



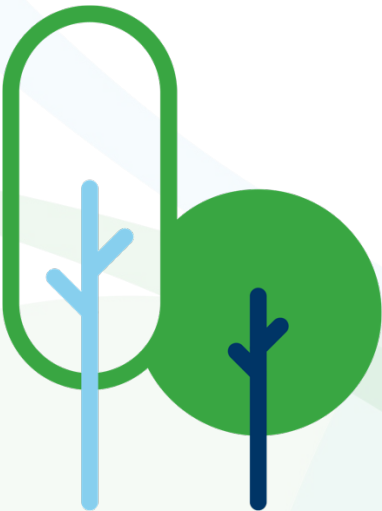
CORPORATE PLAN
2023 - 2028

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

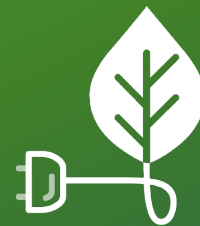
Priority 2 - Creating a better Huntingdonshire for future generations



Improving housing



Forward thinking economic growth



Lowering carbon emissions



Priority 3 - 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

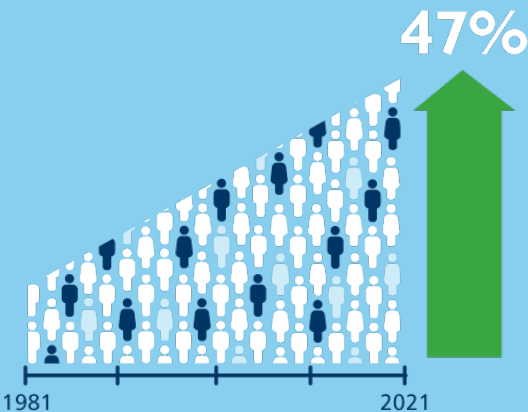
GETTING TO KNOW HUNTINGDONSHIRE

OUR PEOPLE AND PLACE



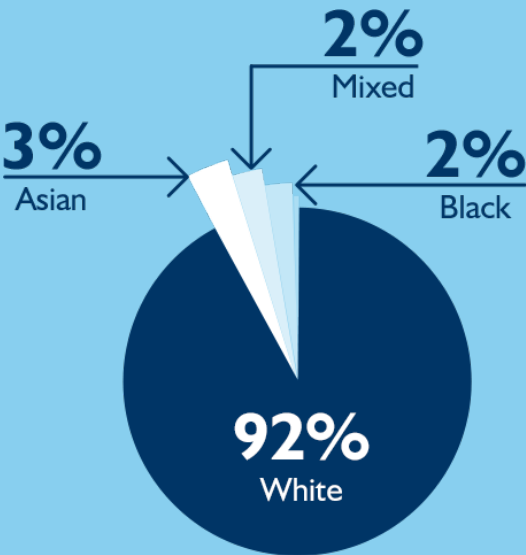
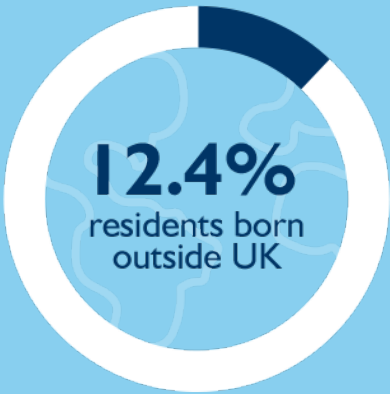
Huntingdonshire is a large (900 square kilometres) and predominantly rural area. However over 40% of the population live in our three largest market towns of **St Neots, Huntingdon** and **St Ives**.

With an estimated **180,800 residents** and **76,900 households in 2021**, the population has grown significantly over recent decades (up by 47% since 1981).



