



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

2023 - 2028

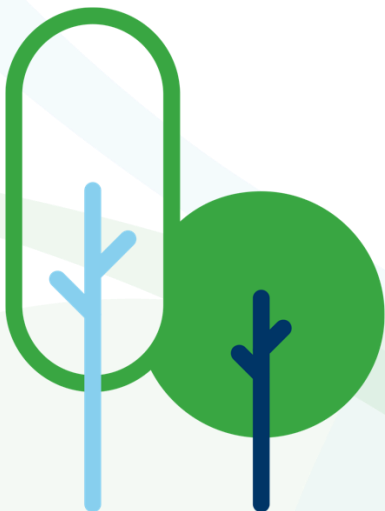
Do - Enable - Influence



# CONTENTS

---

Foreword	3
Getting to know Huntingdonshire	6
Our Priorities	9
Measuring Success	11
Action Plan 2024 – 2025 & "We Said, We Did" 2023 – 2024	12
Operational Performance Measures for 2024 – 2025	26
Our Values (icare)	28



## FOREWORD

---

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

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

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

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

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

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

### Priority 1 - Improving quality of life for local people



Improving the happiness and wellbeing of residents



Keeping people out of crisis



Helping people in crisis

## Priority 2 - Creating a better Huntingdonshire for future generations



Improving housing



Forward-thinking economic growth



Lowering carbon emissions

## Priority 3 - Doing our core work well



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

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

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

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

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

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

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

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

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

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

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

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



**Councillor Sarah Conboy**  
Executive Leader



**Councillor Tom Sanderson**  
Deputy Executive Leader



**Councillor Sam Wakeford**  
Assistant Executive Leader

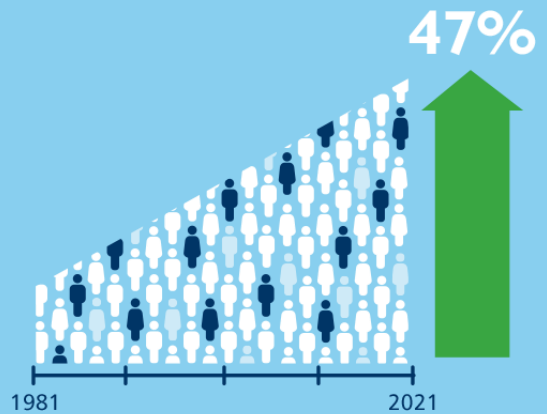
# GETTING TO KNOW HUNTINGDONSHIRE

## OUR PEOPLE AND PLACE



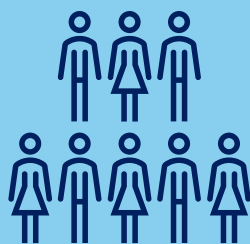
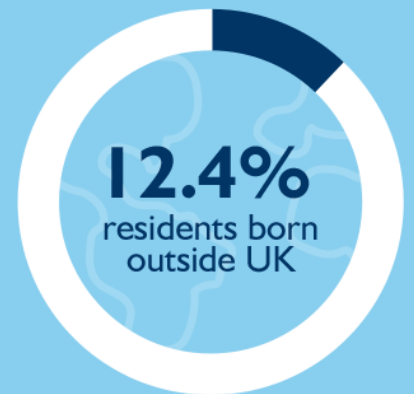
Huntingdonshire is a large (900 square kilometres) and predominantly rural area. However over 40% of the population live in our three largest market towns of **St Neots, Huntingdon** and **St Ives**.

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



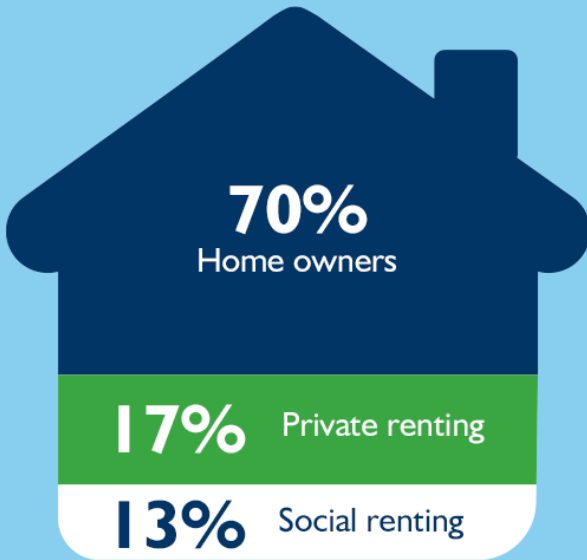
The district has an **ageing population** with 37,500 residents (20%) aged 65 plus at mid-2022, with the number **up by 33%** between 2011 and 2021

