



CORPORATE PLAN  
2023 - 2028

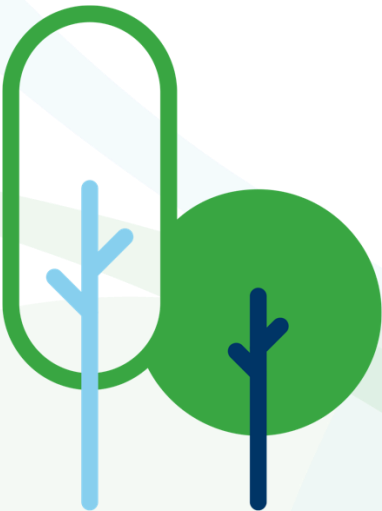
Do - Enable - Influence



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## FOREWORD

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**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

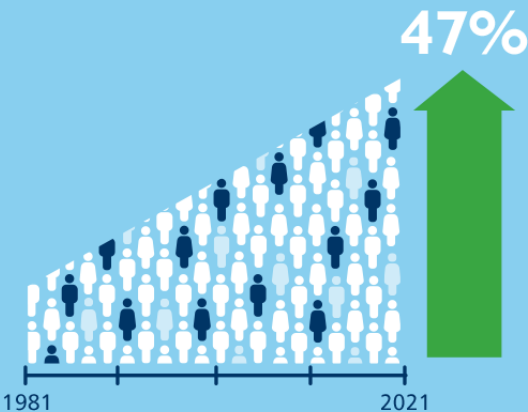
# GETTING TO KNOW HUNTINGDONSHIRE

## OUR PEOPLE AND PLACE



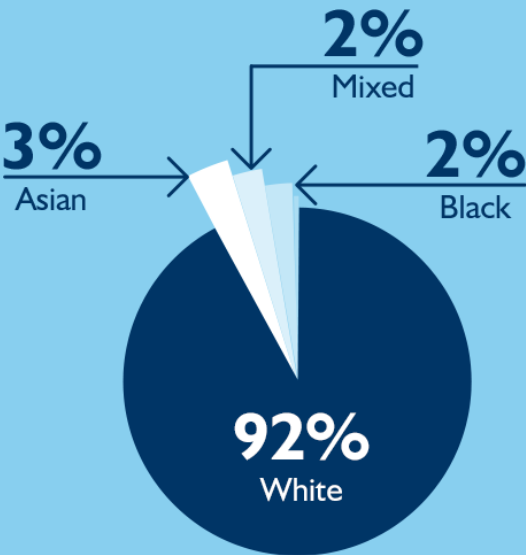
Huntingdonshire is a large (900 square kilometres) and predominantly rural area. However over 40% of the population live in our three largest market towns of **St Neots, Huntingdon** and **St Ives**.

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).



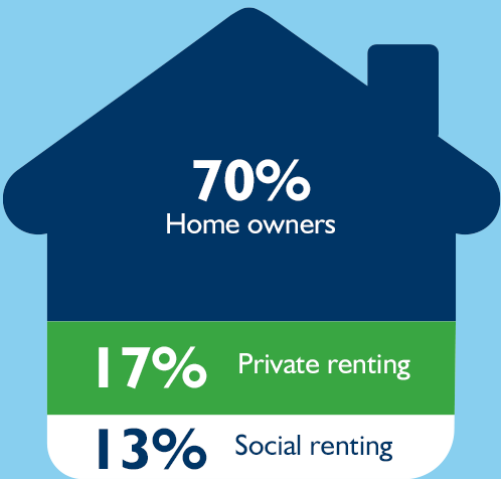
The district has an **ageing population** with 40,530 residents aged 65 plus in early 2026, with the number **up by 33%** between 2011 and 2021 alone.

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**.