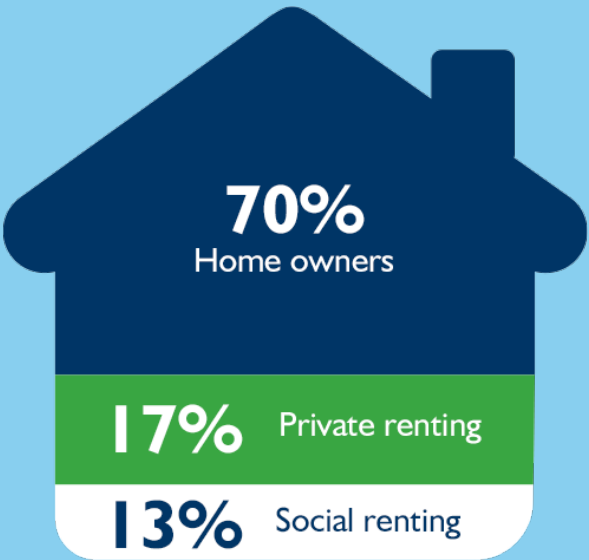
The district has an **ageing population** with 36,500 residents aged 65 plus, up by **33%** since 2011 alone.

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**.



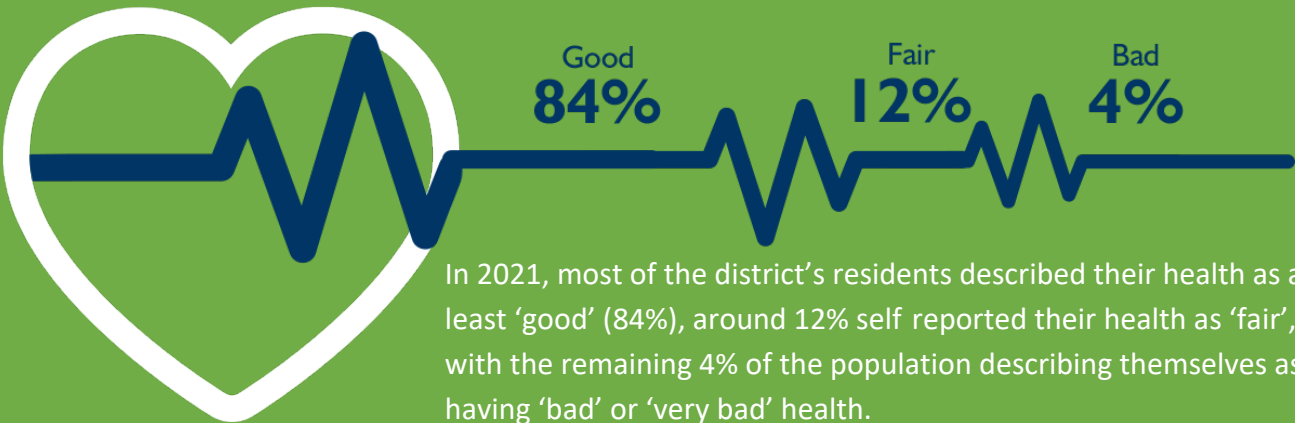
Most people in the district identified their ethnic group within the 'White' category (92%) in 2021. Around 3% identified their ethnic group within the 'Asian, Asian British or Asian Welsh' category, 2% within the "Mixed or Multiple" category, 2% within the 'Black, Black British, Black Welsh, Caribbean or African' category and the remaining 1% identified their ethnic group within 'other ethnic groups'.

The average household size is now **2.3 persons per household**, down from 2.4 in 2011 and below the latest England average of 2.4. More people are now 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.

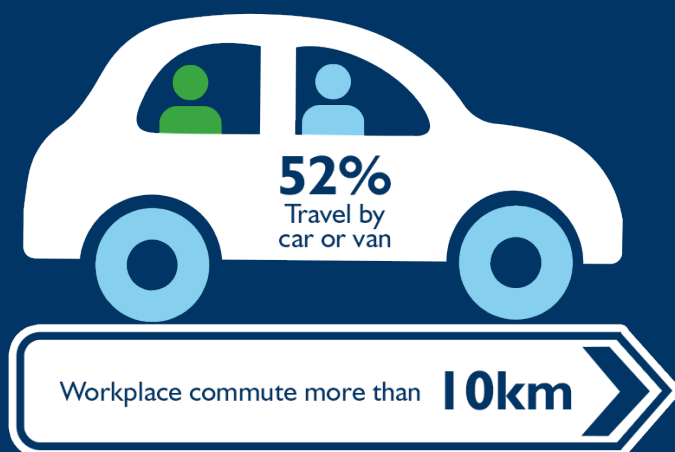




Around 4% of usual residents in 2021 said they provided at least **20 hours of unpaid care** in a typical week.

