



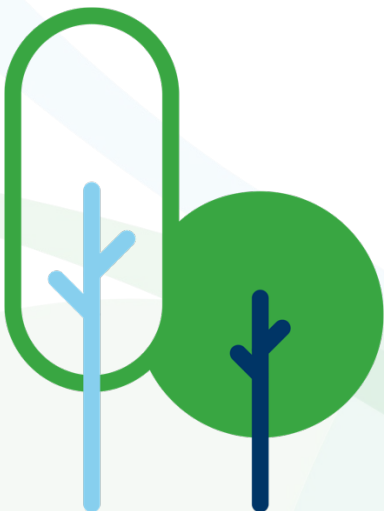
CORPORATE PLAN
2023 - 2028

Do - Enable - Influence



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FOREWORD

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

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

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

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

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

Priority 1 - Improving quality of life for local people



Improving the happiness and wellbeing of residents



Keeping people out of crisis



Helping people in crisis

Priority 2 - Creating a better Huntingdonshire for future generations



Improving housing



Forward-thinking economic growth



Lowering carbon emissions

Priority 3 - Doing our core work well



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

The first two priorities are each split into three outcomes 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 takes time to listen and to really understand where people need the help and support to make a real difference to their lives.

In line with changes across the public sector system, we need to make prevention a core way of working across the Council. This is fundamental to our 'Improving the quality of life for local people' priority, which does not just focus on helping those already experiencing crisis but sets out earlier outcomes we want to achieve - keeping people out of crisis and, even more broadly, improving the happiness and wellbeing of our residents.

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

DO. 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 as this Corporate Plan calls on the Council to play more of an enabling role, to make more use of partnership working and to empower people to reduce demand for traditional public services. Our role is to help residents and businesses thrive, but that is not something we can do to people. Only by **working with people** can we make sure Huntingdonshire is a place where you and your family can have a good life and take advantage of the options that benefit you.

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

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

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



Councillor Sarah Conboy
Executive Leader



Councillor Tom Sanderson
Deputy Executive Leader



Councillor Sam Wakeford
Assistant Executive Leader

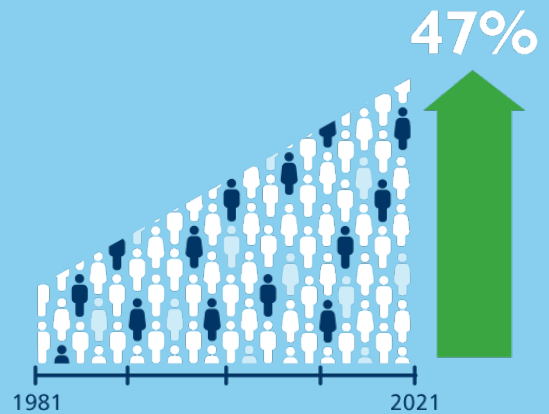
GETTING TO KNOW HUNTINGDONSHIRE

OUR PEOPLE AND PLACE



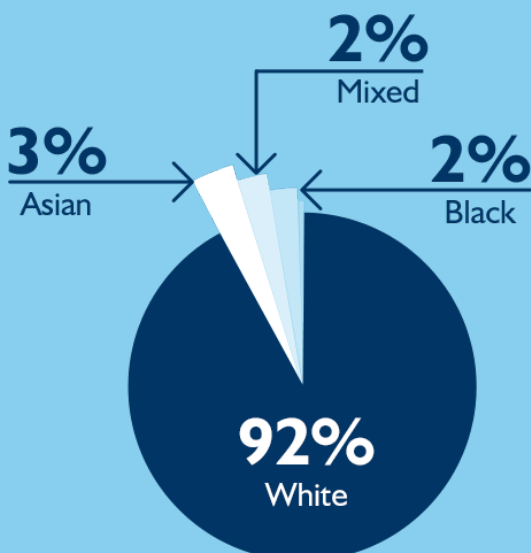
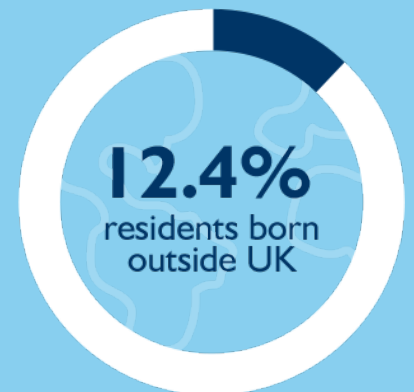
Huntingdonshire is a large (900 square kilometres) and predominantly rural area. However over 40% of the population live in our three largest market towns of **St Neots, Huntingdon** and **St Ives**.