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



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

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



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

## OUR HEALTH AND WELLBEING



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

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



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

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



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



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

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

## OUR ECONOMY, EMPLOYMENT AND EDUCATION



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

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



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

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



## OUR PRIORITIES

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

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

### Priority 1: Improving quality of life for local people



#### Improving the happiness and wellbeing of residents

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



#### Keeping people out of crisis\*

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



#### Helping people in crisis\*

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

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

## Priority 2: Creating a better Huntingdonshire for future generations



### Improving housing

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



### Forward-thinking economic growth

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



### Lowering carbon emissions

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

## Priority 3: Doing our core work well



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

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

## MEASURING SUCCESS

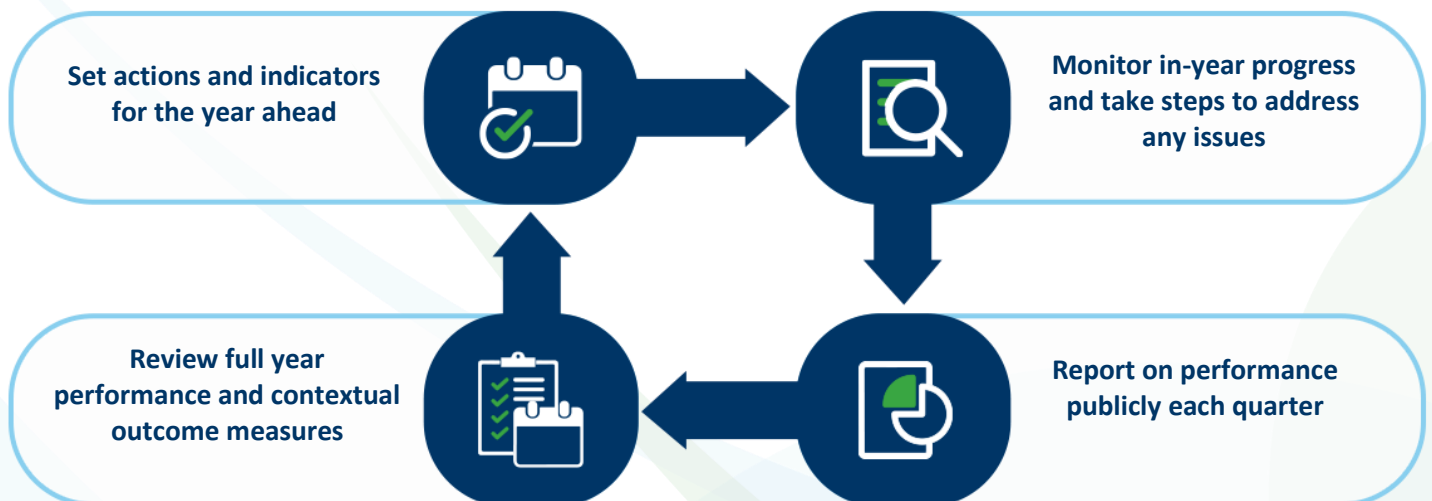
**We will stand accountable for performance against these priorities through an annual action plan and performance measures. These will be refreshed yearly to reflect work completed and the development of new approaches informed by ongoing engagement with partners and residents.**

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

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

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

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



## ACTION PLAN 2025 / 2026



### P R I O R I T Y

Improving quality of life for local people

### O U T C O M E

Improving the happiness and wellbeing of residents

#### DO

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

#### ENABLE

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

#### INFLUENCE

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



## WE SAID, WE DID 2024 / 2025



**P R I O R I T Y**

Improving quality of life for local people

**O U T C O M E**

Improving the happiness and wellbeing of residents

Examples: Strengthening the wellbeing of our communities

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



## ACTION PLAN 2025 / 2026

---



### P R I O R I T Y

Improving quality of life for local people

### O U T C O M E

Keeping people out of crisis

### DO

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

### ENABLE

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

## WE SAID, WE DID 2024 / 2025



P R I O R I T Y

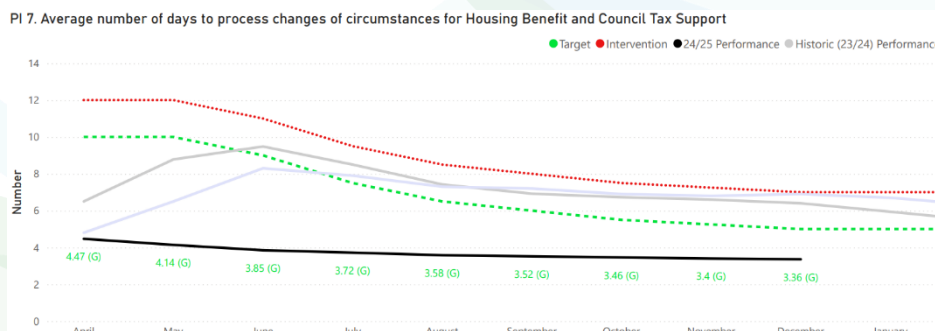
Improving quality of life for local people

O U T C O M E

Keeping people out of crisis

### Examples: Supporting our residents' needs

- ☑ **Co-locating** agencies in our offices so residents in crisis receive targeted and prompt assistance in one visit instead of three. This has enabled the Citizens Advice Bureau (CAB) to offer more face-to-face appointments and improved outcomes from the Council's Residents Advice Team, handling 5470 resident enquiries by the end of February. The office became a Work Well Hub in November, helping 65 residents return to employment.
- ☑ **Supporting** our community with our Residents Advice Team who have provided 913 food bank vouchers and £126,545 through the household support fund.
- ☑ **Collaborating** with the Police & Crime Commissioner to safely share anonymised data to address issues of crime, specifically violent offences, by targeting resources into identified areas of our district helping people feel safe where they live.
- ☑ **Reducing** the number of days to process Housing Benefits and Council Tax Support Changes by almost 50% on last year to an average of 3.36 days ensuring financial support is in place when needed.