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 just over half (52%) 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 (7%).**

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 and over.



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 our 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: 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

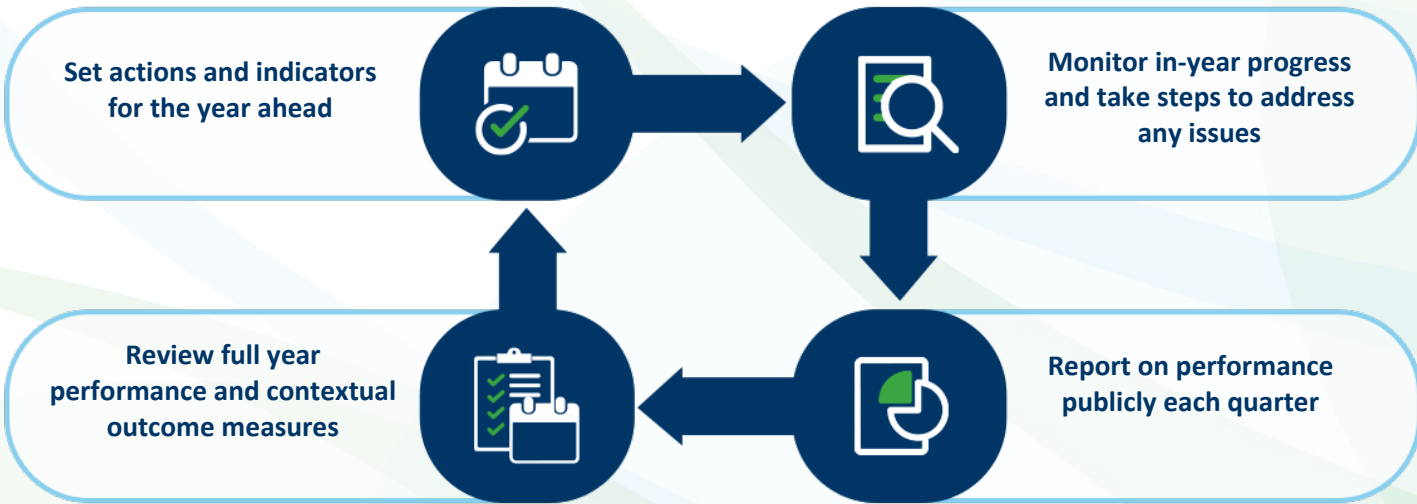
We will stand accountable for performance against these priorities through an annual action plan and performance measures. These will be refreshed yearly to reflect work completed and the development of new approaches informed by ongoing engagement with partners and residents.

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 11 17. Performance in delivering these actions will be reported quarterly to show progress against significant milestones. Qualitative updates will be provided for each priority and outcome statement 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 18 and 19, with quarterly updates to show performance against targets and provide commentary on progress made and steps taken to address any issues.

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



ACTION PLAN 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

DO

1. **Refresh** Huntingdonshire's Community Strategy via a new Residents Outcome Strategy – linking Community and Health, building on the Place Strategy findings.
2. **Deliver** the skills and employment workstream of the UK shared prosperity programme.
3. **Run** a pilot with new movers to the area which seeks to support positive outcomes from residents' first arrival in Huntingdonshire.
4. **Listen** to local residents and respond to their input on service delivery.

ENABLE

5. **Formally build** assessments of the impact on the Corporate Plan priorities into Council decision making.
6. **Refresh** our Social Value Procurement Policy and work with other local anchor institutions to encourage them to do the same.

INFLUENCE

7. **Work** via the Integrated Care System to seek to embed an approach which places a focus on activity in the long-term interests of residents in ways of working across system partners.
8. **Continue to work with** statutory partners to secure improvements to transport options for Huntingdonshire, including active travel.
9. **Formally engage** with relevant stakeholders, residents and businesses to explore how place strategy priorities are transformed into practical delivery.
10. **Explore** a campaign which seeks to extol the virtues of spending local and being physically active. Reviewing the benefits that places like Preston, Wigan and East Ayrshire have gained from this approach.



