seek to understand infrastructure challenges and ensure solutions are promoted to address infrastructure barriers to economic growth and housing delivery.	Creating a better Huntingdonshire for future generations	Forward-thinking economic growth	Revised & Carried Forward
25	Influence	Support businesses to improve their net-zero ambitions through green tools and resources.	Creating a better Huntingdonshire for future generations	Lowering our carbon emissions	Revised & Carried Forward
26	Influence	Expand positive climate action support for local businesses, celebrating best practices and sharing knowledge.	Creating a better Huntingdonshire for future generations	Lowering our carbon emissions	Revised & Carried Forward
27	Do	Delivery of the Workforce Strategy Action Plan equipping the workforce with skills for the future whilst attracting, retaining and nurturing talent (PROJECT).	Improving quality of life for local people	Delivering good quality, high value for-money services with good control and compliance with statutory obligations	Carried Forward
28	Do	Continue our Customer Services improvement programme to ensure that our customers are always at the heart of what we do (PROJECT).	Improving quality of life for local people	Delivering good quality, high value for-money services with good control	Carried Forward

				and compliance with statutory obligations	
29	Do	Deliver the enhancements to visitor facilities at Hinchbrook Country Park (PROJECT).	Improving quality of life for local people	Delivering good quality, high value for-money services with good control and compliance with statutory obligations	Carried Forward
30	Do	Identify opportunities to use Artificial Intelligence in a targeted way to support transformation and efficiency in compliance with emergent legislation.	Improving quality of life for local people	Delivering good quality, high value for-money services with good control and compliance with statutory obligations	Carried Forward
31	Do	Listen to local residents and respond to their input on service delivery.	Improving quality of life for local people	Delivering good quality, high value for-money services with good control and compliance with statutory obligations	Carried Forward
32	Do	Engage proactively with Local Government Reorganisation to ensure the priorities, opportunities and efficiencies for our communities are maximised.	Improving quality of life for local people	Delivering good quality, high value for-money services with good control and compliance with statutory obligations	Carried Forward
33	Enable	Continue to support and enable our volunteers, along with exploring other volunteering opportunities, that will improve the quality of our environmental assets, including parks, nature reserves and other spaces. Links will also be built	Improving quality of life for local people	Delivering good quality, high value for-money services with good control and compliance with statutory obligations	Revised & Carried Forward

		between volunteering and unpaid work in supporting health, environment, place and economy objectives.			
34	Influence	Our well-run Council will act as a model for our peers.	Improving quality of life for local people	Delivering good quality, high value for-money services with good control and compliance with statutory obligations	Carried Forward

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Appendix D: 2026-27 Corporate Performance Measures Proposal

November 2025 – Performance Team

Foreword



This document highlights all the proposed Key Performance Indicators (KPIs) for the 2026/27 financial year. These measures are designed to quantitatively track metrics related to the Corporate Plan outcomes to drive continuous improvement across all services.

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In total, thirty-four CPMs are proposed for next financial year, all relating to our seven Corporate Plan outcomes. All of these are continuations of KPIs that are currently reported on. There is also one proposed removal of a KPI that is currently tracked.

Please note that, due to the earlier creation date, all Targets and Interventions may be adjusted as more evidence becomes available. All targets and changes will be formally approved through the usual governance cycle, alongside the Q1 Performance Report.

If you have any questions, please direct them to:

performance@huntingdonshire.gov.uk

2026/27 Corporate Performance Measures



Performance Indicator	PI Holder	Proposed Change	Proposed Change Details	Justification
1. The number of attendances at Active Lifestyles & Sports Development Activities	Active Lifestyles	No proposed change	Current Target: 65,000	This metric has performed positively in the first two quarters in 2025/26, however, due to change in circumstances surrounding contracts, forecasted figures for 2026/27 are lower than current performance. Therefore, no change is proposed.
			Current Intervention: 58,500	
			2026/27 Target: ~65,000*	
			2026/27 Intervention: ~58,500*	
Number of One Leisure Facilities admissions (excluding Burgess Hall, Sawtry & school admissions)	One Leisure	Stretch to Target and Intervention	Current Target: 1,518,380	With improvements to our One Leisure gym facilities, a new strategy for the swimming pools, and the constant strive towards continuous improvement, the Target and Intervention are proposed to be stretched by over 5% compared to the 2025/26 Target and Intervention.
			Current Intervention: 1,442,461	
			2026/27 Target: ~1,600,000*	
			2026/27 Intervention: ~1,520,000*	

* Please note that this figure is subject to change as additional information may become available before the end of the financial year.