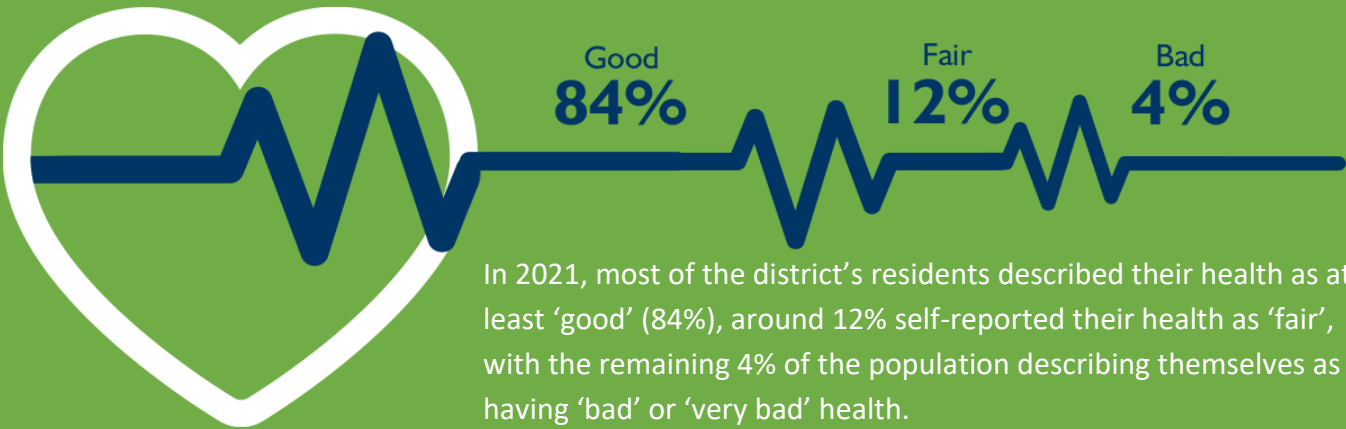
Most people in the district identified their ethnic group within the 'White' category (92%) in 2021. Around 3% identified their ethnic group within the 'Asian, Asian British or Asian Welsh' category, 2% within the "Mixed or Multiple" category, 2% within the 'Black, Black British, Black Welsh, Caribbean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

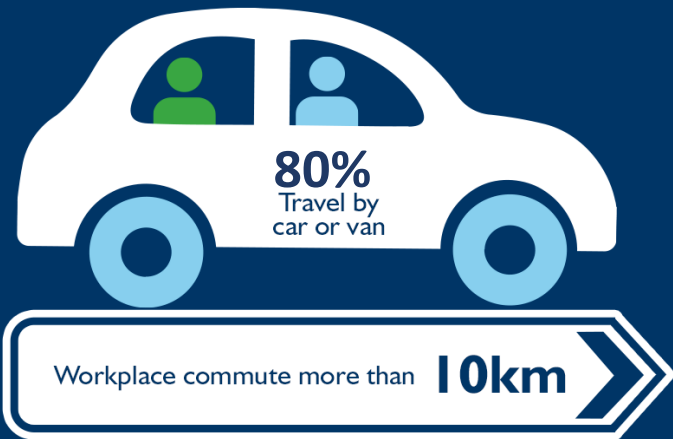


Around 4% of usual residents in 2021 said they provided at least **20 hours of unpaid care** in a typical week.

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



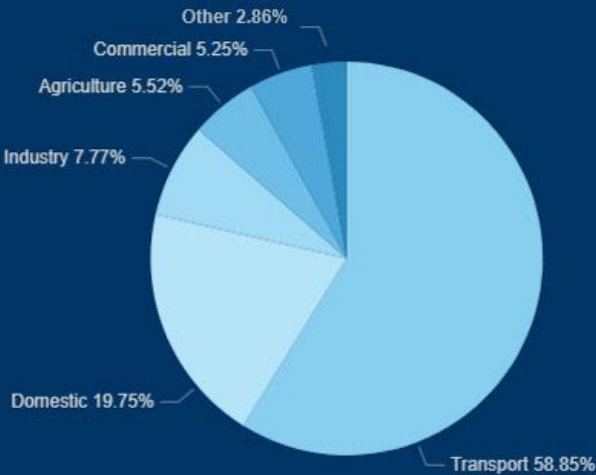
The majority of Huntingdonshire residents in 2021 travelling to a workplace or depot travelled **more than 10 kilometres** (51%) and **80%** of those who travelled to work were **drivers or passengers in a car or van**. Just over **6,000 residents** travelled to **work on foot** (11%).

