

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Corporate Plan Refresh 2026

Meeting/Date: Performance & Growth - January 21st, 2026
Cabinet – February 10th, 2026
Council – February 25th, 2026

Executive Portfolio: Councillor Sarah Conboy, Executive Leader

Report by: Ben Clifton-Attfield (Insights Coordinator),

Ward(s) affected: All

Executive Summary:

This report presents Members with the refreshed Corporate Plan, which includes revised lists of key actions and performance indicators for 2026/27.

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

Actions are reviewed each year and updated based on completed work or new strategies identified through pilot activities or engagement with partners and residents. Performance reporting adapts with new or improved measures proposed when better indicators are discovered. The proposed changes to performance indicators for 2026/27 are presented.

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

Recommendations:

The Cabinet is

RECOMMENDED

- a) To endorse the refreshed Corporate Plan to Council (Appendix A)
- b) To endorse the Key Performance Indicator changes (Appendix D)

The Council is

RECOMMENDED

- a) To approve the refreshed Corporate Plan (Appendix A)
- b) To approve the Key Performance Indicator Changes (Appendix D)

1. PURPOSE

- 1.1 This report updates Members on the annual refresh of the Corporate Plan for 2023-2028 and presents the actions and key performance indicators for 2026/27 to Council for approval.
- 1.2 This revision 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 transitional period surrounding the May elections, recognising that a potential new administration may prefer to develop a new Corporate Plan or amend existing priorities.

2. WHY IS THIS REPORT NECESSARY?

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

3. PRIORITIES AND OUTCOMES

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

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

- 3.2 The Corporate Plan recognises the emerging changes in Local Government organisation, following the English Devolution White Paper. Whilst we await the outcome of the submitted proposals, the Corporate Plan sets out how everything the Council does will proactively ensure the benefits and opportunities for Huntingdonshire's communities are maximised. The Council's services remain vital to communities, and the Council will continue to deliver them to the highest standard possible and remain focused on this plan, delivering the best for the district now and into the future.

4. ACTIONS

- 4.1 The refreshed Corporate Plan 2023-2028 remains ambitious, while also being clear on what the Council can do, enable and influence as a district council, and includes actions that are to be delivered over multiple years. The refresh for 2026/27 includes four new actions and thirty that were carried forward. Thirty-three actions from the 2025/26 plan have been completed, or are scheduled to be completed, and are not carried forward.
- 4.2 Appendix B sets out the Corporate Plan Actions for 2025/26, highlighting which are completed or carried forward. Please note that the Council's end of year performance will be presented in the Quarter 4 Performance Report in Summer 2026.
- 4.3 Appendix C sets out the details of the Corporate Plan Actions for 2026/27, identifying those that are carried forward, revised or are new.

4.4 In advance of the Quarter 4 Performance Report, examples have been listed of what has been delivered against the outcomes in 2025/26. Due to timing, the “We said, we did” sections have been written before the year has ended, so the Quarter 4 Performance Report, due to be published in Summer 2026, will provide a more detailed update on what was achieved in the 2025/26 financial year.

5. OPERATIONAL PERFORMANCE MEASURES FOR 2026/27

5.1 Pages 26 through 28 of the Corporate Plan (Appendix A) lists the Key Performance Indicators proposed for 2026/27.

5.2 Appendix D sets out the proposed changes to operational performance measures and draft targets for 2026/27; for monitoring how well our services perform. 34 of 35 operational performance measures used in 2025/26 are proposed to remain, with one being removed.

5.3 The removal of one indicator has been proposed

- The number of planning applications over 16 weeks old where there is no current extension in place.

This is because the backlog is forecast to decrease by over 92% compared to its level three years ago. If this outcome is achieved and the backlog is reduced to fewer than 13 applications - which is the current intervention level - then it will no longer be included in regular reporting.

5.4 Appendix D further outlines the detailed proposals, including revised performance indicator targets and intervention levels, along with the reasons for these changes. Although these will not be finalised until the Autumn 2026 Q1 Performance Report, we are sharing them early for feedback. In summary:

	2025/26 Total	2026/27 Total	2026/27 Target Stretched	2026/27 Target Decreased	2026/27 Subject to Change
Number of KPIs	35	34	6	1	2

5.5 The final proposal for targets will be confirmed in Autumn 2026 alongside the Quarter 1 Performance Report for 2026/27. This will take into consideration past performance, available resources, and any known issues or challenges, as well as relevant benchmarking data where applicable. The targets suggested by service managers will be reviewed and challenged by senior officers and key Cabinet members.

