



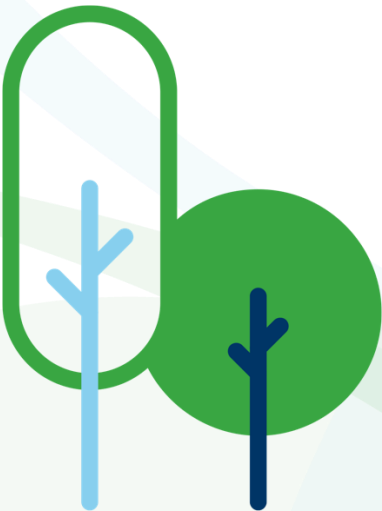
CORPORATE PLAN
2023 - 2028

Do - Enable - Influence



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FOREWORD

We all want to live somewhere that offers the very best quality of life—a place that attracts people, creates a sense of belonging, and inspires ambition. A place where everyone feels included and proud to call home.

The period from 2026 to 2028 represents a defining chapter for our council and the communities we serve. With Local Government Reorganisation (LGR) now imminent, we are entering a time of significant change - but also real opportunity.

As a joint administration, our priority is clear: to ensure the council is in the strongest possible position ahead of transition. We are committed to maintaining sound financial management and delivering reliable, and high-quality and value-for-money services. We also aim to strengthen our organisational resilience so that we are ready for the changes ahead.

This Corporate Plan sets out how we will continue to deliver for residents and businesses while preparing for LGR. We will focus on what matters most - protecting essential services, supporting our communities, and working closely with partners.

We remain committed to being open, collaborative, and forward-looking and will work constructively with neighbouring authorities, government, and local stakeholders to support our communities and help shape new arrangements that reflect the needs and aspirations of our area.

Above all, our ambition is to ensure continuity and confidence for our residents. Throughout this transition, we will remain focused on delivering value-for-money, driving improvement, and supporting our communities. With this in mind, our Corporate Plan outlines **three key priorities that will shape our work:**

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.

We recognise that the years ahead will require innovation, partnership and sound stewardship. Through this plan, we reaffirm our determination to listen to our communities, work collaboratively with partners, and deliver on our promises.

Together, we will ensure Huntingdonshire remains a place where people can thrive—now and for generations to come.

To deliver these priorities, we must be a council that listens carefully and understands where support is most needed to make a meaningful difference in people's lives.

Through the Community Health and Wellbeing Strategy, the council will work with health partners, voluntary organisations, and communities to proactively improve residents' happiness and wellbeing. This includes addressing social health inequalities and building stronger, more resilient communities. The Leisure and Wellbeing Strategy will complement this by providing accessible facilities, activities, and outreach programmes that encourage physical activity, social connection, and overall wellbeing. Our Local Plan will shape environments that support healthier living through access to green spaces, active travel, and inclusive community infrastructure. The Local Plan will also enable high-quality, affordable housing and support forward-thinking economic growth, ensuring development is well-designed and responsive to community needs.

Across all services, the council will maintain a strong focus on delivering high-quality, value-for-money outcomes, underpinned by robust governance, effective resource management, and compliance with statutory obligations. Together, these approaches will ensure that Huntingdonshire remains a thriving, sustainable place where current and future residents can live, work, and prosper.

Whilst we plan and prepare for the forthcoming structural changes through LGR; we will also be carefully balancing other activities including our Capital Programme, to ensure that we deliver projects which will continue to benefit our communities in the short and longer-term. Our aim is to leave the council's assets in a robust way for the future arrangements. We will also continue to work with public-sector partners who are going through similar arrangements and continue to support them where necessary to meet the needs of our residents, businesses and visitors.

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 at the heart of how we serve our communities. This Corporate Plan reaffirms our commitment not only to deliver services, but to enable others - supporting people and places to thrive. We cannot achieve this alone. We cannot do this *to* communities. We must achieve it in partnership with them. By working together, we can ensure Huntingdonshire remains a place where individuals and families can live and work well and make the most of the opportunities available to them.

As we prepare for Local Government Reorganisation, we will work collaboratively with partners, communities and stakeholders to continue delivering high-quality, reliable services and uphold the standards our communities expect and deserve. This is about more than sustaining excellence today - it is about shaping a strong and lasting legacy for tomorrow, together. By creating a culture of shared responsibility, integrity, innovation and responsiveness, we can ensure our collective efforts leave a positive and enduring impact - regardless of structural change.