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



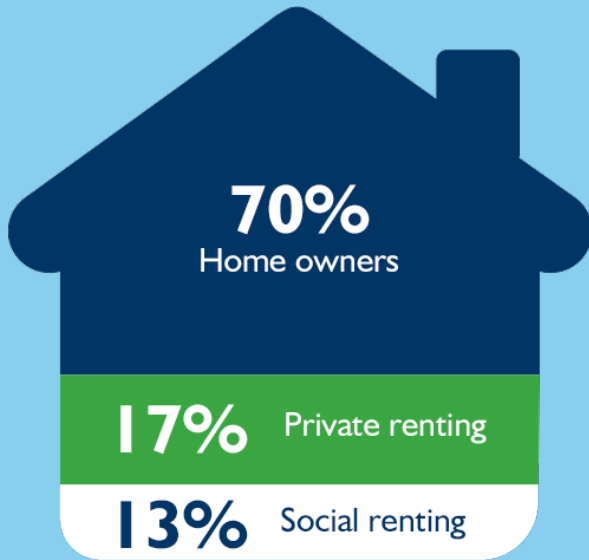
The district has an **ageing population** with 37,500 residents aged 65 plus at mid-2022, with the number **up by 33%** between 2011 and 2021 alone.

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**.



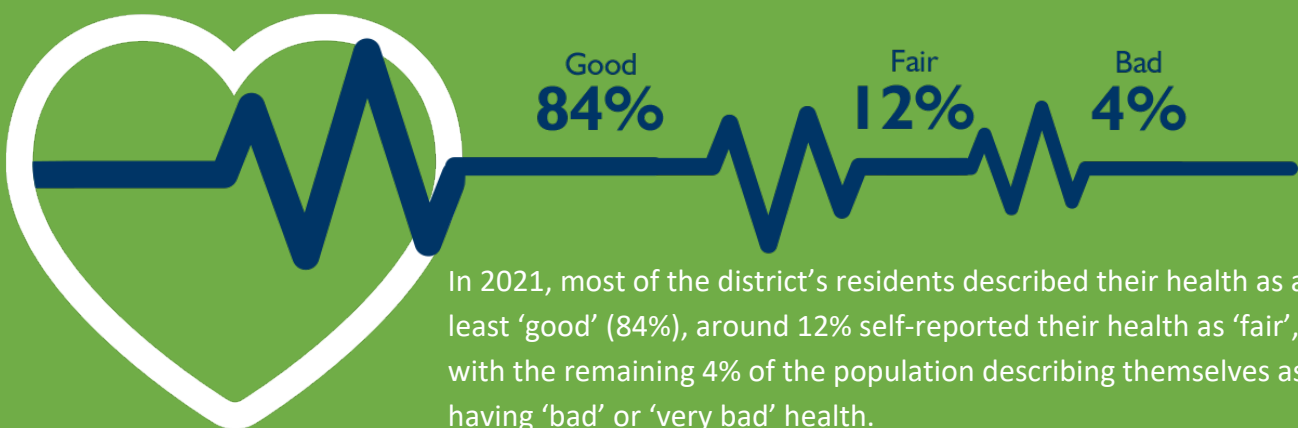
Most people in the district identified their ethnic group within the 'White' category (92%) in 2021. Around 3% identified their ethnic group within the 'Asian, Asian British or Asian Welsh' category, 2% within the "Mixed or Multiple" category, 2% within the 'Black, Black British, Black Welsh, Caribbean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