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

6. COMMENTS OF OVERVIEW & SCRUTINY

- 6.1 The Overview & Scrutiny (Performance & Growth) Panel discussed the report at its meeting on 21st January 2026.
- 6.2 Councillor Jennings drew attention to Key Performance Indicators (KPI) 1, the number of attendances at Active Lifestyles events and asked for further clarity regarding the change of circumstances regarding contracts which will affect the targets for next year.
- 6.3 KPI's 12, 13 and 14, relating to Planning were raised. The Panel wondered why they had not been raised for the coming year as the targets had been exceeded this year.
- 6.4 Councillor Jennings asked why the number of Business Engagements made by the Economic Development Team were set to be less for KPI 16.
- 6.5 KPI 22, The Sample Of Clean Areas, was praised for having a more challenging target moving forward.
- 6.6 The Panel wondered why the implementation of the Hybrid Working Policy would affect short term staff sickness.
- 6.7 Councillor Gardener raised concerns relating to KPI 18, The North Huntingdon Growth Cluster. It was noted the report mentioned working with Developers but did not include anything about working with communities and felt this was a missed opportunity, urging the Officers to review to see how this could be included.
- 6.8 Members asked if there was anything in the Business Plan that could not be amended with a new administration, referencing the upcoming elections.
- 6.9 It was asked of KPI's would be created for the Empty Homes Strategy and the Food Waste Collection Service.
- 6.10 The Panel wondered if rough sleepers were part of the Homelessness KPI.
- 6.11 Following the discussion, the Panel were informed that their comments would be added to the Cabinet report in order for an informed decision to be made on the report recommendations.

7. RISKS

- 7.1 The Corporate Plan is funded through the 2026/27 budget, which is set to go before the Council in February 2026. However, Local Government Reorganisation could affect its delivery. The Council has a project team examining the implications to ensure the best outcomes for Huntingdonshire's communities. This will be clearer once an outcome has been announced by the Central Government in Spring 2026. Actions that may be impacted by the reorganisation will be reviewed and flagged in the quarterly performance monitoring reports.

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

- 8.1 The Council continues to align service plans with the Corporate Plan. This ensures services are working to the same priorities, aiming to deliver the same outcomes, and

measuring their performance in a consistent way, where possible. For 2026/27, the service plan actions will be collated into a single Transformation Framework, which will be published.

- 8.2 The Corporate Plan provides a 'golden thread' through the organisation, linking activity at strategic levels, from Huntingdonshire Futures through to activity in the service plans, filtering through to the objectives set for teams.
- 8.3 The refreshed Corporate Plan, Appendix A, sets out the key priorities and outcomes for 2023-2028, as well as the revised annual action plan and list of operational performance indicators for 2026/27.

9. CONSULTATION

- 9.1 The Corporate Plan 2023-2028 was informed by 2022's programme of engagement, which included both public and stakeholder consultations to help develop both the Huntingdonshire Futures Place Strategy and the Council's Climate Strategy.
- 9.2 In September 2024, the Council adopted a Community Health and Wealth Building Strategy. Consultation was completed with a wide range of strategic partners and coproduction sessions with members of the community, evaluating the approach and the three proposed objectives of the work. This consultation, its outputs and the subsequent priorities also informed the revision to the Corporate Plan.

10. REASONS FOR THE RECOMMENDED DECISIONS

- 10.1 This report is seeking endorsement from Cabinet and approval from the Council for the refresh of the Corporate Plan for 2026/27. Delivery of the new action plan and updated list of operational performance measures will help us to achieve the Council's priorities and desired outcomes.

11. LIST OF APPENDICES INCLUDED

Appendix A – Refreshed Corporate Plan 2023-2028, including proposed actions and operational performance measures for 2026/27.

Appendix B – Corporate Plan Actions 2025/26

Appendix C – Corporate Plan Actions 2026/27

Appendix D – Operational Performance Measures 2026/27 with draft targets

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