

Corporate Plan 2023–2028



Foreword

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

This Corporate Plan to 2028 will inform everything we do as we refocus our vision, review our priorities and work with staff, residents, partners, communities and businesses to lead Huntingdonshire into the future with confidence.

It won't always be easy. With a decreasing pot of government funding, rising costs and inflation, and greater pressure on our services we will need to find ways to save money or generate income in order to continue providing high quality services.








We are also facing the threat of climate change. This requires decisive action and fundamental changes in how countries, cities and communities live and work. Our Climate Strategy and action plan set out how we can be better prepared to adapt to the impacts of climate change at a more local level. We will apply a "green lens" to our decision making – embedding the climate and green agenda through all we do, considering environmental impacts and opportunities to improve the environment when making all decisions.

As we grapple 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:

1. Improving quality of life for local people
2. Creating a better Huntingdonshire for future generations
3. 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 below. Outcome statements setting out our ambitions are detailed on pages 5-8.

Improving quality of life for local people	Creating a better Huntingdonshire for future generations
<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  <p>Improving the happiness and wellbeing of residents</p> </div> <div style="text-align: center;">  <p>Keeping people out of crisis</p> </div> <div style="text-align: center;">  <p>Helping people in crisis</p> </div> </div>	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  <p>Improving housing</p> </div> <div style="text-align: center;">  <p>Forward-thinking economic growth</p> </div> <div style="text-align: center;">  <p>Lowering carbon emissions</p> </div> </div>
<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="width: 60%;"> <p>Delivering good quality, high value for money services with good control and compliance with statutory obligations</p> </div> <div style="width: 35%; text-align: center;">  </div> </div>	

To achieve these priorities, we must be a council that takes time to listen and to really understand where people need help and support to make a real difference to their lives. In line with changes across the public sector system, we need to make prevention a core way of working across the

council. This is fundamental to our “Improving the quality of life for local people” priority, which does not just focus on helping those already experiencing crisis but sets out earlier outcomes we want to achieve - keeping people out of crisis and, even more broadly, improving the happiness and wellbeing of our residents.

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

‘Do, Enable, Influence’ is a key phrase for us as this Corporate Plan calls on the council to play more of an enabling role, to make more use of partnership working and to empower people to reduce demand for traditional public services. In doing so, it seeks to make sure that everyone can realise their potential and share in Huntingdonshire’s success. Our role is to help residents and businesses thrive, but that is not something we can do to people, only do with them. We see our role as making Huntingdonshire an easy place to have a good life and make choices that benefit you and your family.

We have already started on this journey. Over the last year, we have brought together a wide range of partners to develop our Huntingdonshire Futures Place Strategy which creates a shared vision and a plan of goals and actions for Huntingdonshire up to 2050.

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

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



***Councillor Sarah Conboy,
Executive Leader***



***Councillor Tom Sanderson,
Deputy Executive Leader***



***Councillor Sam Wakeford,
Assistant Executive Leader***

About Huntingdonshire

Huntingdonshire is a large (900 square kilometres) and predominately 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 180,800 residents and 76,900 households in 2021, the population has grown significantly over recent decades (up by 47% since 1981). The district has an ageing population with 36,500 residents aged 65 plus, up by 33% since 2011 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 is now 2.3 persons per household, down from 2.4 in 2011 and below the latest England average of 2.4. More people are now 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).

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%¹ 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 figures in this paragraph 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.*

There are pockets of higher deprivation within the district, but most areas have relatively low levels as measured by the 2019 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.

Most Huntingdonshire residents in 2021 travelling to a workplace or depot travelled more than 10 kilometres (51%) and just over half (52%) of those who travelled to work were drivers or passengers in a vehicle. Just over 6,000 residents travelled to work on foot (7%).

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 and over.

Source: unless otherwise stated, all data on this page is from the 2021 Census © Office for National Statistics, 2022/23

Our priorities

What sits behind our priorities is a desire to focus the efforts of the council on the important things 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 quality of life and well-being for everyone

We want the highest possible quality of life for the people of Huntingdonshire. It will be a place which attracts employers and visitors, and that 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.

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



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.

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 our 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: 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' 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 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.