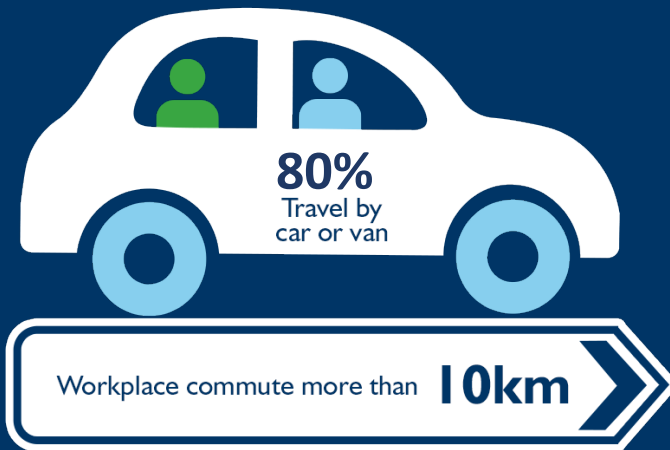




Around 4% of usual residents in 2021 said they provided at least **20 hours of unpaid care** in a typical week.

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 2019 Indices of Deprivation. **Economic activity (64% of those aged 16+)** and **employment rates (61.6% of those aged 16+)** are both higher than the national average.

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

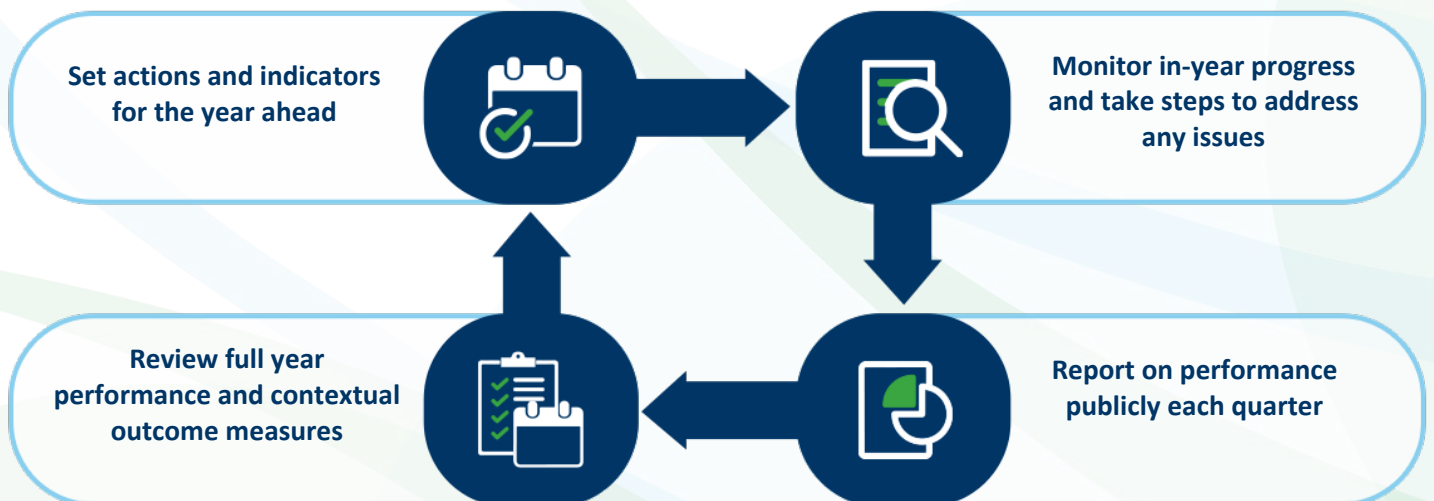
We will stand accountable for performance against these priorities through an annual action plan and performance measures. These will be refreshed yearly to reflect work completed and the development of new approaches informed by ongoing engagement with partners and residents.

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. Deliver** a Community Health and Wealth Strategy, to link broader social determinants of health with a Community Wealth Building approach.
- 2. Undertake** a 'deliberative democracy' approach to the development of our Community Health and Wealth Strategy.