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. Resource and lead a key change programme which reviews the way we support residents in need across a range of local providers. This will see us work with partners to review and define ways of working, particularly around financial distress. Seeking to develop more holistic support which address root causes and prevent issues escalating.

12. Develop proposals to pilot activity to use Council debt data to target support before people enter crisis.

ENABLE

13. Recognise that community sector partners are often the first point of call for those in a community, and as such we will **work with** community groups to explore appetite and define shared ways of working.

14. Deliver our health inequalities project in partnership with our community and continue to work with health to **seek** funding opportunities and **identify** ways to maximise the contribution of our leisure service to health improvements.

INFLUENCE

15. Work with partners to explore options as to how we use early warning signs as opportunities to seek to offer support, with a view to preventing needs escalating.

16. Continue to work with statutory partners to secure improvements to transport options for Huntingdonshire, including active travel.

17. Work proactively with partners to promote safety and address issues at the earliest opportunity.



PRIORITY

Improving quality of life for local people

OUTCOME

Helping people in crisis

DO

- 18. Continue to **support** those impacted via the cost-of-living crisis via a partnership approach which seeks to deal with not just the presenting issue, but wherever possible the cause of it.
- 19. Continue to **support** refugees and other guests, seeking to support good community relations and smooth transition into long-term residency or return home.

ENABLE

- 20. **Formally propose to partners** that we build financial, social and physical solutions into crisis management. Reducing the likelihood of crises repeating in the future.

INFLUENCE

- 21. **Continue to champion** WeAreHuntingdonshire.org and other cross cutting sources of information to deliver services that are convenient for the resident rather than structured around the organisation delivering them.
- 22. **Formally engage** with relevant stakeholders, residents and businesses to explore how place strategy priorities are transformed into practical delivery.



**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. Complete Mid Term Review of the Housing Strategy. The Housing Strategy was completed in 2020, this review will enable us to take into account recent studies of need and Census data.

24. Adopt First Homes Policy. Until the update of the Local Plan is completed it is necessary to complete a position statement on First Homes.

25. Adopt new Tenancy Strategy to support people to live healthy and independent lives.

26. Maximise use of Council owned sites to deliver housing, for example working with the Longhurst Group.

ENABLE

27. 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).

28. Work in partnership to look at best practice and funding to improve housing conditions, including retrofit programmes in social and private housing.

INFLUENCE

29. Work with Registered Providers to improve conditions in existing accommodation through regeneration schemes.

30. Work with Health and Social Care Providers to explore future models of housing, support and care enabling people to live independently for longer.





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

- 31. Promote** Huntingdonshire as a destination for high value inward investment, prioritising businesses that are proactively reducing their carbon emissions. Annual report on activity produced.
- 32. Deliver** Year 1 of a programme of UKSPF funded business support activities, including Green Business Grants and support for start-ups and small and medium-sized enterprises (SMEs) to grow.
- 33. Scope** the refresh of the Huntingdonshire Economic Growth Strategy and produce quarterly economic insights report.
- 34. Continue the delivery** of the Market Town Programme, including completion of the Accelerated Programme, ongoing delivery of Future High Street projects in St. Neots, development of new Retail Hub activity in Ramsey, and delivery of UKSPF funded Vibrant Communities project.
- 35. Commence** the update to the adopted Local Plan including refreshing the evidence base, starting community engagement and a call for sites.

ENABLE

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

INFLUENCE

- 37. 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.
- 38. Influence** the implementation of the CPCA Economic Growth Strategy and commissioning of future business support provision.
- 39. Influence** delivery of infrastructure including East West Rail, A428, A141 Strategic Outline Business Case and future Transport Strategies.



P R I O R I T Y

Creating a better Huntingdonshire for future generations

O U T C O M E

Lowering our carbon emissions

DO

- 40. Review** our assets to improve energy efficiency and reduce the carbon impact of our buildings.
- 41. Deliver** Fleet Review Plan for lower carbon alternatives for service delivery.
- 42. Deliver** Energy Strategy.
- 43. Establish** Climate Conversation to openly account against the Climate Action Plan, listen to feedback from local people, evaluate priorities, develop actions towards Environmental Innovation (Place Strategy).
- 44. Review** Local Plan (ensuring plan for Biodiversity Net Gain referencing the National Planning Policy Framework).