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 CO<sub>2</sub>e 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

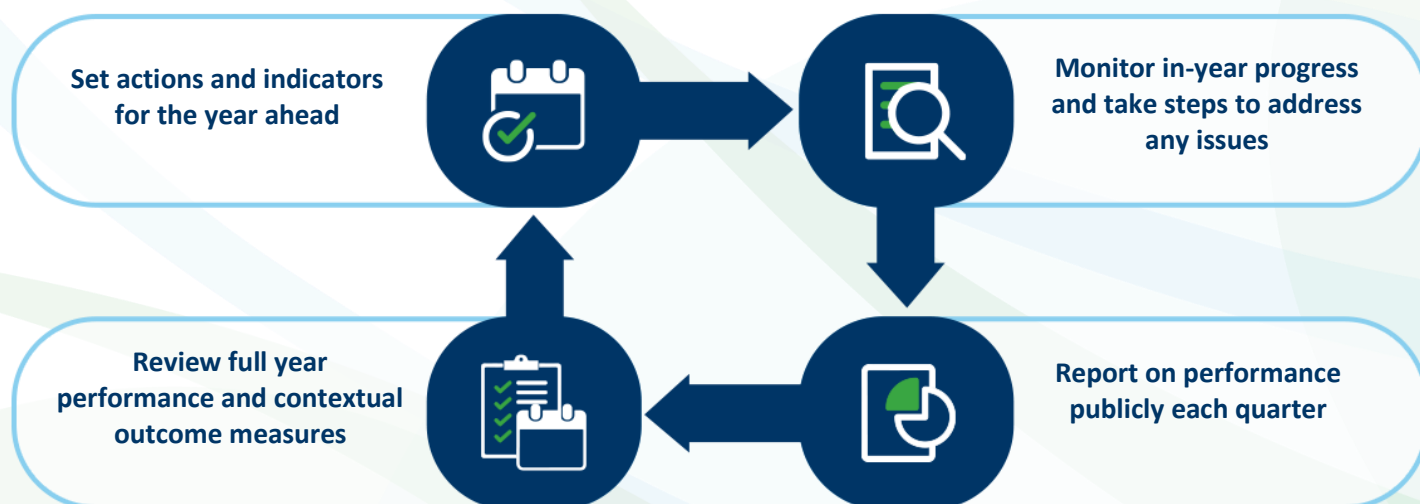
**We will stand accountable for performance against these priorities through an annual action plan and performance measures. These will be refreshed yearly to reflect work completed and the development of new approaches informed by ongoing engagement with partners and residents.**

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.

**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?**





## 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.

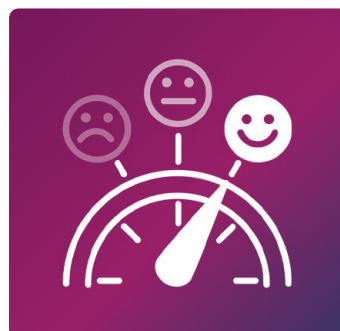
**3. Focus** on maximising physical activity in the district, and work to promote this across local partners. Build links and develop actions to embed connections between leisure, health, environment, economy, community and place.