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



Councillor Sarah Conboy
Executive Leader



Councillor Julie Kerr
Executive Councillor for Parks
and Countryside, Waste and
Street Scene



Councillor Lara Davenport-Ray
Executive Councillor for
Climate, Transformation and
Workforce

Group Leaders of the Joint Administration

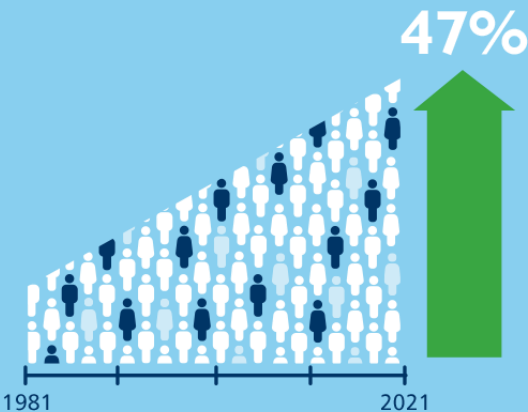
GETTING TO KNOW HUNTINGDONSHIRE

OUR PEOPLE AND PLACE



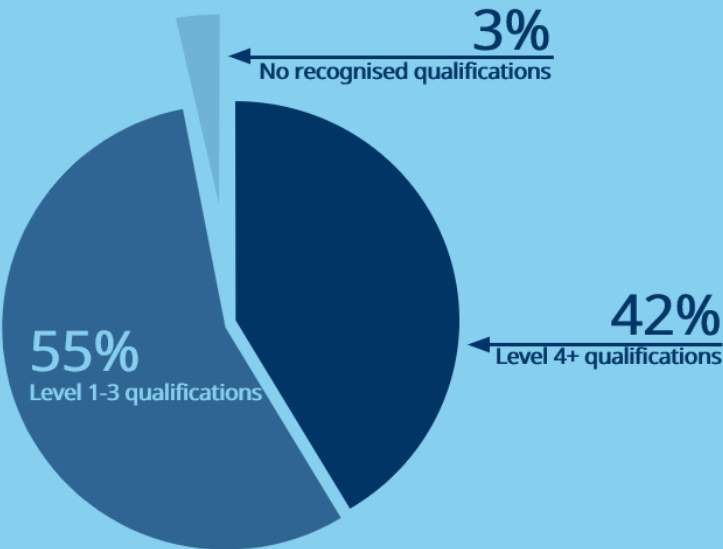
Huntingdonshire is a large (900 square kilometres) and predominantly rural area. However over 40% of the population live in our three largest market towns of **St Neots, Huntingdon** and **St Ives**.

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).



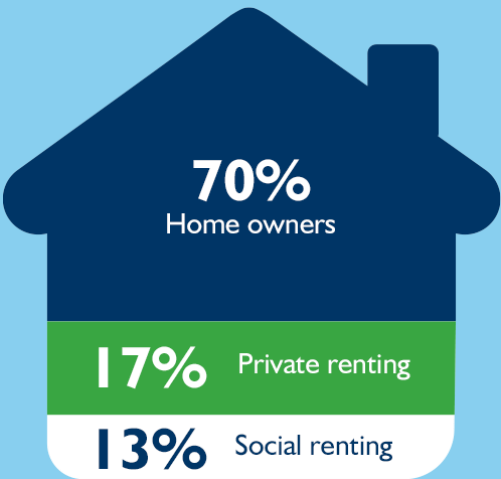
The district has an **ageing population** with 40,530 residents aged 65 plus in early 2026, with the number **up by 33%** between 2011 and 2021 alone.

The latest estimates indicate that the majority of residents in the district are of a **working age**, with roughly 111,000 residents being between the ages of 20 and 64 (**58% of all residents**). An additional 22% of all residents are **young people**, aged 19 and below.