ENABLE

- 3. Deliver** the skills and employment workstream of the UK shared prosperity programme.
- 4. Refresh** our Social Value Policy and explore larger opportunities to maximise local benefit through a Community Wealth Building approach to procurement and the roles of anchor institutions.
- 5. Focus** on maximising physical activity in the district, and work to promote this across local partners.
- 6. Maximise**, and report on, the benefits of a targeted approach to support residents to improve their quality of life through the promotion and delivery of relevant services (e.g. run campaigns based on a customer segmentation approach, track progress and regularly report on take-up and impact).

INFLUENCE

- 7. Continue to work with** statutory partners to secure improvements to transport options for Huntingdonshire, including active travel.
- 8. Formally engage** with relevant stakeholders, residents and businesses to explore how place strategy priorities are transformed into practical delivery.

WE SAID, WE DID 2023 / 2024



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:

- ✓ Developing a 'new movers' pilot scheme, which will see a leaflet distributed for all new Council Tax accounts aiming to support positive outcomes for new arrivals to Huntingdonshire and directing them to online resources that can help them settle in and thrive in the district
- ✓ 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 2023 to December 2023
- ✓ Continuing to listen to, and engage with, local residents through activities such as our Climate Conversation event, consultations feeding into the development of a new Local Plan and an online survey seeking views on Corporate Plan priorities via letstalkhuntingdonshire.net





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

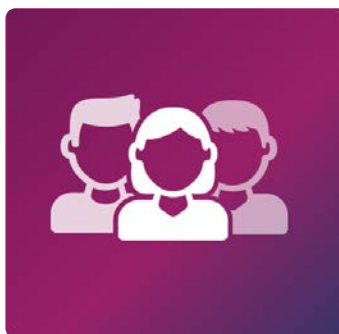
9. Report regularly on progress on the delivery of an integrated financial vulnerability model between HDC and partners.

10. Act on opportunities for early intervention and regularly report on learning and impact.

ENABLE

11. Maximise, and report on, the benefits of a targeted approach to support residents at risk of experiencing crisis through the promotion and delivery of relevant services (e.g. improve data sharing with the police to inform a targeted on-the-ground door-knocking campaign to help prevent crime).

WE SAID, WE DID 2023 / 2024



P R I O R I T Y

Improving quality of life for local people

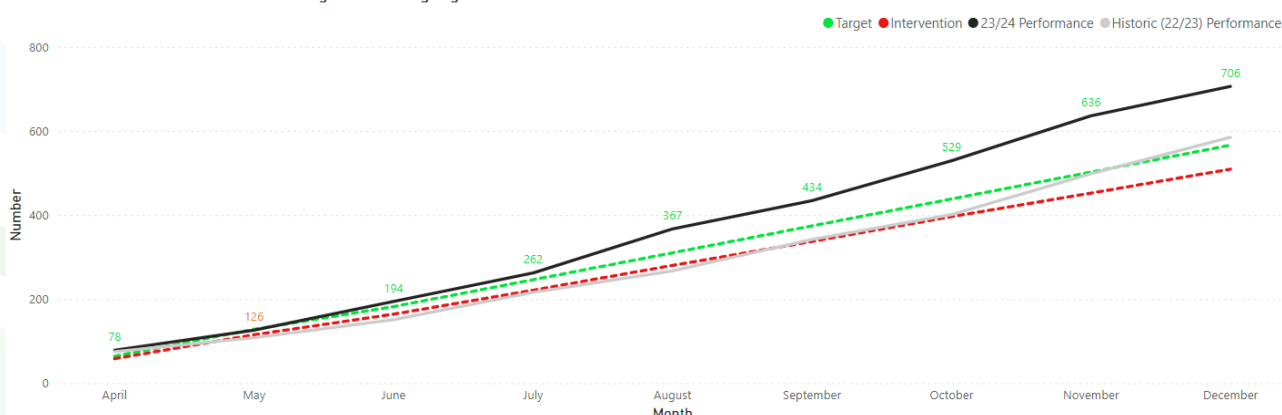
O U T C O M E

Keeping people out of crisis

Examples of achievements related to this outcome include:

- ✓ Developing and approving a new Council Tax Support Scheme, which will see higher levels of financial support provided to approximately 4,000 lower-income households from April 2024
- ✓ Preventing more cases of homelessness, with 28% more successful preventions recorded up to December than at the same stage last year
- ✓ 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 20% more households between April and December than were housed in the same period of 2022
- ✓ The Community Safety Partnership securing funding from the Office of the Police and Crime Commissioner for the recruitment of a new Problem Solving Officer to work directly with residents and councillors to provide additional resource and help identify and respond to community safety concerns and issues before they escalate

PI 8. Number of households housed through the housing register and Home-Link scheme





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

- 12. Continue to support** refugees and other guests, seeking to support good community relations and smooth transition into long-term residency or return home.
- 13. Work with partners** to review the provision of Disabled Facilities Grants and ensure we maximise our ability to prevent crisis and support those who need help.

ENABLE

- 14. Focus** on maximising the economic success of residents via a Community Wealth building approach.
- 15. Maximise**, and report on, the benefits of a targeted approach to support residents experiencing crisis through the promotion and delivery of relevant services (e.g. identifying individuals who could benefit from support offered by the Resident Advice and Information team and reporting on outcomes).
- 16. Continue to promote** WeAreHuntingdonshire as a tool for partners to provide directed and tailored support based on our wider determinants approach.

INFLUENCE

- 17. Lobby**, and **support campaigns**, for improvements to the living conditions of local residents.



WE SAID, WE DID 2023 / 2024



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:

- ✓ Developing and promoting our ‘Social Solutions’ tool, used by partners such as Cambridgeshire Police to identify support pathways and refer people in need of help to our Resident Advice and Information Team
- ✓ Supporting hundreds of Ukrainian families, eight 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
- ✓ Targeting interventions to those most in need, for example through our One Leisure Concessionary Membership Scheme which encourages take-up of physical activity that can lead to evidence-based wide-ranging benefits for mental and physical health, social engagement and fitness to work, all of which play a part in keeping the more vulnerable out of crisis
- ✓ Continuing to support safe, accessible and welcoming spaces for local people by working with and promoting Community Spaces (previously ‘Warm Spaces’) run by local partners, including providing grants of up to £500 available through our Community Chest fund





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

- 18. Commence work** on a new Housing Strategy for 2025-2030.
- 19. Continue to use** surplus Council owned sites to deliver affordable housing, for example working with the Longhurst Group.
- 20. Complete** an Affordable Housing Advice note that will support the delivery of new affordable housing by providing clear guidelines to developers.
- 21. Commence work** on a policy to support the use of civil penalties with regard to private sector housing enforcement.
- 22. Carry out a review** of supported exempt accommodation in the area, linked to the Supported Housing (Regulatory Oversight) Act, which will lead to the development of a Supported Housing Strategy.
- 23. Implement** the government's new National Supported Housing Standards and introduce licensing regulations.

ENABLE


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

INFLUENCE

- 26. Continue to work with** Registered Providers to improve conditions in existing accommodation through regeneration schemes.
- 27. Work with** Health and Social Care Providers to explore future models of housing, support and care, enabling people to live independently for longer.



WE SAID, WE DID 2023 / 2024



P R I O R I T Y
Creating a better Huntingdonshire for future generations

O U T C O M E
Improving Housing

Examples of achievements related to this outcome include:

- ✓ Approving a new Tenancy Strategy, a First Homes Position Statement and a revised Housing Strategy, following a mid-term review to reflect new information such as findings from the 2021 Census
- ✓ Hosting a Registered Provider Conference, bringing partners including the main social housing stock holding associations together to enable discussions and exploration of a range of opportunities, such as retrofitting and carbon reduction, and establishing a forum for further collaboration
- ✓ Increasing numbers of homes being built in the district, including 544 new affordable homes delivered between April and December
- ✓ Reducing the number of older planning applications without a current extension of time in place, with the number over 26 weeks old falling from 175 in April to 74 by December