2026/27 Corporate Performance Measures



Performance Indicator	PI Holder	Proposed Change	Proposed Change Details	Justification
3. The number of residents enabled to live safely at home and prevented from requiring care or a prolonged stay in hospital due to a Disabled Facilities Grant (DFG)	Private Sector Housing	No proposed change	Current Target: 200	Performance for this metric is extremely unpredictable due to external factors. The current Target and Intervention align with expected 2026/27 performance, so no change is proposed.
			Current Intervention: 180	
			2026/27 Target: 200*	
			2026/27 Intervention: 180*	
4. The average number of weeks between referral and completion of jobs funded through the Disabled Facilities Grant (DFG)	Private Sector Housing	No proposed change	Current Target: 24 weeks	Performance for this metric is extremely unpredictable due to external factors. The current Target and Intervention align with expected 2026/27 performance, so no change is proposed
			Current Intervention: 31 weeks	
			2026/27 Target: 24 weeks*	
			2026/27 Intervention: 31 weeks*	

* Please note that this figure is subject to change as additional information may become available before the end of the financial year.

2026/27 Corporate Performance Measures



Performance Indicator	PI Holder	Proposed Change	Proposed Change Details	Justification
5. The average number of days to process new claims for Housing Benefit and Council Tax support	Revenues & Benefits	No Proposed Change	Current Target: 22 days	The Target and Intervention currently in place for this metric are challenging for the Revenues & Benefits service to meet but also ensures that quality services are constantly being provided to the residents of Huntingdonshire.
			Current Intervention: 26 days	
			2026/27 Target: 22 days*	
			2026/27 Intervention: 26 days*	
6. The average number of days to process changes of circumstances for Housing Benefits and Council Tax support	Revenues & Benefits	No Proposed Change	Current Target: 4 days	The Target and Intervention currently in place for this metric are challenging for the Revenues & Benefits service to meet but also ensures that quality services are constantly being provided to the residents of Huntingdonshire.
			Current Intervention: 6 days	
			2026/27 Target: 4 days*	
			2026/27 Intervention: 6 days*	

2026/27 Corporate Performance Measures



Performance Indicator	PI Holder	Proposed Change	Proposed Change Details	Justification
7. The number of homelessness preventions achieved	Housing Needs	No proposed change	Current Target: 480	Performance of this metric is directly aligned with the new build delivery programme. An accurate forecast for this metric is therefore unavailable until the 2026/27 new build delivery programme is released. Targets will be set following its release.
			Current Intervention: 445	
			2026/27 Target: ~480*	
			2026/27 Intervention: ~445*	
8. The number of households housed through the Housing Register and Home-Link scheme	Housing Needs	No proposed change	Current Target: 685	Performance of this metric is directly aligned with the new build delivery programme. An accurate forecast for this metric is therefore unavailable until the 2026/27 new build delivery programme is released. Targets will be set following its release.
			Current Intervention: 616	
			2026/27 Target: ~685*	
			2026/27 Intervention: ~616*	

* Please note that this figure is subject to change as additional information may become available before the end of the financial year.

2026/27 Corporate Performance Measures



Performance Indicator	PI Holder	Proposed Change	Proposed Change Details	Justification
9. The number of households in temporary accommodation	Housing Needs	No proposed change	Current Target: 135	Performance of this metric is directly aligned with the new build delivery programme. An accurate forecast for this metric is therefore unavailable until the 2026/27 new build delivery programme is released. Targets will be set following its release.
			Current Intervention: 148	
			2026/27 Target: ~135*	
			2026/27 Intervention: ~148*	
10. Net change in the number of homes with a council tax banding.	Revenues & Benefits	No proposed change	Current Target: 968	Although this metric has previously struggled, due to technical adjustments at the VOA, this metric will remain as a proxy for the number of houses delivered. Targets will be explored following the release of the new build programme.
			Current Intervention: 871	
			2026/27 Target: 968*	
			2026/27 Intervention: 871*	
11. The number of affordable houses delivered	Housing Strategy	No proposed change	Current Target: 444	This metric is aligned with the 10-year housing strategy goal of 4440 affordable homes across the district.
			Current Intervention: 344	
			2026/27 Target: 444	
			2026/27 Intervention: 344	

* Please note that this figure is subject to change as additional information may become available before the end of the financial year.