### 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



### PRIORITY

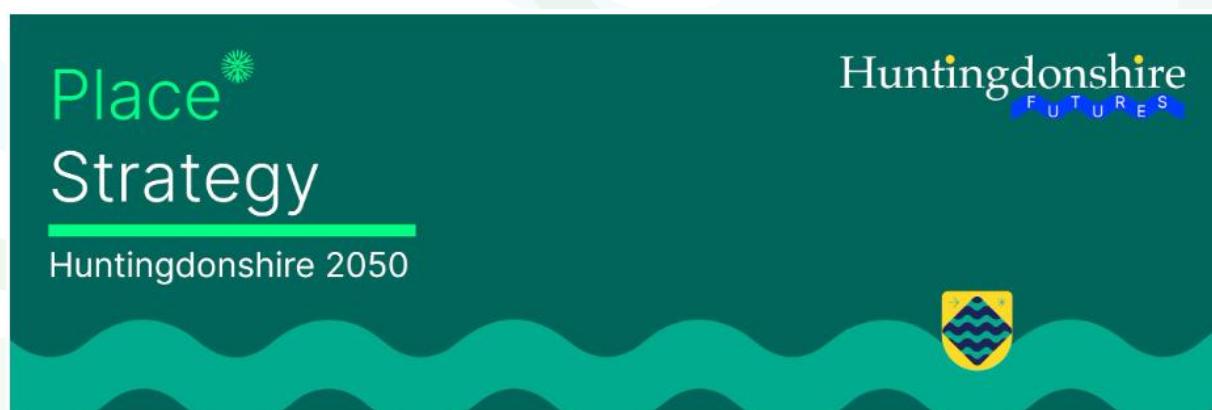
Improving quality of life for local people

### OUTCOME

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

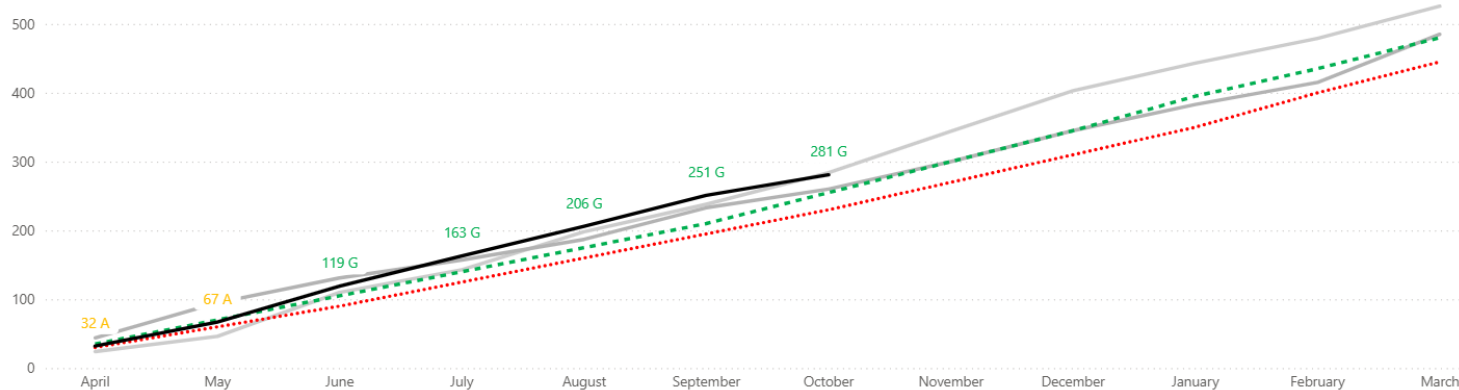
Keeping people out of crisis

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.

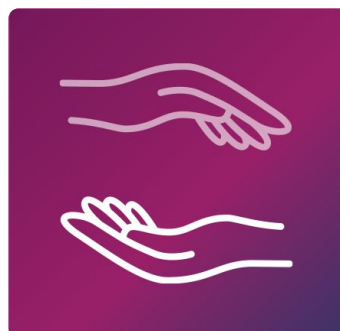
### INFLUENCE

**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



### PRIORITY

Doing our core work well

### OUTCOME

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.