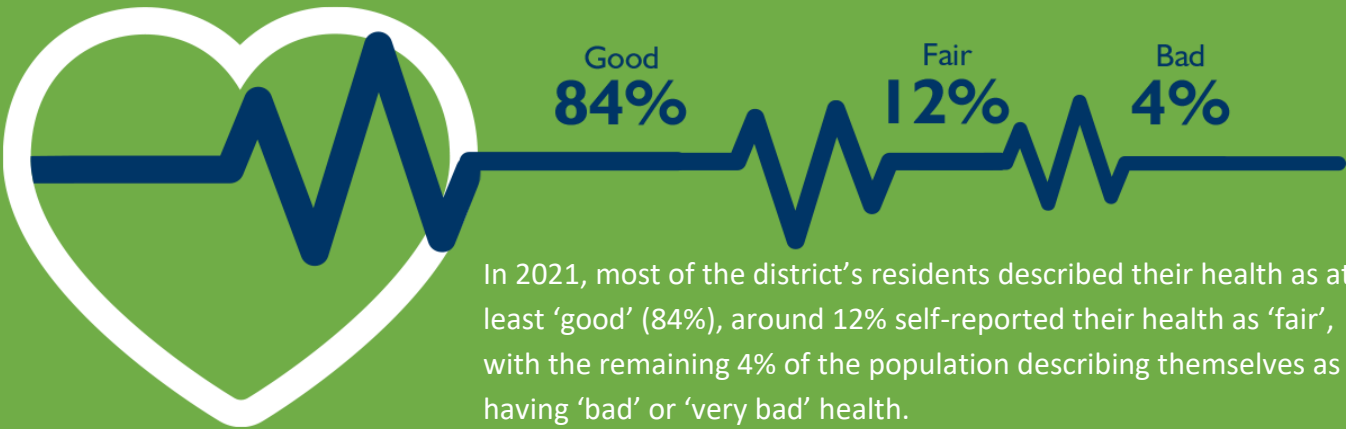
Roughly 45,000 residents in Huntingdonshire of a working age are qualified to an **RQF level 4 or above**, with 3.3% of the population having no recognised RQF qualifications.

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.

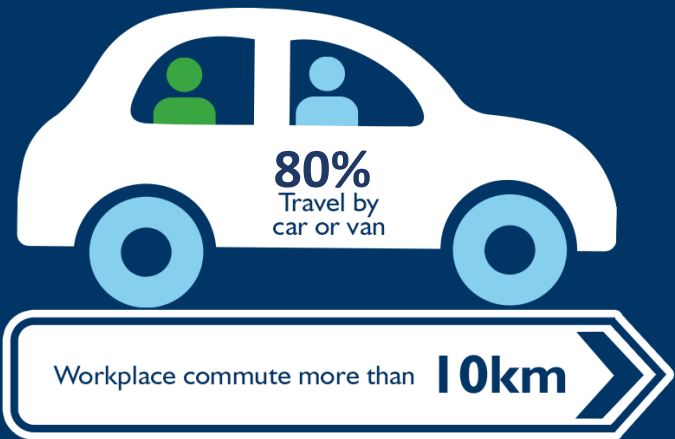
An estimated **16% of the population were disabled in 2021**, with 6% stating their day-to-day activities were limited a lot.



Around 4% of 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



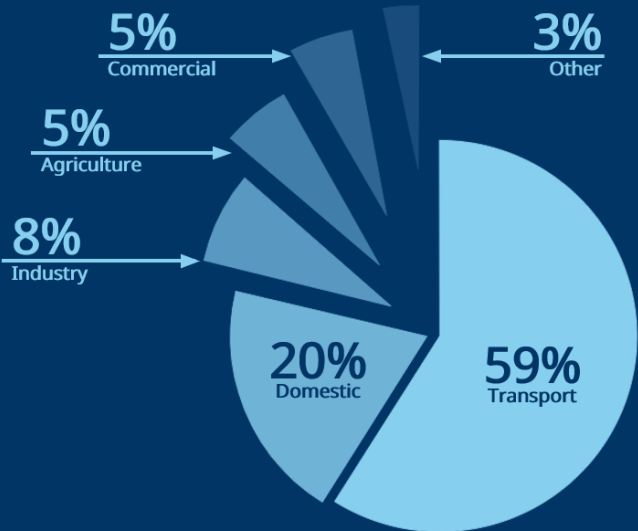
The majority of Huntingdonshire residents in 2021 travelling to a workplace or depot travelled **more than 10 kilometres** (51%) and **80%** of those who travelled to work were **drivers or passengers in a car or van**. Just over **6,000 residents** travelled to **work on foot** (11%).

Across Huntingdonshire, **33%** 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 34%. However, 16% had no qualifications, also lower than the England average of 18%. Apprenticeships were the highest qualification for 6% 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 (62% of those aged 16+)** are both higher than the national average.