2026/27 Corporate Performance Measures



Performance Indicator	PI Holder	Proposed Change	Proposed Change Details	Justification
12. The percentage of planning applications processed on target – Major (within 8 weeks or agreed extended period)	Planning & Infrastructure	No proposed change	Current Target: 82%	The planning service is constantly striving towards ensuring planning applications are completed in a timely manner whilst being accurate. To maintain the performance of 91% of planning appeals being dismissed, whilst still exceeding national Targets, the Target and Intervention are proposed to remain the same as 2025/26.
			Current Intervention: 72%	
			2026/27 Target: 82%*	
			2026/27 Intervention: 72%*	
13. The percentage of planning applications processed on time – Minor (within 8 weeks or agreed extended period)	Planning & Infrastructure	No proposed change	Current Target: 82%	The planning service is constantly striving towards ensuring planning applications are completed in a timely manner whilst being accurate. To maintain the performance of 91% of planning appeals being dismissed, whilst still exceeding national Targets, the Target and Intervention are proposed to remain the same as 2025/26.
			Current Intervention: 77%	
			2026/27 Target: 82%*	
			2026/27 Intervention: 77%*	

* Please note that this figure is subject to change as additional information may become available before the end of the financial year.

2026/27 Corporate Performance Measures



Performance Indicator	PI Holder	Proposed Change	Proposed Change Details	Justification
14. The percentage of planning applications processed on target – Household Extension (within 8 weeks or agreed extension period)	Planning & Infrastructure	No proposed change	Current Target: 87%	The planning service is constantly striving towards ensuring planning applications are completed in a timely manner whilst being accurate. To maintain the performance of 91% of planning appeals being dismissed, whilst still exceeding national Targets, the Target and Intervention are proposed to remain the same as 2025/26.
			Current Intervention: 82%	
			2026/27 Target: 87%*	
			2026/27 Intervention: 82%*	
15. The cumulative footfall in our market towns	Economic Development	Stretch to Target and Intervention	Current Target: 15,719,143	In an effort to stride towards continuous improvement, and to promote the ongoing regeneration of the four market towns, a stretch of 1% to the Target and Intervention of this metric is proposed
			Current Intervention: 14,147,229	
			2026/27 Target: ~15,876,334*	
			2026/27 Intervention: ~14,288,701*	

* Please note that this figure is subject to change as additional information may become available before the end of the financial year.

2026/27 Corporate Performance Measures



Performance Indicator	PI Holder	Proposed Change	Proposed Change Details	Justification
16. The total number of business engagements by the Economic Development Team	Economic Development	Stretch to Target and Intervention	Current Target: 420	To better align with the exceptional performance this metric had in 2025/26, and to ensure that the service is proactively engaging with businesses, it is proposed that the Target and Intervention are stretched by ~14%.
			Current Intervention: 378	
			2026/27 Target: 480*	
			2026/27 Intervention: 420*	
17. The efficiency of vehicle fleet driving – Energy Efficient Driving Index Score for the waste service	Waste Minimisation	No proposed change	Current Target: 81%	To ensure that the council is continuously striving to reduce carbon emissions, the Target and Intervention proposed to remain the same as in 2025/26.
			Current Intervention: 75%	
			2026/27 Target: 81%*	
			2026/27 Intervention: 75%*	

* Please note that this figure is subject to change as additional information may become available before the end of the financial year.

2026/27 Corporate Performance Measures

Performance Indicator	PI Holder	Proposed Change	Proposed Change Details	Justification
18. The percentage of household waste reused / recycled / composted (excluding Food Waste collections)	Waste Minimisation	No proposed change	Current Target: 51%	The Target and Intervention are proposed to remain the same as the Waste Minimisation service ensures the efficient implementation of the food waste service into BAU, and to account for the statements from the Environment Agency, and the Department for Environment, Food & Rural Affairs that the current drought is expected to continue throughout 2026, which reduces the recycling rate in the garden waste bins.
			Current Intervention: 48%	
			2026/27 Target: 51%*	
			2026/27 Intervention: 48%*	

* Please note that this figure is subject to change as additional information may become available before the end of the financial year.