Celebrated the completion of 82 new affordable homes in Ramsey



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

- 28. Promote** Huntingdonshire as a destination for high value inward investment, prioritising businesses that are proactively reducing their carbon emissions, and produce an annual report on activity.
- 29. Deliver** the business support projects within the UKSPF and REPF programme, including Manufacturing Digitalisation, Green Business Initiative, Jumpstart business competition and a new Start-up programme.
- 30. Refresh** the Huntingdonshire Economic Growth Strategy.
- 31. Continue the delivery** of the Market Town Programme, including the ongoing delivery of Future High Street projects in St Neots, development of new Retail Hub in Ramsey, and various other funded projects within the four market towns. Commence feasibility work on new projects to enable them to be brought forward when funding is available.
- 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.

ENABLE

- 33. Work with** intermediaries, professional service networks, investors and developers to understand the health of the economy, develop responses and attract investment.

INFLUENCE

- 34. Work with** the CPCA and partners to complete a review of the future demand for Further Education (FE) provision in the St Neots area and development of the Local Skills Implementation Plan, prioritising connections between FE provision and local employers aligned to core growth sectors.
- 35. Influence and contribute to** the creation of a Devolution2 deal for Cambridgeshire & Peterborough; the State of the Nation and Place Strategy Vision work and the commissioning of all future business support and grant funding provision.
- 36. Influence delivery** of infrastructure including East West Rail, A428, A141 Strategic Outline Business Case and future Transport Strategies.

WE SAID, WE DID 2023 / 2024



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 in Huntingdonshire through the Made in Huntingdonshire campaign, the [Invest in Huntingdonshire website](#), engagement with local businesses and bespoke support offered to potential investors and in response to enquiries received
- ✓ Delivering Year 1 of the UK Shared Prosperity Fund, including the launch of the Manufacturing Digitalisation project, Green Business Initiative, Business and IP centre and the Start Up/ Entrepreneurship project
- ✓ Commencing work in St Neots town centre to deliver major improvements transforming the area for the benefit of local people, businesses and visitors, as part of the wider Market Towns Programme
- ✓ Agreeing to update our Local Plan and 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

DO

- 37. **Complete** Hydrotreated Vegetable Oil (HVO) Fuel Trial and present a business case for decision.
- 38. **Deliver** a Fleet Decarbonisation Plan.
- 39. **Deliver** our Energy Strategy.
- 40. **Deliver** the Climate Conversation in 2024, showcasing community action and listening to local people in their communities.
- 41. **Identify** emissions from HDC IT data centres to include in reporting and **establish** disposal methods for IT equipment to reduce environmental impact.
- 42. **Establish** climate and carbon emissions learning and development plan for Council employees.
- 43. **Accelerate** Solar Power Adoption on Council Buildings.

ENABLE

- 44. **Support** community projects and plans that reduce carbon emissions.
- 45. **Deliver** Biodiversity for All (2023-2025) to enable community action and support green skills development.
- 46. **Commission** Active Travel Studies (UKSPF) to influence/inform future investment priorities.
- 47. **Deliver** the Phase 1 Rural Pilot HDC Electric Vehicle Charging Strategy Actions.

INFLUENCE

- 48. **Develop** the Council's procurement rules to further embed social and environmental value.
- 49. **Expand** positive climate action support for local businesses, celebrating best practice and sharing knowledge.
- 50. **Adopt** the Huntingdonshire Plan for Nature and **influence** the Cambridgeshire & Peterborough Local Nature Recovery Strategy with our priorities.

WE SAID, WE DID 2023 / 2024



P R I O R I T Y

Creating a better Huntingdonshire for future generations

O U T C O M E

Lowering carbon emissions

Examples of achievements related to this outcome include:

- ✓ Hosting a weekend of Climate Conversation events
- ✓ Commissioning a study on priority landscapes and undertaking biodiversity surveys to help deliver the Huntingdonshire Plan for Nature
- ✓ Developing an Electronic Vehicle (EV) Charging Strategy being put forward for approval in March 2024
- ✓ 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