ENABLE

- 45. Deliver** Electric Vehicle Charging Strategy.
- 46. Pilot** Community Carbon Reduction Plans.
- 47. Deliver** Biodiversity for All (2023-2025) to enable community action and support green skills development.
- 48. Commission** Active Travel Studies (UKSPF) to influence/inform future investment priorities.

INFLUENCE

- 49. Develop** the Council's procurement rules to further embed social and environmental value.
- 50. Expand** the current Green Business Awards Scheme, celebrating best practice and sharing knowledge.
- 51. Deliver** Huntingdonshire Plan for Nature and contribute to the Local Nature Recovery Strategy to guide greater biodiversity and nature restoration in the district.



P R I O R I T Y

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

DO

- 52. Refresh** our Commercial Investment strategy to develop proposals for future strategic investments.
- 53. Deliver** a renewed Workforce Strategy to prepare the Council for the changing skills needed in our future workforce and to ensure that we can continue to attract, retain and nurture talent.
- 54. Refresh** of operational performance management to deliver improvement and provide consistent and transparent tracking of what we do and how we do it.
- 55. Undertake** Customer Services improvement programme to ensure that our customers are always at the heart of what we do.
- 56. Deliver** the Council Tax Support project to ensure we offer the best support to those that need it.
- 57. Ensure** that the Additional Funding for Energy Bill Rebate is **delivered** to those who are eligible.
- 58. Undertake** the Development Management Improvement programme to improve the performance of the planning service.
- 59. Implement** the review of the collection of Green waste and **develop proposals** for the collection of food waste.
- 60. Progress delivery** of Civil Parking Enforcement across the District to enforce on-street parking activity.
- 61. Deliver** the enhancement of visitor facilities at Hinchbrook Country Park.
- 62. Upgrade** path and cycleways at Riverside Park St. Neots.

ENABLE

- 63. Do** these things well to enable local people to **thrive** and take new opportunities.
- 64. Enable** our outstanding volunteers in our parks, nature reserves and elsewhere to continue to improve the quality of those spaces.

INFLUENCE

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

OPERATIONAL PERFORMANCE MEASURES 2023 / 2024

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 One Leisure Facilities admissions – swimming, Impressions, fitness classes, sports hall and pitches (excluding Burgess Hall and school admissions) (cumulative year to date)
3. The number of residents enabled to live safely at home and prevented from requiring care or a prolonged stay at hospital via a Disabled Facilities Grant (DFG) (cumulative year to date)
4. Average time (in weeks) between date of referral and practical completion of jobs funded through Disabled Facilities Grants (cumulative year to date)
5. Average number of days to process new claims for Housing Benefit and Council Tax Support (cumulative year to date)
6. Average number of days to process 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 number of homes with a Council Tax banding (cumulative year to date)
11. Number of new affordable homes delivered (cumulative year to date)
12. Percentage of planning applications processed on target – major (within 13 weeks or agreed extended period) (cumulative year to date)

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

Priority 3: Delivering good quality, high value-for-money services with good control and compliance with statutory obligations

MEASURES

- 17.** Percentage of household waste reused/recycled/composted (cumulative year to date)
- 18.** Percentage of sampled areas which are clean or predominantly clean of litter, detritus, graffiti, flyposting, or weed accumulations (cumulative year to date)
- 19.** Number of missed bins (cumulative year to date)
- 20.** The number of programmed food safety inspections undertaken (cumulative year to date)
- 21.** Percentage of calls to Call Centre answered (cumulative year to date)
- 22.** Average wait time for customers calling the Call Centre (cumulative year to date)
- 23.** Council Tax collection rate (cumulative year to date)
- 24.** Business Rates collection rate (cumulative year to date)
- 25.** Staff sickness days lost per full time equivalent (FTE) (rolling 12-month total)
- 26.** Staff turnover (rolling 12-month total)

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.