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



OUR PRIORITIES

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

What we do is important, but how we achieve our goals is critical. We must deliver services and places that support our communities to take the decisions in their own long-term interests, and work with partners to deliver joined up services that make sense to residents. 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

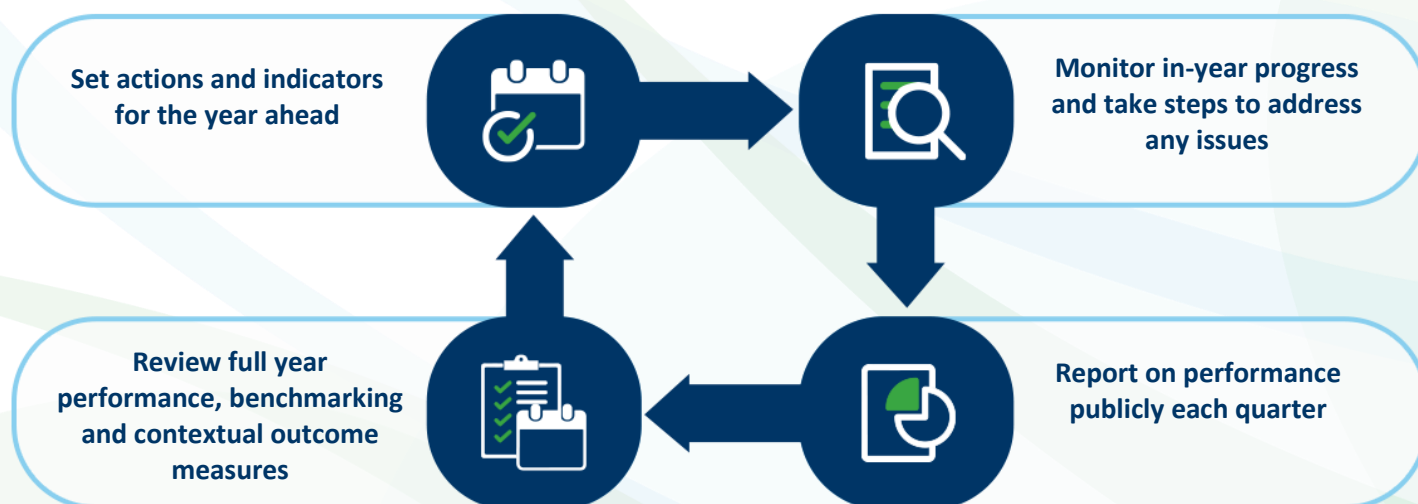
We stand accountable for performance against our priorities through an annual action plan and performance measures. These will be refreshed yearly to be transparent about the work completed and the development of new approaches informed by ongoing engagement with partners and residents.

In reporting on our progress and achievements, we will be transparent about what we can be held to account for but we will also set out how we will measure success – especially 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.

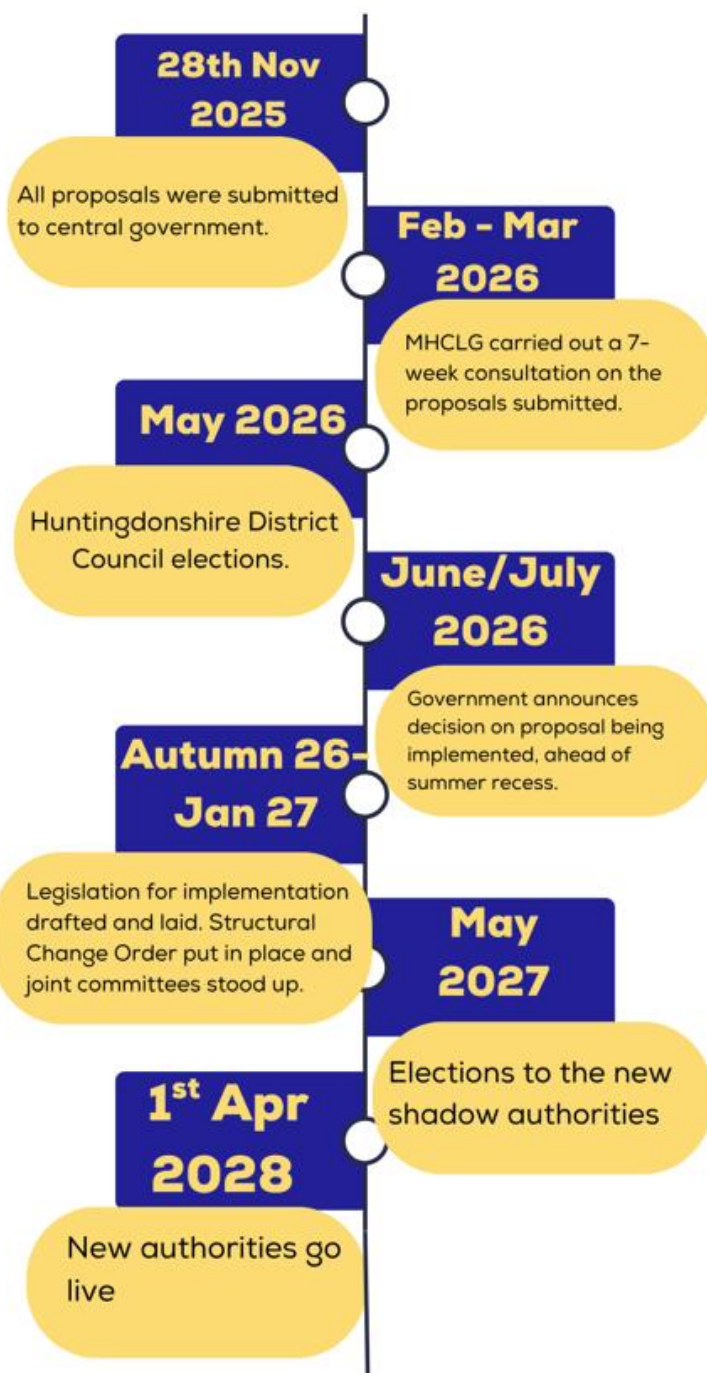
Operational Performance Indicators: We will measure the performance of our services, and their contribution to our priorities, through the operational performance indicators on pages 30 and 32, with quarterly updates published to show performance against targets and provide commentary on progress made 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?**