2026/27 Corporate Performance Measures



Performance Indicator	PI Holder	Proposed Change	Proposed Change Details	Justification
19. The collected household waste per person (Kilograms, excluding Food Waste collections)	Waste Minimisation	No proposed change	Current Target: 360kg	This metric is not forecasted to differ from current year performance, so no change is proposed.
			Current Intervention: 370kg	
			2026/27 Target: 360kg*	
			2026/27 Intervention: 370kg*	
20. The residual waste collected per household (Kilograms)	Waste Minimisation	No proposed change	Current Target: 354kg	The Target and Intervention is proposed to remain the same as the Waste Minimisation service ensures the efficient implementation of the food waste service into BAU.
			Current Intervention: 416kg	
			2026/27 Target: 354kg*	
			2026/27 Intervention: 416kg*	

* Please note that this figure is subject to change as additional information may become available before the end of the financial year.

2026/27 Corporate Performance Measures



Performance Indicator	PI Holder	Proposed Change	Proposed Change Details	Justification
21. The number of missed bins (excluding Food Waste collections)	Waste Minimisation	No proposed change	Current Target: 3360	The Target and Intervention is proposed to remain the same as the Waste Minimisation service ensures the efficient implementation of the food waste service into BAU.
			Current Intervention: 3624	
			2026/27 Target: ~3360*	
			2026/27 Intervention: ~3624*	
22. The percentage of sampled areas clean or predominantly clean of litter, detritus, graffiti, flyposting or weed accumulations	Street Cleansing	Stretch to Target and Intervention	Current Target: 92.5%	This Target is to be stretched to align with the exceptional performance of this metric in the current year and following our nomination for Best Performer at the APSE Awards 2025.
			Current Intervention: 90%	
			2026/27 Target: 95%*	
			2026/27 Intervention: 92.5%*	

* Please note that this figure is subject to change as additional information may become available before the end of the financial year.

2026/27 Corporate Performance Measures



Performance Indicator	PI Holder	Proposed Change	Proposed Change Details	Justification
23. The number of flytips reported	Street Cleansing	No proposed change	Current Target: 3000	Due to the limited data and trend analysis available for this metric, there is currently no reliable forecasting to edit the 2026/27 Target and Intervention
			Current Intervention: 3150	
			2026/27 Target: ~3000*	
			2026/27 Intervention: ~3150*	
24. The number of sanctions against environmental crimes and anti-social behaviour	Community Action	Stretch to Target and Intervention	Current Target: 96	This Target is to be stretched to align with the exceptional performance of this metric this financial year. However, the service will still focus on the prevention of environmental crimes and anti-social behaviour before intervention.
			Current Intervention: 84	
			2026/27 Target: 138*	
			2026/27 Intervention: 120*	

* Please note that this figure is subject to change as additional information may become available before the end of the financial year.

2026/27 Corporate Performance Measures



Performance Indicator	PI Holder	Proposed Change	Proposed Change Details	Justification
25. The number of programmed food safety inspections undertaken	Environmental Health	Adjust Target and Intervention to newly forecasted figures	Current Target: 612	This figure has been forecasted by accounting for the inspections that are due to completed in 2026/27 whilst also considering additional inspections for new and changing businesses.
			Current Intervention: 581	
			2026/27 Target: ~636*	
			2026/27 Intervention: ~600*	
26. The percentage of calls to the Contact Centre answered	Customer Services	No proposed change	Current Target: 85%	With a higher volume of calls expected to be received by the Contact Centre in 2026/27, the current high Target and Intervention is proposed remain for 2026/27.
			Current Intervention: 80%	
			2026/27 Target: 85%*	
			2026/27 Intervention: 80%*	

* Please note that this figure is subject to change as additional information may become available before the end of the financial year.