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

51. **Refresh** our Commercial Investment strategy to develop proposals for future strategic investments.
52. **Complete** the remaining elements of the Workforce Strategy to prepare the Council for the changing skills needed in our future workforce and ensure we can continue to attract, retain and nurture talent.
53. **Continue** our Customer Services improvement programme to ensure that our customers are always at the heart of what we do.
54. **Continue** the Development Management Improvement programme to improve the performance of the planning service.
55. **Progress delivery** of Civil Parking Enforcement across the District to enforce on-street parking activity.
56. **Deliver** the enhancement of visitor facilities at Hinchingsbrooke Country Park.
57. **Upgrade** path and cycleways at Riverside Park St Neots.
58. **Deliver** an independent Corporate Peer Challenge of the Council that will assess, challenge and improve what we do.
59. **Assess**, and where prudent, **use** the emerging national benchmarking data from the Office of Local Government (Oflog) to improve our performance.
60. **Bring forward** and **expand** our use of unit costs to demonstrate productivity within priority service areas.
61. **Pilot** the use of Artificial Intelligence within the Council, seeking to create efficiencies and service improvement whilst ensuring we comply with all relevant legislation.
62. **Listen to** local residents and respond to their input on service delivery.

ENABLE

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

INFLUENCE

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

WE SAID, WE DID 2023 / 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

Examples of achievements related to this outcome include:

- ✓ Receiving Green Flag Awards at Paxton Pits and Hinchbrooke Country Park for the sixth year in a row, and at Priory Park for the seventh
- ✓ 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
- ✓ Adopted a new Performance Management Framework and improving the format of corporate performance reports we publish each quarter
- ✓ Administering payments of over £250k of Energy Bill Rebate support to 885 applicants without personal energy supplier contracts or living in homes that use alternative fuels for heating instead of mains gas



OPERATIONAL PERFORMANCE MEASURES 2024 / 2025

Priority 1: Improving quality of life for local people

MEASURES

1. Number of attendances at One Leisure Active Lifestyles programmes (cumulative year to date)
2. Number of attendances at Sports Development activities and programmes (cumulative year to date)
3. Number of One Leisure Facilities admissions – swimming, Impressions, fitness classes, sports hall and pitches (excluding Burgess Hall and school admissions) (cumulative year to date)
4. 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)
5. Average time (in weeks) between date of referral and practical completion of jobs funded through Disabled Facilities Grants (cumulative year to date)
6. Average number of days to process new claims for Housing Benefit and Council Tax Support (cumulative year to date)
7. Average number of days to process changes of circumstances for Housing Benefit and Council Tax Support (cumulative year to date)
8. Number of homelessness preventions achieved (cumulative year to date)
9. Number of households housed through the housing register and Home-Link scheme (cumulative year to date)
10. Number of households in Temporary Accommodation (snapshot at end of each period)

Priority 2: Creating a better Huntingdonshire for future generations

MEASURES

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

* indicates that a measure is included among the metrics published by Oflog (as at February 2024)

- 15.** Percentage of planning applications processed on target – household extensions (within 8 weeks or agreed extended period) (cumulative year to date)
- 16.** Number of planning applications over 16 weeks old (or 26 weeks old for major applications) where there is no current extension of time in place (total at end of each quarter)
- 17.** Efficiency of vehicle fleet driving – Energy Efficient Driving Index score for the Waste service (cumulative year to date)

Priority 3: Doing our core work well

MEASURES

- *18.** Percentage of household waste reused/recycled/composted (cumulative year to date)
- 19.** Collected household waste per person (kilograms) (cumulative year to date)
- *20.** Residual waste collected per household (kilograms) (cumulative year to date)
- 21.** Number of missed bins (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 enforcement actions taken on fly tips (fines/court summons) (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 (cumulative year to date)
- *28.** Council Tax collection rate (cumulative year to date)
- *29.** Business Rates collection rate (cumulative year to date)
- 30.** Staff short-term sickness days lost per full time equivalent (FTE) (rolling 12-month total)
- 31.** Staff long-term sickness days lost per full time equivalent (FTE) (rolling 12-month total)
- 32.** Staff turnover (per individual month)

* indicates that a measure is included among the metrics published by Oflog (as at February 2024)

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.