LOCAL GOVERNMENT REORGANISATION

Local Government Reorganisation (LGR) will fundamentally change how local government operates across Cambridgeshire and Peterborough. It will replace the current two-tier structure of district and county councils with a smaller number of new unitary authorities.



What is LGR?

This change is being led by Government and aims to simplify local government structures, strengthen decision-making and ensure services remain financially sustainable and responsive to communities.

Huntingdonshire District Council has worked closely with partners across the region to develop proposals for new arrangements, including the submission of Option E (a unitary authority built on Huntingdonshire's existing boundaries), which reflects local geographies, economic links and community identities.

Throughout this period of change, the Council will remain focused on delivering high-quality services, supporting communities and ensuring that Huntingdonshire continues to benefit from strong, effective local leadership. The Corporate Plan provides a stable framework to guide the Council through this transition, balancing ongoing delivery with preparation for future arrangements.

Staying Informed

LGR is a significant change for residents, communities and local services. The council is committed to keeping people informed as plans develop and ensuring information is clear, accessible and easy to understand.

Residents can find the latest updates, frequently asked questions and further information through the council's website and dedicated Local Government Reorganisation pages. These resources will be updated regularly as more detail becomes available. There will also be opportunities for residents, businesses and community groups to engage with the process, share views and help shape future of Huntingdonshire.



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. New - Deliver the £30 million investment** in One Leisure Huntingdon to create a Sport & Health hub that supports residents to be more active, through access to a high-quality, modern leisure facility that meets the needs of growing communities.
- 2. New - Deliver** high-quality, accessible and sustainable green spaces that support health and wellbeing for the whole of Huntingdonshire, delivered through targeted investment and the Parks and Open Spaces Commercial Sustainability Plan.
- 3. New** – Develop proposals and deliver the Play Sufficiency Scheme, blending capital investment and external funding to improve and enhance children’s play facilities across Huntingdonshire, ensuring they meet the needs of local communities.
- 4. Improve our evaluation** of how we make a difference to local people, ensuring we become even better at demonstrating impact.
- 5. New - Embed the priorities of Huntingdonshire Futures** across the Council’s services, decision-making, and partnership activity, ensuring a coordinated place-based approach that enables communities, partners and stakeholders to contribute to shared outcomes.

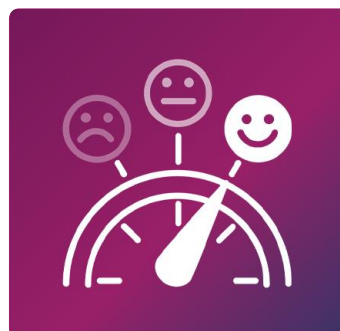
ENABLE

- 6. Help local people get quality jobs** by working with key partners, including ARU, CRC and industries, to join the gap between skills and employment - including establishing programmes that directly address the evolving needs of our key sectors.
- 7. 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, including working with health partners to unlock opportunities for co-located health and wellbeing services alongside our leisure services.