How we will measure success

Organisational priority	Outcome statement	Operational performance measures (examples): “Do”	Outcome actions (examples): “Do” and “enable”	Strategic direction: “Enable” and “influence”
Priority 1 – Improving quality of life for local people	<ul style="list-style-type: none"> - Improving quality of life and well-being - Preventing crisis - Helping in a crisis 	<ul style="list-style-type: none"> - Number of One Leisure Facilities admissions - Benefits processing - Homelessness prevention 	<ul style="list-style-type: none"> - Deliver financial vulnerability programme - New Residents Outcome Strategy 	Employment, Mental Health, Older isolation
Priority 2 – Creating a better Huntingdonshire for future generations	<ul style="list-style-type: none"> - Improving housing - Forward-thinking economic growth - Lowering our carbon emissions 	<ul style="list-style-type: none"> - Housing completions - Planning applications - Fleet driving efficiency 	<ul style="list-style-type: none"> - Refresh tenancy strategy - Local Plan refresh 	Environmental, housing, planning
Priority 3 – Delivering good quality, high value for money services	<ul style="list-style-type: none"> - Delivering good quality efficient and effective services 	<ul style="list-style-type: none"> - Website uptime - Missed bins - Council Tax collection 	<ul style="list-style-type: none"> - Customer Service project - New Workforce Strategy 	Doing the basics really well
Reason	Provides an outcome target for our operational performance, and a goal for strategic activity	Ensuring we are delivering consistent service at good value for money	Annual scoped actions that will move us closer to the outcome we are aiming for	Longer term engagement around Huntingdonshire Futures place strategy themes

We will stand accountable for performance against these priorities through an annual action plan, which lays out the steps we will take to deliver, and the performance measures that will accompany, this Corporate Plan. It will be refreshed annually to reflect work completed and the development of new approaches informed by our 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.

We will measure the performance of our services, and their contribution to our priorities, through “operational performance indicators”, with quarterly updates to show performance against targets and giving commentary explaining steps taken or planned to address recent or anticipated issues.

Performance in completing actions will also be reported quarterly to show progress against significant milestones.

Qualitative updates will be provided for each priority and outcome statement which will give further detail of progress made in achieving our ambitions. Ensuring that there is a clear link between projects and the action against which they are delivering.

Regular reports on our performance will incorporate results for operational performance indicators, progress on actions and qualitative updates. These will be published via our Overview & Scrutiny (Performance & Growth) Panel and Cabinet meeting agendas and on our website.

We will also be reporting on a range of contextual “outcome measures” once a year to show 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 for these outcome measures 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 these will identify trends over time and changes we may need to react to as our actions and our work to enable and influence others have effect. The question here will be: are the actions a sensible response to community needs and the priorities we hold?

We will continue to evolve our operational performance measures and reporting processes over time. As we develop our plans to deliver the Corporate Plan’s outcomes, new measures of performance will be developed to ensure that not only are we measuring performance now, but we will also continuously improve how we are held to account against our promises.

Work to engage with partners to identify their priorities and areas of interest and scope out opportunities to drive forward the Huntingdonshire Futures place strategy will be ongoing throughout the Corporate Plan period as actions progress and priorities are reviewed.

Our Values (icare)



icare

Why do we need Values? The Council wants staff to deliver its activities and services effectively and efficiently, and to provide excellent service to its customers by 'Putting the Customer First'. To deliver this, the Council needs to have values that drive improvement on a continuous basis and support staff as they go through changes in how services are delivered. These values will help to guide our decision-making in all that we do.

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

How we spend our budget (note: 2022/23 data currently shown, to be updated when information for 2023/24 is available)

Huntingdonshire District Council provides services to every household in the District

It costs £0.71 a week per household to collect your waste and recycling

Operations & Refuse Collection Services £4.48m

- Collecting rubbish from over 78,000 properties every week
- Recycling 58% of our rubbish
- Managing town car parks with 3,834 spaces
- Monitoring 481 CCTV cameras

Strategic Planning and Housing Services £1.08m

- Enabling 1041 new homes, including 253 affordable homes, to be completed in the District
- Enabling gross completions of over 20,500 square metres of employment floorspace

The District manages 6 parks and nature reserves and other green spaces costing £0.14 per household per week

Leisure & Health Services -£0.03m

- Providing Leisure & Health services and facilities across the district which cater for a wide range of users including schools, clubs and private organisations and the general public.