## ACTION PLAN 2025 / 2026



### P R I O R I T Y

Improving quality of life for local people

### O U T C O M E

Helping people in crisis

### DO

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

### ENABLE

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

### INFLUENCE

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



## WE SAID, WE DID 2024 / 2025



**P R I O R I T Y**

Improving quality of life for local people

**O U T C O M E**

Helping people in crisis

### Examples: Supporting residents to achieve better outcomes

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





**P R I O R I T Y**

Creating a better Huntingdonshire for future generations

**O U T C O M E**

Improving Housing

**DO**

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

**ENABLE**

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

**INFLUENCE**

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



## WE SAID, WE DID 2024 / 2025



### P R I O R I T Y

Creating a better Huntingdonshire for future generations

### O U T C O M E

Improving Housing

Examples: Improving the housing situation

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

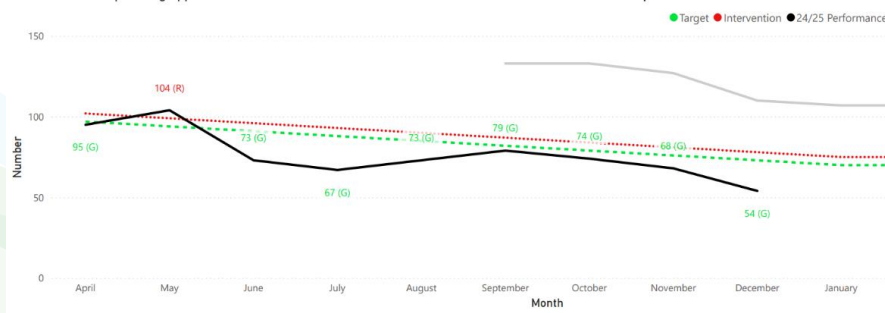


St Mary's Road, Ramsey



Bearscroft, Godmanchester

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



## ACTION PLAN 2025 / 2026



### P R I O R I T Y

Creating a better Huntingdonshire for future generations

### O U T C O M E

Forward-thinking economic growth

### DO

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

### ENABLE

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

### INFLUENCE

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



## WE SAID, WE DID 2024 / 2025



### P R I O R I T Y

Creating a better Huntingdonshire for future generations

### O U T C O M E

Forward-thinking economic growth

### Examples: Rejuvenating businesses and economy

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





P R I O R I T Y

Creating a better Huntingdonshire for future generations

O U T C O M E

Lowering carbon emissions

DO

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

ENABLE

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

INFLUENCE

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



## WE SAID, WE DID 2024 / 2025



### P R I O R I T Y

Creating a better Huntingdonshire for future generations

### O U T C O M E

Lowering carbon emissions

Examples: Tackling climate change and caring for the environment:

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





**P R I O R I T Y**

Doing our core work well

**O U T C O M E**

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

**DO**

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

**ENABLE**

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

**INFLUENCE**

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

## WE SAID, WE DID 2024 / 2025



**P R I O R I T Y**

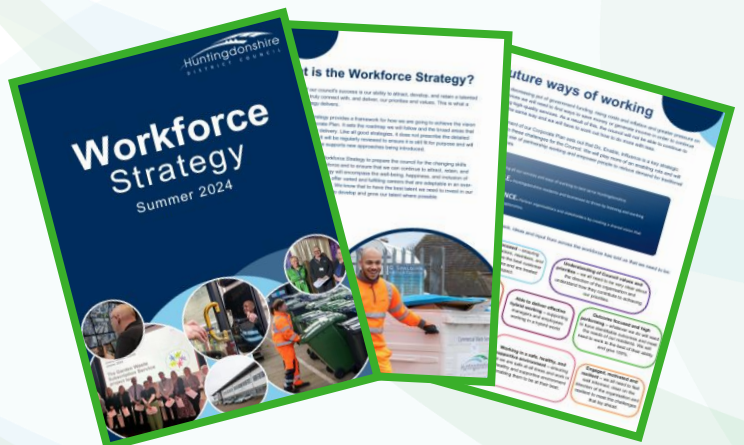
Doing our core work well

**O U T C O M E**

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

Examples: Investing in services and people whilst achieving efficiencies

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



## OPERATIONAL PERFORMANCE MEASURES 2025 / 2026

### Priority 1: Improving quality of life for local people

#### MEASURES

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

### Priority 2: Creating a better Huntingdonshire for future generations

#### MEASURES

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

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

### Priority 3: Doing our core work well

#### MEASURES

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



## OUR VALUES (icare)

---

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



# icare



### INSPIRING

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



### COLLABORATIVE

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



### ACCOUNTABLE

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



### RESPECTFUL

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



### ENTERPRISING

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