INFLUENCE

- 8. Embed** the priorities of Huntingdonshire Futures across the work of the Council and Partners whilst influencing and enabling communities to do the same.
- 9. Continue** to work with statutory partners to secure improvements to transport options for Huntingdonshire, including active travel.
- 10. New - Work with key relevant partners** to explore the benefits of an Anchor Partnership for Huntingdonshire which will benefit our local communities.

WE SAID, WE DID 2025 / 2026



P R I O R I T Y

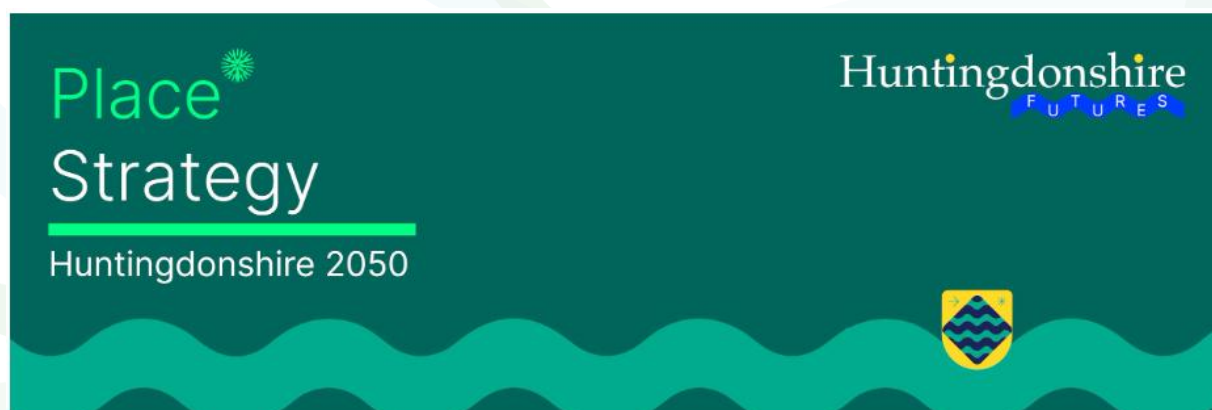
Improving quality of life for local people

O U T C O M E

Improving the happiness and wellbeing of residents

Examples of achievements related to this outcome include:

- ☑ The One Leisure Improvement Programme has continued to progress well this year, with all our One Leisure sites benefiting from capital investments to fund 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

11. New - Deliver the core components of the Community Health & Wealth Fund, moving from successful pilots to embedded delivery that make a difference for residents and demonstrate a social impact return on investment through the Social Value Engine tool.

12. New - Work with town and parish councils and local flood groups to support community preparedness for flooding, enabling local action and building resilience to flood risk across Huntingdonshire.

13. New - Enhance support for care leavers by updating council policies and procedures to treat care experience as if it was a protected characteristic.

ENABLE

14. New - Explore opportunities with public and private sector partners to secure additional investment in the Community Health and Wealth Fund, supporting the delivery of improved outcomes for Huntingdonshire's communities.

15. 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

16. New - While not the lead flood authority, we will convene and work with key partners to host water management forums and engagement activity, influencing coordinated approaches to flood risk management within the district.

17. New - Strengthen partnership working with the Voluntary Sector to maximise collective impact and support a more preventative approach.