Chief Operating Officer Services £4.92m

- Enabling people to live in their own homes by providing 150 grants and providing relocation grants to enable 3 applicants to move to more suitable accommodation
- Re-housing 600 households
- Awarding Housing Benefit or Council Tax Support to over 8,000 people
- Dealing with over 2,600 planning applications

We spend £0.21 per household per week to keep streets and public places clean

Technical and Support Services £11.06m

- Managing elections (e.g. European, Parliamentary, District and Parish) and various referendums
- Provision of IT, Legal, Procurement, Financial, Audit, HR and Corporate support services to over 650 staff
- Delivery of Treasury, Insurance and other Corporate Financial Management
- Supporting the Democratic process and the 52 Council Members

Proposed Actions for 2023/24:

Priority:	Improving quality of life for local people
Outcome:	Improving the quality of life and well-being of the general population
HDC Action (doing)	<ol style="list-style-type: none"> 1. Refresh Huntingdonshire's Community Strategy via a new Residents Outcome Strategy – linking Community and Health, building on the Place Strategy findings. 2. Deliver the skills and employment workstream of the UK shared prosperity programme. 3. Run a pilot with new movers to the area which seek to support positive outcomes from residents first arrival in Huntingdonshire. 4. Listen to local residents and respond to their input on service delivery.
HDC Enabling Others	<ol style="list-style-type: none"> 1. Formally build assessments of the impact on the Corporate plan priorities into Council decision making. 2. Refresh our Social Value Procurement Policy, and work with other local anchor institutions to encourage them to do the same.
HDC Influencing Others	<ol style="list-style-type: none"> 1. Work via the Integrated Care System, to seek to embed an approach which places a focus on activity in the long-term interests of residents in ways of working across system partners. 2. Continue to work with statutory partners to secure improvements to transport options for Huntingdonshire, including active travel. 3. Formally engage with relevant stakeholders, residents and businesses to explore how place strategy priorities are transformed into practical delivery. 4. Explore a campaign which seeks to extol the virtues of spending local and being physically active. Reviewing the benefits that places like Preston, Wigan and East Ayrshire have gained from this approach.

Priority:	Improving quality of life for local people
Outcome:	Keeping people out of crisis
HDC Action (doing)	<ol style="list-style-type: none"> 1. Resource and lead a key change programme which reviews the way we support residents in need across a range of local providers. This will see us work with partners to review and define ways of working, particularly around financial distress. Seeking to develop more holistic support which address root causes and prevent issues escalating. 2. Develop proposals to pilot activity to use council debt data to target those before they enter crisis.
HDC Enabling Others	<ol style="list-style-type: none"> 1. Recognise that community sector partners are often the first point of call for those in a community, and as such we will work with community groups to explore appetite and define shared ways of working. 2. Deliver our health inequalities project in partnership with our community and continue to work with health to seek funding opportunities and identify ways to maximise the contribution of our leisure service to health improvements.

Priority:	Improving quality of life for local people
Outcome:	Keeping people out of crisis
HDC Influencing Others	<ol style="list-style-type: none"> 1. Work with partners to explore options to how we use early warning signs as opportunities to seek to offer support, with a view to preventing needs escalating. 2. Formally engage with relevant stakeholders, residents and businesses to explore how place strategy priorities are transformed into practical delivery. 3. Work proactively with partners to promote safety and address issues at the earliest opportunity.

Priority:	Improving quality of life for local people
Outcome:	Helping people in crisis
HDC Action (doing)	<ol style="list-style-type: none"> 1. Continue to support those impacted via the cost-of-living crisis via a partnership approach which seeks to deal with not just the presenting issue, but wherever possible the cause of it. 2. Continue to support refugees and other guests, seeking to support good community relations and smooth transition into long term residency or return home.
HDC Enabling Others	<ol style="list-style-type: none"> 1. Formally propose to partners, that we build financial, social and physical solutions into crisis management. Reducing the likelihood of crises repeating in the future.
HDC Influencing Others	<ol style="list-style-type: none"> 1. Continue to champion WeAreHuntingdonshire.Org and other cross cutting sources of information to deliver services that are convenient for the resident rather than structured around the organisation delivering them. 2. Formally engage with relevant stakeholders, residents and businesses to explore how place strategy priorities are transformed into practical delivery.

Priority:	Creating a better Huntingdonshire for future generations
Outcome:	Improving Housing
HDC Action (doing)	<ol style="list-style-type: none"> 1. Complete Mid Term Review of the Housing Strategy. The Housing Strategy was completed in 2020, this review will enable us to take into account recent studies of need and Census data. 2. Adopt First Homes Policy. Until the update of the Local Plan is completed it is necessary to complete a position statement on First Homes. 3. Adopt new Tenancy Strategy to support people to live healthy and independent lives. 4. Maximise use of Council owned sites to deliver housing, for example working with the Longhurst Group.