2026/27 Corporate Performance Measures



Performance Indicator	PI Holder	Proposed Change	Proposed Change Details	Justification
27. The average wait time for customers calling the Contact Centre (seconds)	Customer Services	Stretch to Intervention	Current Target: 180s	With a higher volume of calls expected to be received by the Contact Centre in 2026/27, the current high Target is proposed remain for 2026/27. To ensure HDC is constantly striving for the best performance, it has been proposed to stretch the Intervention to four minutes.
			Current Intervention: 300s	
			2026/27 Target: 180s*	
			2026/27 Intervention: 240s*	
28. Customer Satisfaction when contacting our Contact Centre	Customer Services	Target and Intervention to be confirmed	Current Target: TBC	This metric is due to start reporting in Q4 2025/26. This will be updated as more data becomes available.
			Current Intervention: TBC	
			2026/27 Target: TBC	
			2026/27 Intervention: TBC	

* Please note that this figure is subject to change as additional information may become available before the end of the financial year.

2026/27 Corporate Performance Measures



Performance Indicator	PI Holder	Proposed Change	Proposed Change Details	Justification
29. The Council Tax collection rate	Revenues & Benefits	No proposed change	Current Target: 98.09%	It is currently too early in the year to forecast Council Tax collection rate, so an initial forecast of the 2025/26 forecast has been proposed.
			Current Intervention: 97.79%	
			2026/27 Target: ~98.09%*	
			2026/27 Intervention: ~97.79%*	
30. The Business Rate collection rate	Revenues & Benefits	No proposed change	Current Target: 98.79%	It is currently too early in the year to forecast Business Rates collection rate, so an initial forecast of the 2025/26 forecast has been proposed.
			Current Intervention: 98.29%	
			2026/27 Target: ~98.79%*	
			2026/27 Intervention: ~98.29%*	

2026/27 Corporate Performance Measures



Performance Indicator	PI Holder	Proposed Change	Proposed Change Details	Justification
31. The number of short-term staff sickness days lost per full time equivalent (FTE) (12-month rolling)	Human Resources	Relax to Target and Intervention	Current Target: 3 days	With the national trend for this metric continuing to worsen, and the implementation of the new hybrid working policy expected to increase short-term sickness cases, a slight relaxing of the Target and Intervention has been proposed.
			Current Intervention: 3.5 days	
			2026/27 Target: 3.5 days*	
			2026/27 Intervention: 3.75 days*	
32. The number of long-term sickness days lost per full time equivalent (FTE) (12-month rolling)	Human Resources	No proposed change	Current Target: 5 days	There is no expected change to long-term sickness days in 2026/27, and the current Target and Intervention are proposed to remain.
			Current Intervention: 5.5 days	
			2026/27 Target: 5 days*	
			2026/27 Intervention: 5.5 days*	

* Please note that this figure is subject to change as additional information may become available before the end of the financial year.

2026/27 Corporate Performance Measures



Performance Indicator	PI Holder	Proposed Change	Proposed Change Details	Justification
33. The percentage of staff Turnover (per month)	Human Resources	No proposed change	Current Target: 1.25%-1.75%	The current Target and Intervention promotes a healthy amount of turnover of our staff. The HR team does anticipate some difficulties in retaining talent following the official Local Government Reorganisation announcement in the summer.
			Current Intervention: 0.75%-2.5%	
			2026/27 Target: 1.25%-1.75%*	
			2026/27 Intervention: 0.75%-2.5%*	
34. The average length of staff service (years)	Human Resources	Stretch to the Intervention	Current Target: 7.9 years	The current Target and Intervention promote the retention of the council's talent and experience. The HR team does anticipate some difficulties in retaining experience following the official Local Government Reorganisation announcement in the summer
			Current Intervention: 7.3 years	
			2026/27 Target: 7.9 years*	
			2026/27 Intervention: 7.5 years*	

* Please note that this figure is subject to change as additional information may become available before the end of the financial year.

Corporate Performance Measures Removals

Performance Indicator	PI Holder	Proposed Change	Proposed Change Details	Justification
<p>The number of planning applications over 16 weeks old where there is no current extension in place</p>	Planning & Infrastructure	Removal	Current Target: 13	<p>If the backlog of planning applications is below the currently proposed intervention level of 13 by March 2026, it will be removed from reporting, as it will have reduced by over 92% in three years. If the backlog remains over 13 properties, it will be kept until further improvements can be seen</p>
			Current Intervention: 10	
			Q2 Performance: Red	