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

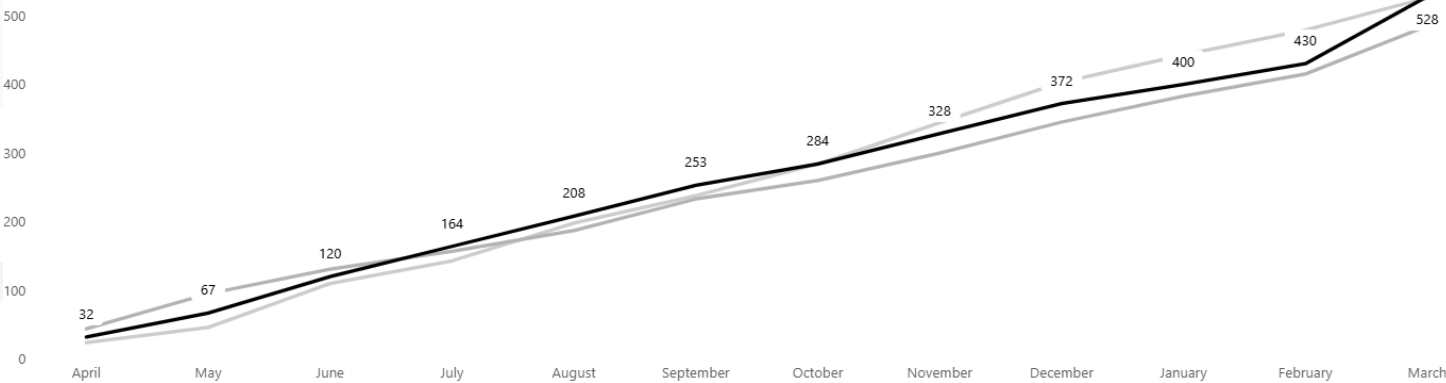
Keeping people out of crisis

Examples of achievements related to this outcome include:

- ✓ Relaunching our Council Tax Support Scheme, offering higher levels of financial support to approximately 5,000 lowest-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 per month back into the workplace.

PI 7: The number of homelessness preventions achieved

● 23/24 Performance ● 24/25 Performance ● 25/26 Performance





PRIORITY

Improving quality of life for local people

OUTCOME

Helping people in crisis

DO

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

19. New - Work with the County Council and other key partners to embed the LIFT project in Huntingdonshire. The project seeks to identify and ensure that residents are accessing relevant benefits and support to help their overall wellbeing.

INFLUENCE

20. 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.

21. New - Work with key partners, particularly Cambridgeshire County Council, to maximise the impact of the Poverty Commission's work and deliver improved outcomes for residents across Huntingdonshire.

22. New – Work with Cambridgeshire County Council and other key partners to ensure that funding from the Government's Crisis Resilience Fund delivers meaningful support and improved outcomes for residents in Huntingdonshire.



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 recommendations to improve the process. This has enabled 150 residents 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

23. Continue to work with Amplus and Inspired to bring forward surplus Council-owned sites to deliver affordable housing.

24. New - Develop our Empty Homes service provision to help bring private sector empty homes back into use, including the implementation of the Empty Homes strategy.

25. Develop policy to support the use of civil penalties with regard to private sector housing enforcement to support improvements to private sector housing and ensure good standards of accommodation for residents.

26. Implement the government's new Supported Housing (Regulatory Oversight) Act, review of supported exempt accommodation in the area and introduce licensing regulations, improving the quality of housing within the district.

ENABLE

27. Maintain or improve the level of new housing delivery in Huntingdonshire through working with all relevant stakeholders, including the type of home and tenure (open market and affordable housing).

INFLUENCE

28. Continue to work with our registered providers (including Places for People) to improve conditions in existing accommodation and where appropriate consider regeneration schemes (e.g. the Suffolk House regeneration scheme).



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

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 of applications over 26 weeks in duration 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.
- ✓ Developed 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.





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

- 29. 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.
- 30. New - Focus** on unlocking the North Huntingdon Growth Cluster and build on the potential defence cluster by working with the MOD, the wider supply chain, partners and residents across the region, to help shape opportunities for innovation, investment and skills development.
- 31. Deliver the Regeneration Programme** to stimulate economic growth and social activity, while ensuring robust monitoring and evaluation in line with funding requirements. Continue to work with partners, including Capital and Centric, to consider, explore and deliver Regeneration Opportunities.
- 32. 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, moving towards submission to the Planning Inspectorate.
- 33. New - Progress** the development of a parking strategy that informs our approach to the management of our car parks; and move to implement the adopted strategy and associated actions.

ENABLE

- 34. Continue** to work with our partners, including town councils and retail groups, to create a stronger partnership and to deliver joint initiatives and enhance town centre vitality across all market towns.
- 35. Work** with partners, including the CPCA, and visitor economy businesses to deliver the Tourism Growth Plan, to support SMEs, Huntingdonshire's nighttime economy and to maximise opportunities linked to major regional attractions such as Universal Bedford.
- 36. New - Continue** to strengthen the role of markets in our market towns as vibrant hubs for residents, visitors and local businesses
- 37. New - Continue** to support and encourage economic and housing growth, in line with the CPCA Local Growth Plan and the HDC Economic Growth Strategy, to enable access to a range of jobs, homes and supporting infrastructure that underpin the future prosperity of our communities.

INFLUENCE

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

39. New - Continue to promote and raise the profile of Huntingdonshire as a destination for investment, highlighting the district's opportunities within the context of the wider region, including the Ox-Cam Supercluster.