Priority:	Creating a better Huntingdonshire for future generations
Outcome:	Improving Housing
HDC Enabling Others	<ol style="list-style-type: none"> 1. Maintain the level of new housing delivery, that meets the needs of Huntingdonshire residents, including the type of home and tenure (open market and social housing). 2. Work in partnership to look at best practice and funding to improve housing conditions, including retrofit programmes in social and private housing.
HDC Influencing Others	<ol style="list-style-type: none"> 1. Work with Registered Providers to improve conditions in existing accommodation through regeneration schemes. 2. Work with Health and Social Care Providers to explore future models of housing, support and care enabling people to live independently for longer.

Priority:	Creating a better Huntingdonshire for future generations
Outcome:	Forward-thinking economic growth
HDC Action (doing)	<ol style="list-style-type: none"> 1. Promote Huntingdonshire as a destination for high value inward investment, prioritising businesses that are proactively reducing their carbon emissions. Annual report on activity produced. 2. Deliver year 1 of a programme of UKSPF funded business support activities including Green Business Grants, support for start-ups & SMEs to grow. 3. Scope the refresh of the Huntingdonshire Economic Growth Strategy and produce Quarterly economic insights report. 4. Continue to deliver of the Market Town Programme, including completion of the Accelerated Programme, ongoing delivery of Future High Street projects in St Neots, development of new Retail Hub activity in Ramsey, and delivery of UKSPF funded Vibrant Communities project. 5. Commence the update to the adopted Local Plan including refreshing the evidence base, starting community engagement and a call for sites.
HDC Enabling Others	<ol style="list-style-type: none"> 1. Work with intermediaries, professional service networks, investors and developers to understand the health of the economy, develop responses and attract investment.
HDC Influencing Others	<ol style="list-style-type: none"> 1. Work with the CPCA and partners to complete a review of the future demand for FE provision in the St Neots area and development of the Local Skills Implementation Plan prioritising connections between FE provision and local employers aligned to core growth sectors. 2. Influence the implementation of the CPCA Economic Growth Strategy and commissioning of future business support provision. 3. Influence delivery of infrastructure including East West Rail, A428, A141 Strategic Outline Business Case and future Transport Strategies.

Priority:	Creating a better Huntingdonshire for future generations
Outcome:	Lowering our carbon emissions
HDC Action (doing)	<ol style="list-style-type: none"> 1. Review our assets to improve energy efficiency and reduce the carbon impact of our buildings. 2. Deliver Fleet review plan for lower carbon alternatives for service delivery. 3. Deliver Energy Strategy. 4. Establish Climate Conversation to openly account against the Climate Action Plan, listen to feedback from local people, evaluate priorities, develop actions towards Environmental Innovation (Place Strategy). 5. Review Local Plan (ensuring plan for Biodiversity Net Gain referencing the National Planning Policy Framework).
HDC Enabling Others	<ol style="list-style-type: none"> 1. Deliver EV Charging Strategy. 2. Pilot Community Carbon Reduction Plans. 3. Deliver Biodiversity for All (2023-2025) to enable community action and support green skills development. 4. Commission Active Travel Studies (UKSPF) to influence/inform future investment priorities.
HDC Influencing Others	<ol style="list-style-type: none"> 1. Develop the Council's procurement rules to further embed social and environmental value. 2. Expand the current Green Business Awards Scheme, celebrating great practice and sharing knowledge. 3. Deliver Huntingdonshire Plan for Nature and contribute to the regional (LNRS) to guide greater biodiversity and nature restoration in the District.

Priority:	Delivering good quality, high Value for Money services with good control and compliance with statutory obligations
HDC Action (doing)	<ol style="list-style-type: none"> 1. Refresh our Commercial Investment strategy to develop proposals for future strategic investments 2. Deliver a renewed Workforce Strategy to prepare the Council for the changing skills needed in our future workforce, and to ensure that we can continue to attract, retain and nurture talent 3. Refresh of operational performance management to deliver improvement and provide consistent and transparent tracking of what we do and how we do it 4. Undertake Customer Services improvement programme to ensure that our customers are always at the heart of what we do 5. Deliver the Council Tax Support project to ensure we offer the best support to those that need it 6. Ensure that the Additional Funding for Energy Bill Rebate is delivered to those who are eligible 7. Undertake the Development Management Improvement programme to improve the performance of the planning service 8. Implement the review of the collection of Green waste and develop proposals for the collection of Food waste

Priority:	Delivering good quality, high Value for Money services with good control and compliance with statutory obligations
	<p>9. Progress delivery of Civil Parking Enforcement across the District, to enforce on-street parking activity</p> <p>10. Deliver the enhancement of visitor facilities at Hinchingbrooke Country Park</p> <p>11. Upgrade path and cycleways at Riverside Park St Neots.</p>
HDC Enabling Others	<p>1. Do these things well to enable local people to thrive and take new opportunities</p> <p>2. Enabling our brilliant volunteers in our parks, nature reserves and elsewhere to continue to improve the quality of those spaces</p>
HDC Influencing Others	<p>1. Our well-run Council will act as a model for our peers.</p>

Proposed Operational Performance Measures for 2023/24
(new items and amendments are in purple text):

Priority:	Improving quality of life for local people	
Proposed Measures:	Portfolio Holder:	
Number of attendances at One Leisure Active Lifestyles programmes (cumulative year to date)	Taylor	
Number of One Leisure Facilities admissions – swimming, Impressions, fitness classes, sports hall and pitches (excluding Burgess Hall and school admissions) (cumulative year to date)	Taylor	
NEW PI. Average time (in weeks) between date of referral and practical completion of jobs funded through Disabled Facilities Grants (cumulative year to date)	Ferguson	
NEW PI. The number of residents enabled to live safely at home and prevented from requiring care or a prolonged stay at hospital due to a Disabled Facilities Grant (DFG) (cumulative year to date)	Ferguson	
Average number of days to process new claims for Housing Benefit and Council Tax Support (cumulative year to date)	Ferguson	
NEW PI. Average number of days to process changes of circumstances for Housing Benefit and Council Tax Support (cumulative year to date)	Ferguson	
Number of homelessness preventions achieved (cumulative year to date)	Ferguson	
NEW PI. Number of households housed through the housing register and Home-Link scheme (cumulative year to date)	Ferguson	
NEW PI. Number of households in Temporary Accommodation (snapshot at end of each period)	Ferguson	

Priority:	Creating a better Huntingdonshire for future generations	
Proposed Measures:		Portfolio Holder:
Net change in number of homes with a Council Tax banding (cumulative year to date)		Wakeford
Number of new affordable homes delivered (cumulative year to date)		Wakeford
Percentage of planning applications processed on target – major (within 13 weeks or agreed extended period) (cumulative year to date)		Sanderson
REVISED PI. Percentage of planning applications processed on target – minor or other (within 8 weeks or agreed extended period) (cumulative year to date)		Sanderson
Percentage of planning applications processed on target – household extensions (within 8 weeks or agreed extended period) (cumulative year to date)		Sanderson
NEW PI. Number of planning applications over 26 weeks old where there is no current extension of time in place (total at end of each quarter)		Sanderson
NEW PI. Efficiency of vehicle fleet driving – Energy Efficient Driving Index score for the Waste service (cumulative year to date)		Taylor

Priority:	Delivering good quality, high Value for Money services with good control and compliance with statutory obligations	
Proposed Measures:		Portfolio Holder:
Percentage of household waste reused/recycled/composted (cumulative year to date)		Taylor
Percentage of sampled areas which are clean or predominantly clean of litter, detritus, graffiti, flyposting, or weed accumulations (cumulative year to date)		Taylor
Number of missed bins (cumulative year to date)		Taylor
The number of programmed food safety inspections undertaken (cumulative year to date)		Ferguson
NEW PI. Percentage of calls to Call Centre answered (cumulative year to date)		Ferguson
NEW PI. Average wait time for customers calling the Call Centre (cumulative year to date)		Ferguson
NEW PI. Council Tax collection rate (cumulative year to date)		Ferguson
NEW PI. Business Rates collection rate (cumulative year to date)		Ferguson
NEW PI. Staff sickness days lost per full time equivalent (FTE) (rolling 12-month total)		Hassall
NEW PI. Staff turnover (rolling 12-month total)		Hassall
NEW PI. HDC website percentage uptime (cumulative year to date)		Hassall