40. Ensure the delivery of key infrastructure that supports economic growth and housing delivery by influencing major schemes (including East West Rail, A428, A141 Strategic Outline Business Case and Alconbury Weald Railway Station) and working with partners to bring forward coordinated, investable and deliverable solutions.

41. New - Engage with and work in partnership with the CPCA on the development of the Spatial Development Strategy for the region, including engagement and input into its supporting documents and evidence bases.

WE SAID, WE DID 2025 / 2026



PRIORITY

Creating a better Huntingdonshire for future generations

OUTCOME

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.



House of Commons Defence Investment Event, 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

Do

- 42. New - Deliver** energy efficiency improvements across Council assets and community buildings to reduce energy costs and carbon emissions – including through the fleet renewal and Infrastructure Engagement Strategy.
- 43. New - Work** with partners to maximise the uptake of Warm Homes and similar retrofit schemes, improving the energy efficiency of homes across Huntingdonshire and saving residents money.
- 44. New - Deliver** the Habitat Banking Programme across Council-owned sites to improve biodiversity and generate Biodiversity Net Gain units, whilst enhancing accessible open spaces for residents and creating opportunities for education and community engagement.
- 45. New - Enhance** Huntingdonshire's natural environment and biodiversity by delivering tree planting initiatives across the district, enabling communities, partners and landowners to contribute to greener, more sustainable places.

INFLUENCE

- 46. Support** businesses to improve their net-zero ambitions through green tools and resources.
- 47. New - Work** with critical partners, including National Grid and the CPCA, to influence the development of long-term sustainable energy solutions within the district.
- 48. 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 UK's target of net zero emissions by 2050.
- ✓ Received an improved score of 27% (up from 0% in 2021) from an independent review of our Climate Action by Climate Emergency UK. This demonstrates the immediate impact of our Climate Strategy and Action Plan (adopted in February 2023). However this does not yet reflect the impact of our most recent climate work completed 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

- 49. New - Ensure** the continuity and quality of frontline services throughout Local Government Reorganisation, delivering core services well and minimising disruption for residents and communities.
- 50. New - Maintain** the existing work on the Workforce Strategy to ensure that we support and retain the workforce required to deliver frontline services effectively during organisational change.
- 51. New - Engage** with residents, businesses and key stakeholders to deliver clear, consistent and timely communication throughout organisational change, aligning with wider engagement activity across Cambridgeshire and Peterborough.
- 52. New - Ensure** that Huntingdonshire's good practice and effective service delivery are embedded within the future LGR operating model, while proactively adopting and implementing proven approaches from other councils locally where a clear business case exists.
- 53. Delivery** of the Workforce Strategy Action Plan equipping the workforce with skills for the future whilst attracting, retaining and nurturing talent.
- 54. Continue** our Customer Experience Programme to ensure that our customers are always at the heart of what we do.
- 55. Deliver** the enhancements to visitor facilities at Hinchbrook Country Park.

Enable

- 56. Continue** to support and enable our volunteers, along with exploring other volunteering opportunities, that will improve the quality of our environmental assets.

Influence

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

WE SAID, WE DID 2025 / 2026



P R I O R I T Y

Doing our core work well

O U T C O M E

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

Examples of achievements related to this outcome include:

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



OPERATIONAL PERFORMANCE MEASURES 2026 / 2027

Priority 1: Improving quality of life for local people

MEASURES

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

Priority 2: Creating a better Huntingdonshire for future generations

MEASURES

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

- 14.** Percentage of planning applications processed on target – household extensions (within 8 weeks or agreed extended period) (cumulative year to date)
- 15.** The number of planning applications over 16 weeks old with no current extension in place
- 16.** The cumulative footfall in our market towns (cumulative year to date)
- 17.** The total number of business engagements by the Economic Development team (cumulative year to date)
- 18.** The efficiency of vehicle fleet driving – Energy Efficient Driving Index Score for the waste service

Priority 3: Doing our core work well

MEASURES

- 19.** Percentage of household waste reused/recycled/composted (excluding food waste collections) (cumulative year to date)
- 20.** Collected household waste per person (kilograms, excluding food waste collections) (cumulative year to date)
- 21.** Residual waste collected per household (kilograms) (cumulative year to date)
- 22.** Number of missed bins (excluding food waste collections) (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 reported (cumulative year to date)
- 25.** Number of sanctions against environmental crime and anti-social behaviour (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 (seconds) (cumulative year to date)
- 29.** Customer satisfaction when contacting our Contact Centre
- 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. Percentage staff turnover (per individual month)

35. 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.